STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

Agenda and Meeting Materials
August 28-29, 2019

Ballroom
Cohen Center
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965

ACTIVITIES
BOARD OF GOVERNORS MEETINGS
Ballroom
Cohen Center
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965
August 28-29, 2019

Wednesday, August 28, 2019

7:30 – 8:30 a.m.	**Breakfast will be provided**
8:30 – 10:30 a.m. or upon Adjournment of Previous Meetings	**Strategic Planning Committee** Chair: Ms. Darlene Jordan; Vice Chair: Mr. Edward Morton Members: Cerio, Felton, Frost, Huizenga, Lamb, Levine, Scott
10:30 – 10:45 a.m.	**Break**
10:45 – 11:45 a.m. or upon Adjournment of Previous Meetings	**Strategic Planning Committee** (continued) Chair: Ms. Darlene Jordan; Vice Chair: Mr. Edward Morton Members: Cerio, Felton, Frost, Huizenga, Lamb, Levine, Scott
11:45 – 1:00 p.m.	**Lunch will be provided**
1:00 – 1:45 p.m. or upon Adjournment of Previous Meetings	**Drugs, Alcohol and Mental Health Task Force** Chair: Mr. Ed Morton; Vice Chair: Mr. Syd Kitson Members: Johnson, Jordan, Scott, Tripp Trustees: Barbar, Burr, Gable, Garvy, Heavener, Hyde, Lawson, Lowell, Martin, O'Sullivan, Schulaner, Watkins
1:45 – 2:15 p.m. or upon Adjournment of Previous Meetings	**Innovation and Online Committee** Chair: Mr. Edward Morton; Vice Chair: Ms. Darlene Jordan Members: Cerio, Corcoran, Felton, Huizenga, Johnson, Kitson, Silagy, Stermon, Tripp

2:15 – 3:00 p.m. or upon Adjournment of Previous Meetings	**Facilities Committee** Chair: Mr. H. Wayne Huizenga, Jr.; Vice Chair: Mr. Syd Kitson Members: Felton, Jordan, Lautenbach, Lydecker, Morton, Silagy
3:00 – 3:15 p.m.	**Break**
3:15 – 5:15 p.m. or upon Adjournment of Previous Meetings	**Audit and Compliance Committee** Chair: Mr. Tim Cerio; Vice Chair: Mr. H. Wayne Huizenga, Jr. Members: Frost, Levine, Lydecker, Morton, Silagy, Stermon

<u>Thursday, August 29, 2019</u>

7:30 – 8:30 a.m.	**Breakfast will be provided**
7:30 – 8:30 a.m.	**Members Breakfast with the Advisory Council of Faculty Senates**
8:30 – 10:30 a.m. or upon Adjournment of Previous Meetings	**Academic and Student Affairs Committee** Chair: Mr. Norman Tripp; Vice Chair: Mr. Brian Lamb Members: Cerio, Corcoran, Felton, Frost, Johnson, Morton, Scott
10:30 – 10:45 a.m.	**Break**
10:45 – 12:00 p.m. or upon Adjournment of Previous Meetings	**Budget and Finance Committee** Chair: Mr. Syd Kitson; Vice Chair: Mr. H. Wayne Huizenga, Jr. Members: Cerio, Johnson, Lamb, Lautenbach, Scott
12:00 – 1:00 p.m.	**Lunch will be provided**
1:00 – 2:30 p.m. or upon Adjournment of Previous Meetings	**Board of Governors – Regular Meeting** Chair: Mr. Ned Lautenbach; Vice Chair: Mr. Syd Kitson All Board members

Please note that this schedule may change 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.

History.--Proposed by Initiative Petition filed with the Secretary of State August 6, 2002; adopted 2002.

AGENDA
Strategic Planning Committee
Ballroom
Cohen Center
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965
August 28, 2019
8:30 a.m. – 12:30 p.m.
or
Upon Adjournment of Previous Meetings

Chair: Ms. Darlene Jordan; Vice Chair: Mr. Edward Morton
Members: Cerio, Felton, Frost, Huizenga, Lamb, Levine, Scott

1. **Call to Order and Opening Remarks** — **Governor Darlene Jordan**

2. **Minutes of June 11-12, 2019, Committee Meeting** — **Governor Jordan**

3. **2019 System Accountability Plan** — **Ms. Emily Sikes**, *Associate Vice Chancellor for Strategic Initiatives and Economic Development*

4. **State University System 2025 Strategic Plan: Mid-course Correction** — **Ms. Sikes**

5. **Programs of Strategic Emphasis Update** — **Mr. Roger Strickland**, *Director of Economic Development*

6. **Florida Polytechnic University 2019 Accountability Plan** — **Dr. Randy Avent**, *President Florida Polytechnic University*

7. Florida Agricultural and Mechanical University Financial Aid Plan

Dr. William Hudson Jr.
Vice President for Student Affairs and Enrollment Management
Florida Agricultural and Mechanical University

Mr. Nigel Edwards
Associate Vice President of Student Affairs and Administration and Assessment
Florida Agricultural and Mechanical University

8. Concluding Remarks and Adjournment — **Governor Jordan**

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
August 28, 2019

SUBJECT: Minutes of Committee Meeting held June 11-12, 2019

PROPOSED COMMITTEE ACTION

Consider approval of the minutes of the Strategic Planning Committee meeting held June 11-12, 2019, at the University of South Florida

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Strategic Planning Committee will consider approval of the minutes of the meeting held June 11-12, 2019, at the University of South Florida.

Supporting Documentation Included: June 11-12, 2019 minutes

Facilitators/Presenters: Governor Darlene Jordan

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF SOUTH FLORIDA
TAMPA, FLORIDA
June 11-12, 2019

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

1. Call to Order and Opening Remarks

Governor Syd Kitson convened the meeting on June 11, 2019, at 1:11 p.m. with the following members present: Governors Cerio, Felton, Lamb, Levine, and Scott. A quorum was established.

2. Minutes of March 27, 2019, Committee Meeting

Governor Kitson called for a motion to approve the minutes of the March 27, 2019, Committee meeting. Governor Felton moved to approve the minutes, Governor Lamb seconded the motion, and the motion carried unanimously.

3. 2019 Accountability Plans

Governor Kitson said that the next item on the Committee's agenda was to consider for approval the 2019 university accountability plans. He noted that the plans indicate progress and projections on critical performance metrics and key initiatives and the extent to which they will contribute to overall system goals.

Governor Kitson said that each institution would make brief presentations, followed by questions and comments from the Committee. He indicated that each accountability plan would be voted on separately. Governor Kitson reminded the Committee and the institutions that approval of an accountability plan does not constitute approval of any sections of the plan that require additional regulatory or procedural review or approval pursuant to law or Board regulations.

Governor Kitson directed the Committee's attention to a table displaying the performance by 11 institutions on the ten performance-based funding metrics. He explained that Florida Polytechnic University does not yet participate in performance-based funding. Governor Kitson focused on a few highlights. These included that all 11 institutions met their approved goals for average cost to students and that the system

average declined from $13,760 to $9,400, a 32% decrease. Governor Kitson indicated that ten institutions met their approved goals for the percentage of undergraduates with a Pell grant and the percentage of bachelor's degrees awarded without excess hours. Governor Kitson said he was pleased to report that nine institutions met their four-year graduation rate goals and that the system's four-year graduation rate has increased from 49.6% to 52.6%. He indicated, however, that there was still room for improvement.

Governor Kitson said that accountability plans also contain enrollment projections. He reminded members that at its March meeting, the Committee emphasized that maintaining quality is the system's most important goal, recognizing that quality and performance are linked. Governor Kitson then provided a graphic displaying four-year graduation rate performance and educational space capacity. He asked that the Committee keep the graphic in mind as it considers enrollment plans.

A. University of West Florida

Governor Kitson called on President Martha Saunders to present the University of West Florida (UWF) 2019 Accountability Plan. After her presentation, Governor Kitson invited questions and comments.

Governor Kitson congratulated UWF on its performance points increase. That said, he noted that challenges remained in key performance areas.

Governor Cerio also congratulated UWF on its performance increases. He inquired as to UWF's plans for growing enrollment, especially as the university works to increase graduation rates. In that context, he noted UWF's critical deferred maintenance issues. President Saunders responded that UWF was concerned with its deferred maintenance issues. She pointed out, however, that much of UWF's growth will be online.

Chair Darlene Jordan entered the meeting at 1:30. She noted that UWF's academic progress rate increased by almost 5% from the previous year and asked whether there are best practices that the university can share with other institutions. President Saunders said that communication with students has increased across the entire campus. President Saunders also noted that assisting students to develop an academic plan was the key to success and that tools for students to more easily communicate with advisors are now in place.

Governor Tripp asked what it would take for UWF to reach its four-year graduation rate goal of 45% for the 2018-22 cohort. President Saunders said that, while she is pleased with UWF's progress, an infusion of funds will be necessary to see more than incremental increases.

Board Chair Lautenbach suggested that UWF should consider keeping its enrollment flat until graduation rates improve. President Saunders agreed, indicating that enrollment growth will not be substantial.

There being no further questions or comments, Governor Kitson entertained a motion to approve the University of West Florida 2019 Accountability Plan, excluding those sections that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan. A motion was made by Governor Cerio, seconded by Governor Lamb, and the motion carried unanimously.

B. Florida Agricultural and Mechanical University

Chair Jordan called on President Robinson to present the Florida Agricultural and Mechanical University (FAMU) 2019 Accountability Plan. Following his presentation, Chair Jordan invited questions and comments.

Governor Cerio expressed his concern that FAMU missed its law examination pass rate goal by approximately 26% and its pharmacy pass rate goal by 10%. President Robinson said that the pharmacy program had hired a new dean and that the curriculum has been revised, admissions criteria have been increased, and students now have more access to test preparation materials. Dr. Robinson said that law has a very similar plan and noted that a national search for a new dean is underway. Governor Cerio suggested that FAMU reach out to other institutions to learn about best practices.

Governor Levine asked why FAMU listed a Doctor of Nursing Practice for potential implementation, noting that the market was demanding more bedside practicing nurses. Dr. Robinson indicated that the Doctor of Nursing Practice was not a high priority at present.

Governor Levine also noted that FAMU is ranked number nine for all Historically Black Colleges and Universities (HBCU). He asked what it would take for FAMU to become a top-five HBCU. President Robinson noted that for several years, FAMU had been ranked as the best public HBCU. He said that FAMU's research portfolio and its performance on key metric indicators need to increase to reach a top-five designation among all HCBU's.

Governor Cerio remarked that many FAMU students incur large amounts of debt. He also noted that FAMU is expecting to admit more students while increasing its academic progress rate, resulting in a larger student population. He asked whether FAMU is concerned that as enrollment increases, the necessary financial aid will be available to offset student debt. President Robinson indicated that institutional funding is being used to provide students from low- and middle-income brackets assistance in

closing the debt gap. Chair Jordan echoed Governor Cerio's concern. She asked FAMU to return in August and present a plan to address student debt and financial aid.

Governor Tripp commended President Robinson for the priority FAMU has placed on establishing pathway agreements with Florida College System institutions. Dr. Robinson said that FAMU currently has 15 agreements.

Governor Kitson noted that FAMU went from 72 to 70 performance points this year. He said that FAMU has work to do and that if performance stays the same or decreases a student success plan will be required.

There being no further questions or comments, Chair Jordan entertained a motion to approve the Florida Agricultural and Mechanical University 2019 Accountability Plan, excluding those sections that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the Plan. A motion was made by Governor Cerio, seconded by Governor Lamb, and the motion carried unanimously.

C. New College of Florida

Chair Jordan called on President Donal O'Shea to present the New College of Florida 2019 Accountability Plan. Following his presentation, Chair Jordan invited questions and comments.

Governor Scott commended New College for having a low cost to degree. He asked how New College's success can be leveraged to make additional improvements. President O'Shea indicated that the New College Foundation had raised $935,000 for scholarships, which should convert more applicants to admitted students who will then remain at New College. He noted that substantially increasing scholarships was a function of the priorities established by their foundation.

Governor Tripp inquired further as to the challenges associated with raising academic progress rates. President O'Shea responded that many students enrolling at New College are not used to the rigor of the curriculum. As an example, he said that many New College students are not prepared to read 300 pages a week. He indicated that New College is putting more resources into academic counseling.

There being no further questions or comments, Chair Jordan entertained a motion to approve the New College of Florida 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan. A motion was made by Governor Felton, seconded by Governor Lamb, and the motion carried unanimously.

D. Florida State University

Chair Jordan called on President John Thrasher to present the Florida State University (FSU) 2019 Accountability Plan and the FSU Preeminent State Research University Annual Status Update. Following his presentation, Chair Jordan invited questions and comments.

Board members commended FSU's gains in four-year graduation rates, research expenditures, endowment size, and time to degree for students in 120 hour degree programs. President Thrasher provided examples of several coordinated strategies used by FSU. These included traditional academic counseling, predictive analytics, peer counseling, and reconfigurations of dormitory space to induce peer study groups. He made it clear that student health is also a priority because it has a direct correlation to student performance.

Board Chair Lautenbach asked whether faculty have bought into the importance of metric performance and student success. President Thrasher said that they have. As an example, he noted that mathematics faculty are meeting on Saturdays to redesign the curriculum. President Thrasher stressed that metric performance must become part of the institution's entire culture. Board Chair Lautenbach said that other SUS institutions would do well to visit FSU to take away best practices.

When asked what FSU needs to increase its national ranking, President Thrasher emphatically stated that more faculty are needed. He said it was important that the entire system worked together to educate the Legislature as to the importance of higher education.

Some Committee members expressed concern that FSU proposed to lower its out-year goals for the percentage of bachelor's graduates enrolled or employed. President Thrasher said that FSU is well aware that its goal was not met, and that aggressive efforts are being made to move students onto career paths more quickly. He indicated that the reason the goal was being proposed to be lowered is that it would be a more realistic reflection of what FSU can accomplish. Chair Jordan responded that the Board wants to see the system's institutions maintain high goals, even if they are considered stretch goals. She said that the Board is disinclined to approve reduced goals and that she would prefer that FSU keep the original goals. President Thrasher agreed.

There being no further questions or comments, Chair Jordan entertained two motions. First, she entertained a motion to approve the Florida State University 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan as amended to restore the

prior year goals for performance-based funding metric one. A motion was made by Governor Lamb, seconded by Governor Cerio, and the motion carried unanimously.

Second, Chair Jordan entertained a motion to approve Florida State University's Preeminent State Research University Annual Status Update. A motion was made by Governor Scott, seconded by Governor Lamb, and the motion carried unanimously.

E. Florida Atlantic University

Chair Jordan called on President Kelly to present the Florida Atlantic University (FAU) 2019 Accountability Plan. Following his presentation, Chair Jordan invited questions and comments.

Governor Felton asked about FAU's academic progress rate, noting that it missed its latest goal and that out-year goals were proposed to be lowered. Governor Felton stressed the goal's criticality if FAU is to become a top 100 institution. Dr. Bret Danilowicz, Provost and Vice President for Academic Affairs said that lowered goals were more realistic than the previously approved goals, but that the university strives to beat them every year. Dr. Danilowicz mentioned that one initiative to address this metric is that beginning this year 30 faculty and 30 graduate teaching assistants will participate in a year-long program developed by the Association of Colleges and Universities and Educators to make faculty better teachers. He also mentioned that academic affairs is partnering with the Division of Student Affairs to address this issue. Dr. Corey King, Vice President for Student Affairs, said that FAU identifies pockets of students in residence halls who are not doing well academically. Students are provided with on-site tutors, and dormitory lounges are converted into study spaces. He said that this brings face-to-face tutoring directly to students with academic difficulty.

Governor Lamb noted that the number of FAU's undergraduate bachelor's degrees awarded in programs of strategic emphasis has declined for four straight years. Dr. Danilowicz responded that FAU's Jupiter Campus has one of the top seven honors programs in the nation, graduating about 100 students a year. Dr. Danilowicz indicated that those students are currently graduating with a liberal arts and sciences degree, even though 70% of the students get all the requirements for a STEM degree. Dr. Danilowicz said that FAU intends to modify an existing program so that, with minimal curricular adjustment, students will graduate with STEM degrees.

Dr. Danilowicz also identified newly implemented STEM degrees. In particular, he pointed to a new degree in health sciences. He said that the program's enrollment is quite large and that it will produce graduates within the next two years.

There being no further questions or comments, Chair Jordan entertained a motion to approve the Florida Atlantic University 2019 Accountability Plan excluding those

sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan. A motion was made by Governor Lamb, seconded by Governor Felton, and the motion carried unanimously.

F. University of South Florida

Chair Jordan called on President Judy Genshaft to present the University of South Florida (USF) 2019 Accountability Plan and USF's Preeminent State Research University Annual Status Update. Following her presentation, Chair Jordan invited questions and comments.

Governor Kitson commended USF for its gains in performance-based funding metrics. He then asked whether USF intends to reduce enrollments on its branch campuses. Provost Ralph Wilcox said that USF intends to increase enrollment by 8% over four years at the undergraduate-level across all three campuses providing that graduation and retention rates were sustained or even improved at the branch campuses. Dr. Wilcox indicated that some of the growth would be a result of increasing retention.

Governor Kitson asked whether USF is reaching out to business and industry to identify workforce needs. Provost Wilcox said constant communication is taking place through community advisory boards located in each of USF's colleges.

Comparing USF to other institutions nationally, Governor Levine commended USF for its gains in research expenditures. He said that the State University System as a whole needed to do a better job of marketing its capability to handle major research funding opportunities.

Governor Silagy asked why USF proposed to lower four-year graduation rate goals. Provost Wilcox said that it was a reflection of disappointing retention performance at the branch campuses. He noted, however, that in fall 2018, admissions criteria will be standardized and increased across all campuses. Governor Lamb mentioned that similar to the conversation with FSU, he would like to see the gap (reduction in goals) closed.

Governor Felton noted that the passage rate goal for pharmacy was not met and that rates have declined over the last several years. Provost Wilcox said that the current rate is unacceptable. He indicated that USF had invested significantly in test preparation, admissions standards have increased, and the curriculum has been revised.

Governor Lamb asked about the university's aspirational goals. Both President Genshaft and incoming President Currall mentioned that a Top 25 status among public research universities and membership in the Association of American Universities are

two of the university's long-term goals. Board Chair Lautenbach indicated that he would like to see USF become a member of the Association of American Universities (AAU) within the next five years.

Governor Cerio asked whether USF had concerns that consolidation will impact the university's preeminence status. President Genshaft responded that USF remained convinced that it was on the right trajectory and that consolidation was the right thing to do.

There being no further questions or comments, Chair Jordan entertained two motions. First, she entertained a motion to approve the University of South Florida 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan as amended to restore the prior year goals for performance-based funding metric four for the 2015-2019 and 2017-2021 cohorts. A motion was made by Governor Lamb, seconded by Governor Cerio, and the motion carried unanimously.

Secondly, Chair Jordan entertained a motion to approve the University of South Florida's Preeminent State Research University Annual Status Update. A motion was made by Governor Scott, seconded by Governor Lamb, and the motion carried unanimously.

4. Florida International University 2025 Strategic Plan

Chair Jordan indicated that the Committee would pause in its consideration of accountability plans to consider approval of the Florida International University (FIU) 2025 Strategic Plan. She reminded the Committee that Board of Governors Regulation 1.001(3)(c) requires that each university's strategic plan is to be approved by the Board of Governors. She then recognized President Mark Rosenberg to present the Florida International University 2025 Strategic Plan.

President Rosenberg indicated that the vision for FIU is to achieve exceptional student-centered learning and upward economic mobility for graduates, to produce meaningful research and creative activities, and to produce transformative visions locally and globally resulting in recognition as a top 50 public university by 2025.

President Rosenberg noted that part of the plan is to limit enrollment. He also stressed that the plan aligns with the State University System 2025 Strategic Plan.

Dr. Rosenberg said that FIU's plan includes three priorities: to focus on personalized student success, to accelerate university preeminence through research and economic

impact, and to provide good stewardship of the state's resources. Dr. Rosenberg noted that the FIU Board of Trustees engaged in eight substantive meetings regarding the plan over the past 18 months.

President Rosenberg emphasized the importance of supporting preeminent programs. He identified FIU's strengths as its focus on water and the environment, extreme events, STEM transformation, sustainable coastal infrastructure, its Global Forensic and Justice Developmental Center, and its Center for Children and Families. Regarding stewardship of state resources, Dr. Rosenberg pointed to FIU's highest energy efficiency in the SUS, and he stated that FIU has significantly reduced its cost to the student in the last two years.

Dr. Rosenberg said that FIU intends to measure its success using 20 key performance indicators. He noted that the indicators directly align with performance-based funding metrics, preeminence funding metrics, and national rankings.

Governor Corcoran noted that the FIU 2025 Strategic Plan referenced the need for additional funding. He asked whether there would be a Legislative Budget Request (LBR) submitted for the next Legislative session. President Rosenberg stated that there would be an LBR. He also indicated that FIU would undertake an aggressive fundraising campaign.

Board Chair Lautenbach asked whether the Strategic Plan was contingent on receiving state funding. He said that the Board could not approve a plan based on dollars that it did not have. President Rosenberg indicated that if funding is not received, the university will make the plan work without those resources. Dr. Rosenberg said that an LBR might be approximately $15 million, but the total implementation would need about $50M recurring dollars over five years with around $30 million potentially coming from the state.

Governor Tripp expressed his concern that if FIU indicated that the necessary resources could be found elsewhere, the Legislature might determine that FIU didn't need state dollars. President Rosenberg said that while state dollars would be used, they would not be tied to a new LBR. He indicated that FIU understood that there might be no new state dollars**.**

Chair Jordan asked whether a future LBR would be for recurring dollars. Kenneth Furton, Provost, Chief Operating Officer, and Executive Vice President of Academic Affairs, indicated that the bulk of dollars associated with an LBR would be recurring.

Once again, Board Chair Lautenbach emphasized that the Board did not have the authority to approve a strategic plan predicated on new state dollars. Chancellor Criser

clarified that the issue was to approve a strategic plan and that if FIU intended to seek an LBR, the university would need to come back to the Board to do so.

There being no further discussion, Chair Jordan entertained a motion to approve the Florida International University 2025 Strategic Plan not contingent on a Legislative Budget Request or any other funding. A motion was made by Governor Cerio, seconded by Governor Lamb, and the motion carried unanimously.

5. Resumption of Accountability Plan Approval

A. Florida International University

Chair Jordan called on President Rosenberg to present the Florida International University 2019 Accountability Plan and FIU's Five-year Plan for Emerging State Research University Preeminence. President Rosenberg deferred to Provost Furton to present the plan. Following the Provost's presentation, Chair Jordan invited questions and comments.

Governor Tripp asked why a degree in pharmacy continued to be listed on the accountability plan. President Rosenberg responded that the degree is an artifact of community discussions. President Rosenberg said FIU continues to be asked whether degrees in pharmacy, dentistry, and veterinary medicine are on the horizon. He indicated that FIU has not been receptive to any of those requests. President Rosenberg said that if the Board wished to have FIU remove the program from its list of potential programs, it would be happy to do so. Governor Tripp noted that data did not support the need for another pharmacy program. President Rosenberg said that FIU would withdraw the program.

Governor Corcoran noted that FIU leads the SUS in reducing goals. President Rosenberg responded that not until the consideration of this year's accountability plans has the Board made clear its reluctance to see goals lowered. Chair Jordan said that Board Chair Lautenbach has always been clear about not lowering goals.

Governor Scott commended President Rosenberg on FIU's improving four-year graduation rates. Dr. Elizabeth Bejar, Senior Vice President, Academic & Student Affairs, shared several strategies FIU is taking to increase its graduation rate by nearly 5% every year.

Governor Levine said he would like to see how accountability plan goals aligned with those in FIU's strategic plan. Chair Jordan suggested that the Committee adjourn for the evening and that FIU should return the following morning to discuss its goals. The meeting was adjourned at 6:25 p.m.

(Reconvening of the Strategic Planning Committee: June 12, 2019)

Chair Jordan reconvened the Strategic Planning Committee at 8:37 a.m. with Governors Cerio, Felton, Huizenga, Lamb, Levine, Morton, and Scott present. A quorum was established.

Chair Jordan said that at the conclusion of yesterday's meeting FIU was asked to examine the goals proposed to be lowered in its accountability plan and report back to the Committee. President Rosenberg indicated that after reviewing data, FIU determined it would return to previously approved goals.

There being no further questions or comments, Chair Jordan entertained two motions. First, she entertained a motion to approve the Florida International University 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan as amended to restore pre-approved goals for performance-based metrics one, two, six, seven, and eight; and preeminence metrics three, six, and ten. A motion was made by Governor Cerio, seconded by Governor Lamb, and the motion carried unanimously.

Secondly, Chair Jordan entertained a motion to designate Florida International University as an Emerging Preeminent State Research University. A motion was made by Governor Lamb, seconded by Governor Huizenga, and the motion carried unanimously.

B. Florida Gulf Coast University

Chair Jordan called on President Michael Martin to present the Florida Gulf Coast University (FGCU) 2019 Accountability Plan. Following his presentation, Chair Jordan invited questions and comments.

Board Chair Lautenbach expressed his concern about FGCU's four-year graduation rates. He said that FGCU needed to increase its goals. Governor Kitson agreed and noted that FGCU went from 81 to 90 performance points, but only two of those performance points were gained as improvement points.

Governor Huizenga emphasized the need to keep accountability plan goals consistent with those in FGCU's recent LBR. He noted that the LBR's goal for the salaries of bachelor's graduates employed was $43,200, whereas the accountability plan's actual goal was $41,500. President Martin promised the Board that performance would be consistent with the goals provided in the LBR.

Governor Lamb expressed concern that academic progress rate goals were proposed to be lowered. He said lowering those goals could adversely impact four-year graduation rates. Chair Jordan said the Committee has been consistent in its reluctance to approve lowered goals. She indicated that the accountability plan's goals needed to be adjusted back to previously approved goals.

Governor Morton commented on the substantial drop in cost to the student across the system, and he attributed a large part of that to Bright Futures increases.

Governor Morton noted that, for years, he has been asking for an increase in the production of bachelor's graduates with nursing degrees. He emphasized the nursing shortage in Florida. He said that only USF's accountability plan mentioned increasing its nursing degree production. Governor Morton indicated that FGCU should consider producing more nursing graduates. He added that doing so would assist in increasing FGCU's performance on the salaries of bachelor's graduates, because the starting salaries of nurses are, on average, $55,000. Governor Huizenga agreed with Governor Morton.

Governor Tripp indicated that FGCU needed to reach out to the Florida College System to create more transfer agreements. He said that to do so might improve four-year graduation rates.

Chair Jordan asked if FGCU could return after the break and provide revisions to metric four.

After the break, FGCU returned and shared its revised goals. There being no further questions or comments Chair Jordan entertained a motion that the Committee approve the Florida Gulf Coast University 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and that the Committee accepts the out-year portions of the plan as amended: to restore the prior year goals for performance-based funding metric five and to revise performance-based funding metric four goals as follows: to 33% for the 2015-2019 cohort, to 37% for the 2016-2020 cohort, to 41% for the 2017-2021 cohort, and to 45% for the 2018-2022 cohort. A motion was made by Governor Lamb, seconded by Governor Morton, and the motion carried unanimously.

C. University of North Florida

Chair Jordan called on President David Szymanski to present the University of North Florida (UNF) 2019 Accountability Plan. Following his presentation, Chair Jordan invited questions and comments

Governor Kitson commended President Szymanski for focusing on key metrics and student success, noting that it starts with leadership at the top.

Governor Kitson asked why academic progress rates were not improving and why students were leaving UNF. President Szymanski responded that many students transfer to other SUS institutions, most notably FSU and UCF. He also noted that some UNF students transfer back to Florida College System institutions.

Governor Morton asked President Szymanski to elaborate on UNF's early alert system. Interim Provost Chally responded that the early alert system was a different model from others because it fell on the shoulders of the faculty to contact academic counselors when students were experiencing difficulty. She noted that another component of the system was to require all faculty to record mid-term grades.

Governor Stermon asked President Szymanski to expound on a UNF downtown presence. President Szymanski said that a downtown campus is not currently envisioned. He stressed the need for UNF to be part of the entire Jacksonville community. President Szymanski also stated that UNF's presence would assist in efforts to revitalize downtown Jacksonville. Dr. Szymanski noted that a downtown presence provided students with more opportunities for meaningful internships.

Governor Felton inquired as to a potential doctorate in biomedical science, noting that the Board had directed UNF to remove the program from their 2018 Accountability Plan. President Szymanski responded that the program would not be brought forth in the coming year, but he wanted to keep the discussion open for pursuing that program.

There being no further questions or comments, Chair Jordan entertained a motion to approve the University of North Florida 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan. A motion was made by Governor Scott, seconded by Governor Cerio, and the motion carried unanimously.

D. Florida Polytechnic University

Chair Jordan called on President Randy Avent to present the Florida Polytechnic University 2019 Accountability Plan. Following his presentation, Chair Jordan invited questions and comments.

Governor Kitson noted that out-year goals for bachelor's degrees awarded were proposed to be lowered. President Avent responded that this was due to Polytechnic's flattening enrollment.

Board Chair Lautenbach commended Polytechnic on its progress. However, he expressed disappointment that it was taking Polytechnic students five years to complete four-year programs. Chair Jordan noted, however, that time to degree out-year goals projected improvement.

President Avent explained that students might take longer to graduate if they fail key classes and are required to retake them. Chair Jordan said such cases should be exceptions to the rule. Board Chair Lautenbach added that parents have expectations that a four-year degree be completed in four years. Governor Kitson agreed and said that improvement depended on institutional priorities. Governor Kitson noted that other universities had made continuous improvement a part of their culture. Governors Cerio and Stermon agreed with the comments of Governor Kitson and other Board members.

Governor Lamb said that he was disappointed with both four-year graduation rates and academic progress rates, noting that these were especially important performance indicators. He noted that when Polytechnic was created, there were high expectations for performance.

Governor Levine said that he worried that complacency might be setting in at some SUS institutions. He emphasized that Florida's ranking as the best system in the country might be lost if underperformance is deemed acceptable. Chair Jordan agreed. She said that to be consistent, the Board has directed some universities to restore previously approved goals and to rethink others.

There being no further questions or comments Chair Jordan entertained a motion to defer action on Florida Polytechnic University's 2019 Accountability Plan until the August Board of Governors meeting and require Florida Polytechnic University to present a revised plan. A motion was made by Governor Morton, seconded by Governor Lamb, and the motion carried unanimously.

Chair Jordan recognized Governor Huizenga, Chair of the Facilities Committee, to make comments. Governor Huizenga expressed his frustration that Polytechnic was still without an Applied Research Center. He said that Polytechnic lacked the physical capacity to conduct research and provide students with meaningful research opportunities. Chair Jordan agreed, noting that, in turn, the situation hurt enrollment and student retention.

E. University of Florida

Chair Jordan called on President Kent Fuchs to present the University of Florida 2019 Accountability Plan and UF's Preeminent State Research University Annual Status Update. Following his presentation, Chair Jordan invited questions and comments.

Board Chair Lautenbach commended President Fuchs on UF's success and asked for a copy of the university's entire set of initiatives regarding four-year graduation rates.

Governor Morton noted a decline in the bar pass rate for the past five years. President Fuchs said that a new law school dean had been hired with the expectation that pass rates will improve.

Governor Tripp asked whether UF has given thought to doing away with the SAT and the ACT to increase access. President Fuchs said that UF is not considering those actions. He indicated, however, that UF continues to focus on first-generation students.

Governor Kitson asked whether the state has a compelling argument for high-tech companies to move to Florida as opposed to California or Texas. President Fuchs pointed to the large numbers of very talented students who want to remain in Florida. He said that this gives Florida an advantage over other states. Governor Kitson asked how Florida can get the word out to companies contemplating relocation. UF Board of Trustees Chair Mori Hosseini said that UF had hired a vice president for marketing. He indicated that UF is ramping up its efforts to make its presence known. Governor Kitson said that all SUS institutions should be making this effort.

Governor Lamb asked about UF's initiative to hire 500 faculty. President Fuchs said that UF would have more than 80% of those faculty on campus in a few months. Governor Cerio followed up by asking about the ratio of tenure to non-tenure track for these hires, and he questioned when the institution would reach 100% of the planned hires. President Fuchs replied that it would be this academic year when all the hires would be brought on board, but he was not certain about the tenure ratio.

There being no further questions or comments, Chair Jordan entertained two motions. First, she entertained a motion to approve the University of Florida 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accepts the out-year portions of the plan. A motion was made by Governor Cerio, seconded by Governor Scott, and the motion carried unanimously.

Second, Chair Jordan entertained a motion to approve the University of Florida's Preeminent State Research University Annual Status Update. A motion was made by Governor Lamb, seconded by Governor Scott, and the motion carried unanimously.

F. University of Central Florida

Chair Jordan called on Interim President Thad Seymour to present the University of Central Florida 2019 Accountability Plan and UCF's Emerging Preeminent State

Research University Annual Status Update. Following his presentation, Chair Jordan invited questions and comments.

Governor Tripp noted that the number of UCF's undergraduates who earn 15 or more credits per semester is among the lowest in the SUS and that the accountability plan appears to be addressing the issue primarily for first-time-in-college students. He asked why efforts weren't being made to focus on all students. Provost Elizabeth Dooley noted that one way UCF is addressing the issue is to provide more financial aid. She also said that colleges across the campus are working on revising their curricula to ensure that graduates are meeting workforce needs while graduating on time.

Governor Morton noted that all universities faced the challenge of lowering the cost to degree. He asked whether UCF could continue to make progress. Interim President Seymour said that UCF's transfer agreements with Florida College System institutions are the lowest cost pathway for UCF students. He said that UCF's partnership with Valencia College at the UCF Downtown Campus results in a $6,000 savings for students.

Governor Kitson commended UCF for being thoughtful about enrollment growth. He said, however, that there is a risk in adding too many programs at the Downtown Campus. Interim President Seymour responded that few new programs would be added; rather, some programs are being moved from the main campus based on whether they will benefit from a downtown environment.

There being no further questions or comments, Chair Jordan entertained two motions. First, she entertained a motion to approve the University of Central Florida 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accepts the out-year portions of the plan. A motion was made by Governor Lamb, seconded by Governor Morton, and the motion carried unanimously.

Secondly, Chair Jordan entertained a motion to approve the University of Central Florida's Emerging Preeminent State Research University Annual Status Update. A motion was made by Governor Lamb, seconded by Governor Scott, and the motion carried unanimously.

6. Adjournment

Having no further business, Chair Jordan adjourned the meeting at 12:22 p.m.

Darlene Jordan, Chair

R.E. LeMon, Ph.D.
Associate Vice Chancellor
for Planning and Policy

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
August 28, 2019

SUBJECT: 2019 System Accountability Plan

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 2.002

BACKGROUND INFORMATION

Regulation 2.002 requires the Board of Governors to annually submit institutional accountability plans and a system summary to the Governor, the President of the Senate, and the Speaker of the House of Representatives. At its June 2019 meeting, the Strategic Planning Committee considered approval of the 2019 accountability plans for each State University System institution. Based on the data and information provided in the institutional accountability plans, Board staff analyzed system-level data and trends for key performance indicators.

Dr. Christy England, Vice Chancellor for Academic and Student Affairs, will present highlights of the 2019 System Accountability Plan.

Supporting Documentation Included: 2019 System Accountability Plan

Facilitators/Presenters: Dr. Christy England

2019

SYSTEM ACCOUNTABILITY PLAN

PENDING BOG APPROVAL
PENDING FIU RESUBMISSION
08/13/19

STATE UNIVERSITY SYSTEM *of* FLORIDA
Board of Governors

Table of Contents

Introduction 2

Performance Based Funding
- Common Metrics 3-6
- Board of Governor's Choice 7
- Board of Trustees Choice 8-9

Preeminent Research: Annual Evaluation 10

System Strategic Plan: Other Metrics
- Teaching & Learning Key Performance Indicators 11-18
- Scholarship & Research Key Performance Indicators 19-21
- Scholarship & Research Supplement 22-23

Enrollment Planning 24-27



INTRODUCTION

The Accountability Plan is an annual report that is closely aligned with the Board of Governors' 2025 System Strategic Plan. This report enhances the System's commitment to accountability and strategic planning by fostering greater coordination between institutional administrators, University Boards of Trustees and the Board of Governors regarding each institution's direction and priorities as well as performance expectations and outcomes on institutional and System-wide goals.

Once an Accountability Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for approval, excluding those sections of the Plan that require additional regulatory or procedural approval pursuant to law or Board regulations.

This System Accountability Plan summarizes the data from each university's Accountability Plan. Interested stakeholders are encouraged to also review each university's Accountability Plan for important narrative information detailing key opportunities and initiatives in the coming years.

Performance Based Funding Metrics

The Performance Based Funding (PBF) Model includes 10 metrics that evaluate the institutions on a range of issues. The first eight metrics are the same for each institution. The last two metrics are institution-specific, one is chosen by the Board of Governors and one by each institution's Board of Trustees.

METRICS COMMON TO ALL UNIVERSITIES

1. Percent of Bachelor's Graduates Employed (Earning $25,000+) or Enrolled [1Yr After Graduation]

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2012-13	59.2	66.8	65.6	70.9	.	60.3	42.1	64.3	66.2	66.1	65.3	57.7	**64.9**
2013-14	61.8	68.4	64.3	68.6	.	60.8	43.8	65.1	67.6	66.5	67.2	61.0	**65.7**
2014-15	64.6	67.5	65.8	69.0	.	63.7	41.8	66.2	69.4	68.7	69.6	67.6	**67.4**
2015-16	66.7	69.0	68.7	67.9	.	66.6	54.2	67.9	70.9	69.3	70.3	64.0	**68.4**
2016-17	63.9	68.2	69.2	68.2	.	66.0	53.0	67.4	71.3	69.9	70.4	69.2	**68.3**
1Yr Δ	*-2.8*	*-0.8*	*0.5*	*0.3*	*.*	*-0.6*	*-1.2*	*-0.5*	*0.4*	*0.6*	*0.1*	*5.2*	*-0.1*
GOALS	**FAMU**	**FAU**	**FGCU**	**FIU**	**FPOLY**	**FSU**	**NCF**	**UCF**	**UF**	**UNF**	**USF**	**UWF**	**SUS**
2017-18	70.5	70	70	70	72.8	68	58	69.1	71	71	71.4	70	**70**
2018-19	72.5	72	71	70	72.8	70	61	69.5	72	72	72.5	71	**71**
2019-20	74	74	72	70	75	71	64	69.9	72	73	73.1	72	**72**
2020-21	75	75	73	.	78	.	67	70.1	73	74	74	73	**.**
%pt Δ	*11.1*	*6.8*	*3.8*	*.*	*.*	*.*	*14*	*2.7*	*2*	*4.1*	*3.6*	*3.8*	*.*

2. Median Wages of Bachelor's Graduates Employed Full-time [1Yr After Graduation]

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2012-13	28,800	36,000	35,300	36,200	.	31,600	26,300	34,900	34,800	34,700	35,200	32,900	**34,700**
2013-14	32,000	36,800	35,200	37,400	.	34,200	25,000	37,000	38,400	36,100	36,700	35,400	**36,400**
2014-15	32,700	38,700	36,300	38,800	.	35,700	26,500	38,600	40,700	37,000	38,000	36,700	**38,000**
2015-16	33,000	39,800	38,000	39,300	.	35,900	26,700	38,700	42,100	38,000	37,300	36,000	**38,100**
2016-17	31,600	38,200	38,000	38,800	.	37,500	25,900	38,600	42,200	38,600	38,000	36,800	**38,300**
1Yr %Δ	*-4.2*	*-4.0*	*0.0*	*-1.3*	*.*	*4.5*	*-3.0*	*-0.3*	*0.2*	*1.6*	*1.9*	*2.2*	*0.5*
GOALS	**FAMU**	**FAU**	**FGCU**	**FIU**	**FPOLY**	**FSU**	**NCF**	**UCF**	**UF**	**UNF**	**USF**	**UWF**	**SUS**
2017-18	34,700	40,000	40,000	40,000	40,700	38,500	28,000	40,200	43,000	39,500	38,800	37,000	**39,800**
2018-19	35,900	41,000	40,500	40,500	40,700	40,000	31,000	40,600	43,000	40,000	40,400	37,500	**40,500**
2019-20	37,400	42,000	41,000	41,000	50,000	41,500	34,000	41,100	43,000	40,700	41,000	37,900	**41,200**
2020-21	37,800	43,000	41,500	.	51,500	43,000	38,000	41,300	43,000	41,000	41,500	38,000	**.**
%Δ	*19.6*	*12.6*	*9.2*	*.*	*.*	*14.7*	*46.7*	*7.0*	*1.9*	*6.2*	*9.3*	*3.3*	*.*

Note: The 2012-13 Median Wage data is based on Florida only data. The Board approved a change for this metric that uses wage data from all states that participate in the Wage Record Interchange System 2 (known as "WRIS 2"). The System goals are mathematically derived from the institutions' goals. The "Percent Change" row, in the goals section, compares the latest actual data with the planned out-year goal. A dot ('.') for the 2020-21 goal results from the fact that the Board did not approve the proposed goals for those institutions at the June 2019 meeting. Therefore, the goals reflect FIU and FSU's approved goals from the 2018 Accountability Plan.

Performance Based Funding Metrics *(continued)*

3. Average Cost to the Student [Net Tuition per 120 Credit Hours]

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	14,350	17,260	18,300	17,550	.	14,140	8,190	16,260	9,950	17,060	14,490	15,120	**15,110**
2014-15	13,830	16,920	18,690	17,760	.	14,980	8,190	15,330	10,060	17,290	13,540	15,460	**14,840**
2015-16	11,020	16,650	18,900	17,300	.	15,040	6,030	15,390	10,760	17,360	13,280	16,440	**14,840**
2016-17*	9,410	14,480	17,630	15,670	.	13,690	6,000	15,400	10,120	16,540	12,040	12,850	**13,760**
2017-18*	7,640	12,230	15,350	11,930	.	8,680	-1,030	12,070	2,140	12,970	7,130	9,920	**9,400**
1Yr %Δ	*-19*	*-16*	*-13*	*-24*	*.*	*-37*	*-117*	*-22*	*-79*	*-21*	*-41*	*-23*	*-32*
GOALS	**FAMU**	**FAU**	**FGCU**	**FIU**	**FPOLY**	**FSU**	**NCF**	**UCF**	**UF**	**UNF**	**USF**	**UWF**	**SUS**
2018-19	7,600	12,218	15,000	11,300	12,000	8,650	6,000	12,000	9,000	12,000	7,110	9,250	**10,300**
2019-20	7,580	12,010	14,750	10,700	11,500	8,600	6,000	11,950	9,000	11,400	7,110	9,150	**10,150**
2020-21	7,560	11,802	14,500	10,100	11,500	8,500	6,000	11,900	9,000	10,830	7,110	9,100	**9,960**
2021-22	7,540	11,594	14,250	9,500	9,000	8,400	6,000	11,850	9,000	10,280	7,110	9,000	**9,790**
%Δ	*-1*	*-5*	*-7*	*-20*		*-3*	*-683*	*-2*	*321*	*-21*	*0*	*-9*	*-4*

Note: This table reports costs based on resident undergraduate student tuition and fees, books and supplies as calculated by the College Board; the average number of credit hours attempted by students who were admitted as FTIC and graduated with a bachelor's degree for programs that requires 120 credit hours; and financial aid (loans not included) provided to resident undergraduate students. The System goals are mathematically derived from the institutions' goals. The "Percent Change" row, in the goals section, compares the latest actual data with the planned out-year goal.
Note: Board staff improved the methodology for calculating this metric by including 'third-party payments' (primarily from Veteran's Affairs, Vocational Rehab., ROTC, etc.) within financial aid amounts for 2016-17 and 2017-18 for a comparable year-over-year comparison.*

4. Four-Year Graduation Rate for Full-time, First-time-in-College (FTIC) Students

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS SAME	SUS ANY
2010-14	12.7	19.3	20.2	24.8	.	60.8	53.6	40.0	67.4	26.2	43.2	26.9	**41.2**	**43.1**
2011-15	14.0	24.0	21.5	27.2	.	62.6	57.0	40.4	68.0	30.2	48.8	21.5	**43.1**	**45.2**
2012-16	19.2	25.6	21.6†	28.6	.	65.8	52.5	43.6	68.3	32.9	52.0	22.0	**45.2**	**47.2**
2013-17*	21.6	27.5	22.9	33.8	.	68.4	53.6	43.7	66.7	34.7	57.4	25.2	**47.5**	**49.6**
2014-18	22.5	33.9	28.8	38.9	36.6	71.5	55.7	45.7	67.1	38.5	58.6	31.3	**50.7**	**52.6**
1Yr Δ	*0.9*	*6.4*	*5.9*	*5.1*	*.*	*3.1*	*2.1*	*2.0*	*0.4*	*3.8*	*1.2*	*6.1*	*3.2*	*3.0*
GOALS	**FAMU**	**FAU**	**FGCU**	**FIU**	**FPOLY**	**FSU**	**NCF**	**UCF**	**UF**	**UNF**	**USF**	**UWF**	**SUS SAME**	**SUS ANY**
2015-19	30	36.8	33	41	37	71	57.5	46.8	70	43	59.2	33	**53**	**55**
2016-20	35	39.0	37	43	37	72	60.0	48.0	72	46	61.8	36	**55**	**57**
2017-21	38	41.1	41	46	39	72	62.5	50.1	74	48	64.1	41	**57**	**59**
2018-22	40	43.3	45	50	41	73	65.0	50.7	75	50	.	45	**.**	**.**
%pts Δ	*17.5*	*9.4*	*16.2*	*11.1*	*4.4*	*1.5*	*9.3*	*5.0*	*7.9*	*11.5*	*.*	*13.7*	*.*	*.*

Note: This table reports the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and were enrolled full-time in their first semester and had graduated from the same institution by the summer term of their fourth year. FTIC includes 'early admits' students who were admitted as a degree-seeking student prior to high school graduation. The System goals are mathematically derived from the institutions' goals. The 'System Same' rate does not include the students who transfer between SUS institutions and still graduate within six years – the 'System Any' includes these system transfers. The "Percent Change" row, in the goals section, compares the latest actual data with the planned out-year goal. A dot ('.') for the 2018-22 goal results from the fact that the Board did not approve the proposed goals for USF at the June 2019 meeting. Therefore, the above goals reflect USF's approved goals from the 2018 Accountability Plan. *Note*: Data for the 2013-17 cohort has been updated to reflect the change in methodology made by Board staff to improve accuracy.*

Performance Based Funding Metrics *(continued)*

5. Academic Progress Rate [Second Year Retention Rate for FT-FTIC with At Least a 2.0 GPA]

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS ANY
2012-13	69.0	67.7	69.6	75.5	.	89.4	81.2	84.9	95.7	76.1	84.5	61.0	**83.3**
2013-14	70.1	65.9	71.7	76.9	.	90.5	80.2	85.0	95.2	77.8	85.3	64.6	**84.0**
2014-15	75.4	72.2	73.5	80.4	73.0	91.0	81.3	86.6	94.6	74.6	85.1	64.8	**85.1**
2015-16	74.6	74.7	72.9	80.9	76.8	90.4	84.3	86.5	95.5	75.4	86.1	70.1	**85.9**
2016-17*	70.0	78.6	75.3	86.7	65.1	91.8	78.8	87.6	94.7	78.2	86.2	74.6	**85.6**
2017-18*	71.3	80.4	72.4	88.0	71.7	91.4	75.9	88.7	95.2	78.6	86.6	79.8	**86.2**
1Yr Δ	*1.3*	*1.8*	*-2.9*	*1.6*	*6.6*	*-0.4*	*-2.9*	*1.1*	*0.5*	*0.4*	*0.4*	*5.2*	*0.6*

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	85	82.2	75	89	76	92	80	88.9	97	80	89.0	82	**89**
2019-20	86	83.8	77	90	77	93	82	89.5	97	81	90.3	84	**90**
2020-21	88	85.5	80	91	80	93	84	90.0	97	82	90.8	86	**91**
2021-22	88	86.3	82	92	83	94	86	90.2	97	83	91.4	87	**91**
%pts Δ	*16.7*	*5.9*	*9.6*	*4.0*	*11.3*	*2.6*	*10.1*	*1.5*	*1.8*	*4.4*	*4.8*	*7.2*	*4.8*

Note: This table reports the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and were enrolled full-time in their first semester and were still enrolled in the same institution during the Fall term following their first year with a grade point average (GPA) of at least 2.0 at the end of their first year (Fall, Spring, Summer). The System data include FTICs who transfer within the SUS. The System goals are mathematically derived from the institutions' goals. The "Percent Change" row, in the goals section, compares the latest actual data with the planned out-year goal.
Note: Board staff improved the methodology for calculating this metric by calculating the GPA at a later date which allowed more time for 'incomplete' grades to be resolved. This change required some 2016-17 APR rates to be revised for a comparable year-over-year comparison. This new methodology was not applied to all historical years.*

6. Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	51.1	55.1	45.2	46.1	.	37.5	42.4	48.9	54.7	44.8	51.0	50.1	**48.1**
2014-15	49.7	54.2	44.7	46.9	.	39.1	39.5	49.7	56.1	44.7	54.6	51.1	**49.3**
2015-16	48.0	52.7	47.9	47.7	.	42.8	45.9	52.0	56.9	48.7	59.0	49.5	**51.2**
2016-17	42.6	50.7	52.5	48.9	100	43.4	51.2	51.9	58.8	51.7	61.4	52.0	**52.2**
2017-18	43.7	49.3	53.1	46.3	100	44.4	48.0	51.6	57.6	54.3	61.5	54.3	**52.0**
1Yr Δ	*1.1*	*-1.4*	*0.6*	*-2.6*	*0*	*1.0*	*-3.2*	*-0.3*	*-1.2*	*2.6*	*0.1*	*2.3*	*-0.2*

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	45	51.8	53	49	100	45	50	53.0	58	57	62.2	57	**53**
2019-20	48	53.8	54	50	100	47	52	53.4	59	58	63.5	58	**55**
2020-21	52	55.8	54	50	100	48	54	53.8	59	59	64.5	58	**55**
2021-22	55	57.8	55	.	100	49	56	54.0	59	60	65.4	59	**.**
%pts Δ	*11.3*	*8.5*	*1.9*	*.*	*0.0*	*4.6*	*8.0*	*2.4*	*1.4*	*5.7*	*3.9*	*4.7*	*.*

Note: This table reports the number of baccalaureate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis'. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included). The System goals are mathematically derived from the institutions' goals. The "Percent Change" row, in the goals section, compares the latest actual data with the planned out-year goal. A dot ('.') for the 2021-22 goal results from the fact that the Board did not approve the proposed goals for FIU at the June 2019 meeting. Therefore, the above goals reflect FIU's approved goals from the 2018 Accountability Plan.

Performance Based Funding Metrics *(continued)*

7. University Access Rate [Percent of Undergraduates with a Pell grant]

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
Fall 2012	65.8	41.5	35.4	49.6	.	30.6	28.8	38.1	32.8	36.2	42.0	39.9	**39.8**
Fall 2013	61.6	41.2	35.0	51.0	.	30.0	28.6	38.5	32.4	33.5	42.1	40.5	**39.6**
Fall 2014	64.8	42.3	34.2	51.1	.	28.4	30.0	39.4	31.6	32.6	43.0	41.6	**39.7**
Fall 2015	65.4	41.8	31.9	51.4	.	27.7	28.3	39.8	29.7	32.1	41.2	41.3	**39.0**
Fall 2016	62.8	41.1	30.6	50.4	.	28.0	29.5	39.4	27.7	30.2	40.0	39.2	**38.0**
Fall 2017	65.6	42.9	32.5	52.0	30.3	28.3	33.3	40.6	28.6	30.7	41.7	39.6	**39.2**
1Yr Δ	*2.8*	*1.8*	*1.9*	*1.6*	*.*	*0.3*	*3.8*	*1.2*	*0.9*	*0.5*	*1.7*	*0.4*	*1.2*

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
Fall 2018	65	42	33	50	28	29	31	41.0	30	31	42.2	39	**39**
Fall 2019	65	42	34	50	29	30	32	41.8	30	32	42.2	40	**40**
Fall 2020	65	42	35	50	29	30	33	42.4	30	33	42.2	42	**40**
Fall 2021	65	42	36	.	29	30	34	42.8	30	34	42.2	42	**.**
%pts Δ	*-1*	*-1*	*4*	*.*	*.*	*2*	*1*	*2*	*1*	*3*	*1*	*2*	*.*

Note: This table reports the number of undergraduates who received a Pell grant while enrolled during the fall term. Unclassified students, who are not eligible for Pell-grants, are excluded from this metric. The System goals are mathematically derived from the institutions' goals. The "Percent Change" row, in the goals section, compares the latest actual data with the planned out-year goal. A dot ('.') for the 2021-22 goal results from the fact that the Board did not approve the proposed goals for FIU at the June 2019 meeting. Therefore, the above goals reflect FIU's approved goals from the 2018 Accountability Plan.

8a. Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis

	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	43.3	55.5	63.6	52.4	.	38.5	.	57.4	69.8	50.2	69.0	46.6	**58.4**
2014-15	51.5	61.2	60.2	54.1	.	42.0	.	61.7	69.2	50.0	72.7	38.8	**60.1**
2015-16	58.2	59.4	65.3	58.7	.	53.9	.	63.4	70.3	48.9	74.6	44.0	**63.7**
2016-17	58.9	62.4	62.0	59.6	100	56.9	.	62.0	70.9	53.6	74.8	51.1	**65.0**
2017-18	55.2	64.4	64.2	56.2	100	59.3	100	62.6	70.6	52.7	73.3	53.1	**64.4**
1Yr Δ	*-3.7*	*2.0*	*2.2*	*-3.4*	*0*	*2.4*	*.*	*0.6*	*-0.3*	*-0.9*	*-1.5*	*2.0*	*-0.6*

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	60	62	64	56.5	100	59	.	63	72	55	73.6	55	**65**
2019-20	60	63	65	57.5	100	59	.	63.4	72	57	73.8	55	**65**
2020-21	60	63	70	58.5	100	60	.	63.8	72	58	73.8	56	**66**
2021-22	60	63	71	60	100	61	.	64	72	60	73.8	56	**66**
%pts Δ	*4.8*	*-1.4*	*6.8*	*3.8*	*0*	*1.7*	*.*	*1.4*	*1.4*	*7.3*	*0.5*	*2.9*	*1.6*

Note: This table reports the number of baccalaureate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis.' A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included). The System goals are mathematically derived from the institutions' goals. The "Percent Change" row, in the goals section, compares the latest actual data with the planned out-year goal.

8b. Percent of Freshmen in Top 10% of High School Graduating Class [NCF only]

Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	1YR CHANGE	Fall 2018	Fall 2019	Fall 2020	Fall 2021
41	45	43	35	38.2	3.2% pts	37	40	43	46

Performance Based Funding Metrics *(continued)*

BOARD OF GOVERNORS CHOICE METRIC

9. Percent of Baccalaureate Degrees Awarded Without Excess Hours

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	34.0	72.9	72.3	67.6	.	73.9	.	66.9	77.3	71.1	63.9	72.8	**68.8**
2014-15	29.0	74.6	75.9	68.9	.	78.2	31.5	69.2	79.8	71.9	65.8	75.8	**71.1**
2015-16	39.0*	73.2	75.6	69.1	.	78.7	82.2*	66.3	80.3	71.7	75.6	80.5	**72.4**
2016-17	41.6	75.1	75.7	72.2	.	81.7	82.7	76.4*	82.1	80.3*	78.3	80.2	**76.7**
2017-18	51.4	77.1	76.1	74.7	96.3	82.1	82.9	77.8	83.6	83.1	80.7	81.1	**78.8**
1YR Δ	*9.8*	*2.0*	*0.4*	*2.5*	*.*	*0.4*	*0.2*	*1.4*	*1.5*	*2.8*	*2.4*	*0.9*	*2.1*

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	52	78.8	78	75.1	70	82	83	78.1	84	81	81.6	81	**79**
2019-20	62	80.1	79	76.9	70	83	84	78.7	85	82	81.7	81	**80**
2020-21	72	81.4	80	78.7	80	83	85	79.1	85	82	82.6	82	**81**
2021-22	75	82.7	81	79	80	84	86	79.4	85	83	83.1	82	**82**
%pts Δ	*23.6*	*5.6*	*4.9*	*4.3*	*-16.3*	*1.9*	*3.1*	*1.6*	*1.4*	*-0.1*	*2.4*	*0.9*	***3.2***

Note: This table reports the percentage of baccalaureate degrees awarded within 110% of the credit hours required for a degree based on the Board of Governors Academic Program Inventory. The System goals are mathematically derived from the institutions' goals. The "Percent Change" row, in the goals section, compares the latest actual data with the planned out-year goal.

Note: Indicates when institutions improved their data collection processes, so their annual improvement was partially due to a change in data quality.*

Performance Based Funding Metrics *(continued)*

BOARD OF TRUSTEE CHOICE METRICS (10.1)

FAMU: Percent of R&D from External Funding

ACTUAL DATA						PROPOSED GOALS			
FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
81	80.6	84.0	83.4	83.7	0.3% pts	84	84	84	84

FAU: Percent of Bachelor's Degrees Awarded to Hispanic & African-Americans

2013-14	2014-15	2015-16	2016-17	2017-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
43.8	45.2	45.6	46.7	47.9	1.2% pts	48.4	48.9	49.4	49.9

FGCU: Number of Bachelor's Degrees Awarded to Hispanic & African-Americans

2013-14	2014-15	2015-16	2016-17	2017-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
452	504	549	608	706	16.1%	740	780	820	860

FIU: Percent of Bachelor's Degrees Awarded to Hispanic & African-Americans

2013-14	2014-15	2015-16	2016-17	2017-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
84.0	85.3	84.2	83.6	84.5	0.9% pts	83	84.5	84.5	84.5

FSU: National Rank Compared to Financial Rank

2015	2016	2017	2018	2019	1YR CHANGE	2020	2021	2022	2023
119	114	120	130	145	11.5%	130	128	127	.

NCF: Percent of Undergraduate Seniors in a Research Course

2013-14	2014-15	2015-16	2016-17	2017-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
100	100	100	100	100	0% pts	100	100	100	100

UCF: Number of Bachelor's Degrees Awarded

2013-14	2014-15	2015-16	2016-17	2017-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
12,372	12,629	12,832	13,070	13,342	2.1%	13,600	13,870	14,150	14,400

UF: Licenses & Options Executed Annually (National Rank)

2012-13	2013-14	2014-15	2015-16	2016-17	1YR CHANGE	2017-18	2018-19	2019-20	2020-21
140	147	261	293	257	-12.3%	261	265	270	272
(4)	(5)	(3)	(2)	(2)	(0)				

UNF: Percent of Undergraduate FTE in Online Courses

2013-14	2014-15	2015-16	2016-17	2017-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
11	14	16	19	21	2% pts	24	25	26	27

USF: Number of Post-Doctoral Appointees

Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	1YR CHANGE	Fall 2018	Fall 2019	Fall 2020	Fall 2021
321	300	282	272	281	3.3%	315	315	316	317

UWF: Percent of Adult (25+) Undergraduates Enrolled

Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	1YR CHANGE	Fall 2018	Fall 2019	Fall 2020	Fall 2021
32.0	30.9	31.7	32.3	33.4	0.9% pts	33	33	33	33

Performance Based Funding Metrics *(continued)*

BOARD OF TRUSTEE CHOICE METRICS (10.2)

FAMU: Number of Bachelor's Degrees Awarded to Transfers with AA Degrees from FCS

ACTUAL DATA						PROPOSED GOALS			
FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
188	161	208	244	277	14%	290	310	330	350

FAU: Total Research Expenditures (in Millions)

2013-14	2014-15	2015-16	2016-17	207-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
23	21	31	46	51	11%	66	69	72	75

FGCU: Number of Bachelor's Degrees Awarded to Hispanic & African-Americans

2013-14	2014-15	2015-16	2016-17	2017-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
452	504	549	608	706	16.1%	740	780	820	860

FIU: Number of Post-Doctoral Appointees

Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	1YR CHANGE	Fall 2018	Fall 2019	Fall 2020	Fall 2021
49	64	75	211	222	5%	235	246	258	270

FSU: Percent of Bachelor's Graduates who took an Entrepreneurship Class

2013-14	2014-15	2015-16	2016-17	2017-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
4.6	6.7	7.2	9.5	11.3	1.8% pts	12.6	13.8	14.9	15.9

NCF: Percent of FTIC Graduates Completing 3+ High-Impact Practices

2014	2015	2016	2017	2018	1YR CHANGE	2019	2020	2021	2022
.	23.2	38.4	48.9	54.6	5.7% pts	55	59	63	67

UCF: Percent of Bachelor's Degrees Awarded to African American and Hispanic Students

2013-14	2014-15	2015-16	2016-17	2017-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
30	31	33	35	36	1% pt	37	38	38	39

UF: 6-Year Graduation Rates

2008-14	2009-15	2010-16	2011-17	2012-18	1YR CHANGE	2013-19	2014-20	2015-21	2016-22
88	87	87	88	90	2% pts	90	90	90	90

UNF: Percent of Undergraduate FTE in Online Courses

2013-14	2014-15	2015-16	2016-17	2017-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
11	14	16	19	21	2% pts	24	25	26	27

USF: 6-Year Graduation Rates

2008-14	2009-15	2010-16	2011-17	2012-18	1YR CHANGE	2013-19	2014-20	2015-21	2016-22
66.0	67.7	66.4	68.8	71.2	2.4% pts	71.3	72.1	72.1	73.3

UWF: Percent of Baccalaureate Graduates Completing 2+ Types of High-Impact Practices

2013-14	2014-15	2015-16	2016-17	2017-18	1YR CHANGE	2018-19	2019-20	2020-21	2021-22
.	.	22	31	35	4% pts	39	43	47	50

Preeminent Research University: 2019 Evaluation

CRITERIA	MEASURE	SOURCE	YEAR	BENCHMARK	FIU	FSU	UCF	UF	USF TAMPA
A	**Average GPA and SAT Score** for 2 subtests for incoming freshman in Fall semester	Board of Governors	Fall 2018	**4.0 GPA 1200 SAT**	4.1 1257	4.2 1314	4.1 1326	4.4 1355	4.1 1296
B	**National University Rankings**	See footnotes	Feb. 2019	**Top 50** in 2 or more publications	0	7	3	10	4
C	**Freshman Retention Rate** (Full-time, FTIC)	IPEDS	2017-18	**≥ 90%**	90%	93%	90%	96%	91%
		Board of Governors	2017-18	**≥ 90%**	90%	92%	90%	96%	91%
D	**4-year Graduation Rate** (Full-time, FTIC)	IPEDS	2012-16	**≥ 60%**	29%	66%	44%	68%	55%
		Board of Governors	2014-18	**≥ 60%**	39%	72%	46%	67%	61%
E	**National Academy Memberships**	Academy Directory	2019	**6**	6	8	6	29	14
F	**Total Annual Research Expenditures** (Science & Engineering only)	National Science Foundation	2017-18	**≥ $200 M**	$166	$267	$176	$831	$525
G	**Total Annual R&D Expenditures in Non-Health Sciences** (Science & Engineering only)	National Science Foundation	2017-18	**≥ $150 M**	$153	$241	$165	$506	$296
H	**National Ranking in Research Expenditures** in at least 5 STEM disciplines as reported by NSF (includes public & private institutions)	National Science Foundation	2016-17	**5 in Top 100**	5	7	7	7	7
I	**Patents Awarded** (over 3 year period)	US Patent Office	2016-18	**≥ 100**	126	115	147	319	335
J	**Doctoral Degrees Awarded Annually** includes Research Doctoral Degrees and Medical/Health Professional Doctoral Degrees	Board of Governors	2017-18	**≥ 400**	404	557	438	1,627	702
K	**Number of Post-Doctoral Appointees**	Top American Research Universities	Fall 2015	**≥ 200**	75	202	51	679	282
		Board of Governors	Fall 2017		222	225	94	640	276
L	**Endowment Size ($M)**	Board of Governors	2017-18	**>$500 M**	$209	$681	$163	$1,735	$480
	NUMBER OF CURRENT CRITERIA MET: *(based on section 1001.7065, F.S.)*				**8**	**12**	**8**	**12**	**11**

Note: There are two sources listed for criteria C, D, and K because the 2019 Florida Legislature amended the allowable sources for this year's evaluation/designation (see Section 35 in HB7071).

System Strategic Plan: Key Performance Indicators

The following metrics are from the Board's 2025 System Strategic Plan. The Strategic Plan metrics that are included within the PBF section are not shown again in this section.

TEACHING & LEARNING METRICS

1. Public University National Ranking [Number of Top 50 Rankings from BOG's official list of publications]

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF
2015	0	0	0	1	0	5	5	1	10	0	3	0
2016	0	0	0	1	0	7	5	1	10	0	4	0
2017	0	0	0	1	0	8	5	2	9	0	4	0
2018	0	0	0	2	0	8	5	1	11	0	4	0
2019	0	0	0	0	0	7	5	3	10	0	4	0

2019 Rankings by Publication [Top 50 Rankings are highlighted]

PUBLICATION	CONTROL	YEAR	FAMU	FAU	FGCU	FIU	FSU	NCF	UCF	UF	UNF	USF	UWF
Academic Ranking of World Universities (ARWU)	US PUBLIC	2018	.	.	.	78	41	.	60	20	.	41	.
Center for Measuring University Performance: TARU Report	PUBLIC	2017	.	.	.	.	26-50	.	26-50	Top 25	.	26-50	.
Fiske Guide - Best Buy Colleges (Best Buy Public 20)	PUBLIC	2019	.	.	.	.	.	Y	.	Y	.	.	.
Forbes - America's Top Colleges (Public Colleges)	PUBLIC	2018	.	165	200	157	46	47	88	13	158	86	245
Kiplinger Best Value in Public Colleges (In-state students)	PUBLIC	2018*	.	.	.	56	14	16	36	2	71	39	.
Princeton Review - Top 50 Colleges that Pay You Back (All)	ALL	2019	.	.	.	.	.	.	.	47	.	.	.
QS World University Ranking	US PUBLIC	2018-19	.	.	.	86	52	.	80	21	.	56	.
Times Higher Education (THE) World University Rankings	US PUBLIC	2018-19	.	.	.	.	38	.	.	25	.	38	.
US News and World Report - National Public Universities	PUBLIC	2019			.	100	26	.	87	8	.	58	
US News and World Report - Public Liberal Arts Colleges	PUBLIC	2019	.	.	.	.	.	5	.	.	.	.	.
Washington Monthly – Liberal Arts Colleges	PUBLIC	2018	.	.	.	.	.	2	.	.	.	.	.
Washington Monthly – National Universities	PUBLIC	2018	102	94	.	52	49	.	45	8	.	58	116
NUMBER OF PUBLICATIONS WITH TOP 50 RANKS			0	0	0	0	7	5	3	10	0	4	0

Note*: Kiplinger is revising their methodology and did not release a new annual ranking in 2019, so the 2018 ranking was used again.

2. Percent of Freshmen in Top 10% of High School Class [Fall Term Only]

ACTUAL	FAMU	FAU*	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2014	13	12	15	21	21	40	45	31	75	13	28	17	**33**
2015	16	11	13	18	17	38	43	33	72	19	30	14	**33**
2016	16	14	14	18	14	41	35	33	73	14	33	12	**34**
2017	12	16	14	25	22	41	38	31	73	15	34	15	**35**
2018	11	16.5	14	25	25	39	37	34	74	16	32	15	**35**
GOALS	**FAMU**	**FAU**	**FGCU**	**FIU**	**FPOLY**	**FSU**	**NCF**	**UCF**	**UF**	**UNF**	**USF**	**UWF**	**SUS**
2019	20	22	16	25	22	41	40	35	73	17	35	15	**36**
2020	25	23	17	26	22	42	43	36	73	18	35	16	**37**
2021	30	24	20	26	23	43	46	37	73	19	36	16	**38**
2022	35	25	22	27	23	44	49	38	75	20	37	16	**39**

This table reports the percent of all degree-seeking, first-time, first-year (freshman) students who had high school class rank within the top 10% of their graduating high school class. As reported by the university to the Common Data Set (C10). The System goals are mathematically derived from the institutions' goals. *Note*: FAU's data does not match their CDS reports due to excluding summer-to-fall entrants. This data will be revised in the 2020 Accountability Plans.*

Key Performance Indicators *(continued)*

3. Professional Licensure & Certification Exams: First-time Pass Rates

Summary of Exam Pass Rates Relative to Benchmarks (for the most recent data shown below)

	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
Above/Tied	0	3	2	5		4		5	10	2	5	1	**37**
Below	4	1	0	1		1		0	0	0	1	0	**8**

NURSING: National Council Licensure Examination-Registered Nurse (NCLEX-RN)

	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS	BENCH
2014	64	89	96	82	.	80	.	98	90	85	86	82	**87**	**85**
2015	78	81	96	88	.	95	.	97	93	94	90	94	**92**	**87**
2016	76	96	99	87	.	94	.	92	90	94	94	86	**91**	**88**
2017	64	100	99	87	.	95	.	96	87	94	93	99	**91**	**90**
2018	82	97	100	89	.	95	.	95	93	95	94	98	**94**	**92**

Note: Pass rate for first-time examinees for the National Council Licensure Examination for Registered Nurses (NCLEX-RN) are based on the performance of graduates of baccalaureate nursing programs. National benchmark data is based on Jan-Dec NCLEX-RN results for first-time examinees from students in US-educated baccalaureate degree programs as published by the National Council of State Boards of Nursing.

LAW: Florida Bar Exam

	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS	BENCH
2014	73	.	.	79	.	82	.	.	89	.	.	.	**82**	**74**
2015	66	.	.	84	.	80	.	.	87	.	.	.	**81**	**69**
2016	54	.	.	87	.	78	.	.	78	.	.	.	**76**	**66**
2017	50	.	.	87	.	81	.	.	77	.	.	.	**75**	**69**
2018	47	.	.	88	.	83	.	.	69	.	.	.	**72**	**66**

Note: The benchmark for this exam is not the national average – instead, it is based on first-time pass rate for students enrolled in Florida institutions and excludes students in non-Florida institutions.

PHYSICAL THERAPY: National Physical Therapy Examination (NPTE)

	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS	BENCH
2012-14	59	.	96	75	.	.	.	93	94	97	97	.	**87**	**90**
2013-15	59	.	90	81	.	.	.	98	96	96	95	.	**88**	**91**
2014-16	70	.	93	89	.	.	.	98	95	96	94	.	**90**	**92**
2015-17	61	.	91	92	.	.	.	100	95	96	95	.	**90**	**92**
2016-18	69	.	94	92	.	.	.	99	95	94	94	.	**91**	**92**

Note: A three-year average pass rate for first-time examinees on the National Physical Therapy Examination is used rather than annual averages because of the relatively small cohort sizes in a given year.

Key Performance Indicators *(continued)*

3. Professional Licensure & Certification Exams: First-time Pass Rates (continued)

MEDICINE: US Medical Licensing Exam (USMLE) – Step 1 (2nd year of Medical School)

	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS	BENCH
2014	.	95	.	100	.	95	.	100	96	.	95	.	**97**	**96**
2015	.	97	.	99	.	92	.	100	95	.	96	.	**97**	**96**
2016	.	97	.	99	.	97	.	100	96	.	94	.	**97**	**96**
2017	.	97	.	99	.	93	.	97	95	.	92	.	**96**	**96**
2018	.	95	.	99	.	99	.	97	96	.	98	.	**97**	**96**

MEDICINE: US Medical Licensing Exam (USMLE) – Step 2 Clinical Knowledge (4th year of Medical School)

	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS	BENCH
2013-14	.	.	.	100	.	100	.	99	98	.	98	.	**99**	**97**
2014-15	.	100	.	96	.	97	.	99	98	.	97	.	**98**	**95**
2015-16	.	100	.	94	.	94	.	100	99	.	99	.	**98**	**96**
2016-17	.	100	.	97	.	98	.	98	94	.	95	.	**97**	**96**
2017-18	.	98	.	99	.	96	.	99	99	.	100	.	**99**	**97**

MEDICINE: US Medical Licensing Exam (USMLE) – Step 2 Clinical Skills (4th year of Medical School)

	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS	BENCH
2013-14	.	.	.	100	.	95	.	97	97	.	91	.	**97**	**96**
2014-15	.	100	.	98	.	92	.	100	98	.	96	.	**97**	**96**
2015-16	.	100	.	98	.	99	.	99	99	.	97	.	**97**	**97**
2016-17	.	97	.	97	.	96	.	97	97	.	96	.	**97**	**96**
2017-18	.	96	.	97	.	95	.	96	98	.	97	.	**97**	**95**

Note: The national benchmarks for the US Medical Licensing Exams (USMLE) are based on the first-time pass rate performance data for students enrolled in MD programs within US/Canadian medical schools.

PHARMACY: North American Pharmacist Licensure Examination (NAPLEX)

	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS	BENCH
2014	89	.	.	.	.	.	.	.	96	.	.	.	**94**	**95**
2015	85	.	.	.	.	.	.	.	95	.	94	.	**92**	**93**
2016	59	.	.	.	.	.	.	.	94	.	91	.	**82**	**86**
2017	74	.	.	.	.	.	.	.	89	.	86	.	**84**	**88**
2018	75	.	.	.	.	.	.	.	93	.	83	.	**85**	**90**

Note: The benchmark for this exam is based on the national first-time pass rate for all graduates from ACPE accredited programs.

Key Performance Indicators *(continued)*

3. Professional Licensure & Certification Exams: First-time Pass Rates (continued)

VETERINARY: North American Veterinary Licensing Exam (NAVLE)

	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS	BENCH
2013-14	.	.	.	.	.	.	.	.	97	.	.	.	**97**	**90**
2014-15	.	.	.	.	.	.	.	.	95	.	.	.	**95**	**90**
2015-16	.	.	.	.	.	.	.	.	98	.	.	.	**98**	**90**
2016-17	.	.	.	.	.	.	.	.	97	.	.	.	**97**	**91**
2017-18	.	.	.	.	.	.	.	.	92	.	.	.	**92**	**91**

DENTISTRY: National Dental Board Exams (NDBE)

PART 1	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS	BENCH
2014	.	.	.	.	.	.	.	.	100	.	.	.	100	**96**
2015	.	.	.	.	.	.	.	.	100	.	.	.	100	**96**
2016	.	.	.	.	.	.	.	.	97	.	.	.	97	**95**
2017	.	.	.	.	.	.	.	.	100	.	.	.	100	**89**
2018	.	.	.	.	.	.	.	.	92	.	.	.	**92**	**88**

PART 2	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS	BENCH
2014	.	.	.	.	.	.	.	.	96	.	.	.	96	**92**
2015	.	.	.	.	.	.	.	.	99	.	.	.	99	**92**
2016	.	.	.	.	.	.	.	.	98	.	.	.	98	**91**
2017	.	.	.	.	.	.	.	.	98	.	.	.	98	**92**
2018	.	.	.	.	.	.	.	.	97	.	.	.	**97**	**92**

Key Performance Indicators *(continued)*

4. Time to Degree for FTICs in 120hr Programs [in Calendar Years]

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	5.3	5.0	4.5	5.3	.	4.1	3.9	4.6	4.0	4.9	4.7	4.7	**4.6**
2014-15	5.2	4.8	4.5	5.1	.	4.0	3.9	4.4	3.9	4.8	4.5	4.5	**4.5**
2015-16	5.2	4.9	4.5	5.1	.	4.0	3.8	4.4	3.9	4.8	4.3	4.6	**4.5**
2016-17	5.2	4.8	4.5	5.1	.	4.0	3.9	4.4	3.9	4.8	4.2	4.5	**4.4**
2017-18	4.9	4.7	4.5	4.9	3.6	4.0	3.9	4.3	3.9	4.5	4.0	4.5	**4.3**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	4.7	4.5	4.3	4.9	4.7	4.0	3.8	4.3	4.0	4.5	4.0	4.4	**4.3**
2019-20	4.5	4.4	4.2	4.8	4.7	3.9	3.8	4.2	4.0	4.4	4.0	4.3	**4.2**
2020-21	4.3	4.3	4.0	4.7	4.6	3.9	3.8	4.2	4.0	4.4	4.0	4.1	**4.2**
2021-22	4.1	4.2	4.0	4.6	4.5	3.8	3.8	4.2	4.0	4.3	4.0	4.0	**4.1**

Note: This table reports the number of years between the start date (using date of first entry) and the end date (using the last month in the term degree was granted) for a graduating class of first-time, single-major baccalaureates in 120 credit hour programs within an academic year (Summer, Fall, Spring). Students who took longer than fifteen years are excluded from this analysis. Actual data are shown in the highlighted rows, and planned/projected goals are not highlighted. The System goals are mathematically derived from the institutions' goals.

5. Six-Year FTIC Graduation Rates [includes Full- & Part-time students]

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS SAME	SUS ANY
2008-14	39	45	49	53	.	79	69	69	88	55	66	50	**66**	**71**
2009-15	39	49	43	57	.	79	71	70	86	54	68	47	**66**	**71**
2010-16	41	49	46	55	.	80	63	68	87	53	66	48	**66**	**71**
2011-17	47	51	48	55	.	80	65	70	88	56	69	42	**67**	**72**
2012-18	50	51	47	57	.	83	60	72	89	58	71	43	**68**	**73**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS SAME	SUS ANY
2013-19	51	51.5	50	58	.	83	62	72	89	58	71.3	47	**69**	**74**
2014-20	55	54.0	53	59	47	84	64	73	90	59	72.1	49	**71**	**76**
2015-21	57	55.5	55	60	54	84	66	73	90	60	72.1	51	**72**	**77**
2016-22	60	56.5	57	61	54	84	68	74	90	61	73.3	51	**72**	**77**

Note: This table reports the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and who had graduated from the same institution within six years. The System goals are mathematically derived from the institutions' goals. The 'System Same' rate does not include the students who transfer between SUS institutions and still graduate within six years – the 'System Any' includes these system transfers.

Key Performance Indicators *(continued)*

6. Bachelor's Degrees Awarded [First Majors Only]

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	1,557	5,017	1,864	8,067	.	8,105	144	12,372	8,515	3,177	9,390	1,924	**60,132**
2014-15	1,506	5,473	2,062	8,494	.	8,421	177	12,629	8,604	3,207	9,290	1,926	**61,789**
2015-16	1,675	5,640	2,331	9,076	.	8,626	170	12,832	8,451	3,255	9,222	2,144	**63,422**
2016-17	1,555	5,694	2,399	9,518	18	8,611	164	13,070	8,597	3,206	9,504	2,202	**64,538**
2017-18	1,258	5,822	2,675	10,403	197	8,791	177	13,342	9,114	3,231	9,680	2,305	**66,995**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	1,500	5,851	2,725	10,700	250	8,800	190	13,600	8,600	3,360	9,765	2,420	**67,760**
2019-20	1,660	5,880	2,775	11,000	320	8,900	190	13,870	8,600	3,440	9,842	2,460	**68,940**
2020-21	1,720	5,910	2,825	11,300	320	9,000	190	14,150	8,600	3,510	9,923	2,480	**69,930**
2021-22	1,785	5,939	2,875	11,600	330	9,000	200	14,400	8,600	3,570	10,044	2,500	**70,840**

7. Graduate Degrees Awarded [First Majors Only]

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	615	1,519	368	3,610	.	2,927	.	2,918	6,241	590	3,401	674	**22,863**
2014-15	585	1,576	339	3,684	.	3,019	.	2,673	5,612	598	3,773	792	**22,651**
2015-16	597	1,515	300	3,605	.	2,833	.	2,681	5,810	622	3,918	814	**22,695**
2016-17	579	1,688	328	3,730	21	2,880	7	2,647	6,162	619	4,208	829	**23,698**
2017-18	643	1,790	321	3,690*	8	2,924	7	2,752	6,336	691	4,170	1,063	**24,395**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	660	1,847	350	3,761*	14	3,000	15	2,793	5,800	790	4,161	1,050	**24,240***
2019-20	675	1,808	375	3,776*	18	3,000	15	2,833	5,800	795	4,177	1,100	**24,370***
2020-21	695	1,817	400	3,791*	22	3,100	20	2,868	5,800	800	4,195	1,150	**24,660***
2021-22	715	1,826	425	3,806*	25	3,200	25	2,996	5,800	805	4,215	1,200	**25,040***

Note: These tables report the counts of distinct baccalaureate and graduate degrees. In those cases where baccalaureate degrees are awarded under two different degree CIPs, a distinction is made between "dual degrees" and "dual majors." Dual degrees are counted as separate degrees (i.e., counted twice), and include those cases where the second major differs substantially from the first because either the college is different, the degree designation is different (e.g., BA, BS, BBA, BFA, etc.), or the degree CIP is in a different 2-digit range (e.g., 51* vs. 52*); in these cases, the second degree CIP receives a "degree fraction" of 1.0. If these conditions do not apply, the second major is considered a dual major, and the degree associated with it is not counted a second time; in these cases, each dual major degree CIP receives a degree fraction of .5 apiece. The calculation of degree fractions is made according to each institution's criteria. The System goals are mathematically derived from the institutions' goals and rounded to the nearest ten.

Note: Board staff identified an error with the 2017-18 degree counts in the FIU 2019 Accountability Plan approved by the Board of Governors in June 2019. Since the error impacted the FIU goals, the Board office asked FIU's Board to re-approve revised goals for this metric in their 2019 Accountability Plan, which will subsequently need to be re-approved by the Board of Governors in October 2019. These goals have been revised and are pending BOT approval.*

Key Performance Indicators *(continued)*

8. Percent of Bachelor's Degrees Awarded to African-American & Hispanic Students

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	97	44	25	84	.	25	14	30	27	18	29	17	**37**
2014-15	97	45	25	85	.	25	11	31	28	19	30	18	**39**
2015-16	97	46	24	84	.	26	25	33	27	18	31	18	**39**
2016-17	97	47	26	84	24	27	20	35	28	19	32	20	**40**
2017-18	95	48	27	85	21	28	20	36	28	20	30	20	**41**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	95	49	27	83	25	29	22	37	28	20	32.4	23	**42**
2019-20	94	50	28	85	25	30	24	38	28	21	32.5	24	**43**
2020-21	94	51	29	85	25	31	26	38	28	21	33.2	24	**43**
2021-22	93	52	30	85	25	31	28	39	28	22	33.8	24	**44**

Note: This table reports the number of baccalaureate degrees awarded to non-Hispanic Black and Hispanic students divided by the total degrees. This calculation excludes degrees awarded to non-resident aliens and those who chose not to report their race from the denominator. The System goals are mathematically derived from the institutions' goals.

9. Percentage of Adult (Aged 25+) Undergraduates Enrolled [Fall Term Only]

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2014	10	28	13	24	8	6	1	21	6	23	24	31	**18**
2015	10	27	12	25	8	6	2	20	7	24	23	32	**18**
2016	10	27	12	25	7	5	1	20	7	22	22	32	**18**
2017	9	26	11	24	8	5	3	19	7	21	22	33	**17**
2018	8	24	11	22	7	5	3	18	7	19	20	33	**17**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2019	10	24	13	23	7	6	2	20	6	22	20.5	33	**17**
2020	12	25	14	24	7	6	2	21	6	22	20.8	33	**18**
2021	14	26	15	25	7	6	2	21	6	22	20.8	33	**18**
2022	15	27	16	25	7	6	2	21	6	22	20.9	33	**18**

Note: This table reports the age of the student at the time of enrollment. Age acts as a surrogate variable that captures a large, heterogeneous population of adult students who often have family and work responsibilities as well as other life circumstances that can interfere with successful completion of educational objectives. The System goals are mathematically derived from the institutions' goals.

Key Performance Indicators *(continued)*

10. Percent of Undergraduate FTE in Online Courses

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	1	10	16	24	.	9	0	28	26	11	23	30	**20**
2014-15	2	11	18	25	0	11	0	30	27	14	26	29	**22**
2015-16	2	19	21	27	0	13	0	31	31	16	28	30	**24**
2016-17	4	21	19	30	0	16	0	33	32	19	29	33	**26**
2017-18	6*	23	22	33	0	18	0	34	34	21	32	35	**28**
GOALS	**FAMU**	**FAU**	**FGCU**	**FIU**	**FPOLY**	**FSU**	**NCF**	**UCF**	**UF**	**UNF**	**USF**	**UWF**	**SUS**
2018-19	10	25	22	35	0	18	0	35	34	24	32.6	35	**29**
2019-20	15	27	23	37	0	19	0	37	35	25	33.7	36	**31**
2020-21	19	28	27	40	1	19	5	39	35	26	33.7	36	**32**
2021-22	25	30	30	40	1	20	5	40	35	27	35.4	36	**33**

Note: This table reports the percent of undergraduate Full-time Equivalent (FTE) instructional activity based on the US definition, which divides undergraduate credit hours by 30. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). The System goals are mathematically derived from the institutions' goals. *Note*: FAMU's 2017-18 data has been revised since the Board approved their 2019 plan due to a data resubmission.*

11. Percent of Bachelor's Degrees in STEM & Health

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	39	31	30	22	.	19	34	30	42	29	34	36	**30**
2014-15	40	31	31	24	.	22	27	33	43	30	38	38	**32**
2015-16	41	34	33	24	.	24	37	34	43	33	42	40	**34**
2016-17	35	32	30	25	100	24	41	35	45	36	44	41	**34**
2017-18	36	32	32	24	100	25	40	34	46	35	45	45	**35**
GOALS	**FAMU**	**FAU**	**FGCU**	**FIU**	**FPOLY**	**FSU**	**NCF**	**UCF**	**UF**	**UNF**	**USF**	**UWF**	**SUS**
2018-19	40	32	35	25	100	27	42	36	46	38	46.0	50	**36**
2019-20	45	32	37	25	100	28	43	37	47	39	48.7	50	**37**
2020-21	48	33	38	25	100	29	44	38	47	40	49.8	51	**38**
2021-22	50	33	39	25	100	30	45	38	47	41	50.0	52	**39**

12. Percent of Graduate Degrees in STEM & Health

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	41	33	35	31	.	33	.	41	58	34	52	20	**42**
2014-15	51	44	37	32	.	35	.	44	58	35	57	21	**44**
2015-16	56	42	36	34	.	37	.	47	59	34	60	19	**47**
2016-17	57	44	39	35	100	41	100	45	61	38	63	22	**49**
2017-18	53	46	38	35	100	43	100	47	60	37	60	24	**49**
GOALS	**FAMU**	**FAU**	**FGCU**	**FIU**	**FPOLY**	**FSU**	**NCF**	**UCF**	**UF**	**UNF**	**USF**	**UWF**	**SUS**
2018-19	57	46	41	35	100	44	100	48	60	40	61	25	**49**
2019-20	57	46	42	36	100	45	100	49	60	41	62	26	**49**
2020-21	57	47	43	36	100	46	100	50	60	42	63	26	**50**
2021-22	57	47	44	37	100	47	100	50	60	43	63	26	**50**

Note: These tables report the percentage of baccalaureate and graduate majors within the specific disciplines of Science, Technology, Engineering, or Mathematics (STEM) and Health Professions. Both the numerator and denominator include second majors. The System goals are mathematically derived from the institutions' goals.

Key Performance Indicators *(continued)*

SCHOLARSHIP & RESEARCH METRICS

Through its research successes, the State University System plays a critical role in Florida's economy, helping it achieve a national and global reputation for innovation. In brief, the System provides: (1) a highly educated workforce for high-skill, high-wage jobs and companies; (2) employs researchers who tackle some of the most significant challenges facing Florida, the nation, and the world; (3) produces intellectual property that can be commercialized through licenses and patents; (4) establishes partnerships with local and regional industries; (5) promotes the creation of start-up and spin-off companies; and, (6) attracts new employers to Florida.

13. National Academy Members

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2015	0	2	0	1	0	6	0	1	25	0	7	0	**42**
2016	0	1	0	1	0	6	0	1	25	0	8	0	**42**
2017	0	1	0	4	0	7	0	6	29	0	11	0	**58**
2018	0	1	0	3	0	7	0	6	28	0	13	0	**58**
2019	0	1	0	6	0	8	0	6	29	0	14	0	**64**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2020	1	2	1	7	.	8	0	7	30	0	14	0	**70**
2021	1	2	1	7	.	8	0	7	30	0	15	0	**71**
2022	1	3	1	8	.	8	0	8	30	0	16	0	**75**
2023	1	3	1	8	0	9	0	8	30	0	17	0	**77**

Note: This table reports the number of faculty who have been inducted into the National Academies (Sciences, Engineering, and Medicine). The System goals are mathematically derived from the institutions' goals.

14. Faculty Awards [Fall term]

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2012	2	1	0	8	.	7	0	7	20	1	5	0	**51**
2013	1	3	1	4	.	2	0	6	15	0	8	0	**40**
2014	1	0	0	5	0	7	0	7	21	0	8	0	**49**
2015	0	2	1	13	0	9	0	7	23	1	13	0	**69**
2016	0	2	2	3	0	9	0	8	15	3	13	0	**55**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2017	3	0	0	5	0	10	0	10	27	1	12	0	**68**
2018	3	0	0	7	0	11	0	11	28	1	12	0	**73**
2019	3	2	1	10	0	11	0	12	29	2	12	0	**82**
2020	3	3	2	13	0	12	0	12	29	2	13	0	**89**

Note: This table reports the number of awards faculty received during the year based on the 23 awards tracked by the Center for Measuring University Performance as published in their annual 'Top American Research Universities' report. This source is used to keep in alignment with the same measure that is used for the annual Preeminence evaluation (see section 1001.7065, F.S.). The System goals are mathematically derived from the institutions' goals.

Key Performance Indicators *(continued)*

15. Total Research Expenditures ($M)

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	46	23	10	133	.	253	0.9	186	708	3.7	497	20	**1,881**
2014-15	47	21	9	163	0.2	256	0.9	216	740	3.7	494	31	**1,982**
2015-16	45	31	7	171	0.2	268	1.1	198*	791	5.1	515	41	**2,073***
2016-17	38	46	8	177	0.4	283	1.0	200*	801	6.5	568	35*	**2,164***
2017-18	40	51	5	196	1.2	304	0.9	215	865	10	592	41	**2,321**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	41	66	10	205	1.3	310	1.3	269	891	10.5	600	42	**2,447**
2019-20	42	69	11	220	0.8	315	1.5	290	918	11	601	44	**2,523**
2020-21	43	72	12	236	1.0	320	1.7	315	945	11.5	602	46	**2,605**
2021-22	44	75	13	252	1.2	325	1.9	315	974	12	603	48	**2,664**

16. Percentage of Research Expenditures Funded from External Sources

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	81	84	72	64	.	66	80	46	54	44	60	69	**58**
2014-15	81	79	74	52	.	60	68	50	52	50	55	43	**55**
2015-16	84	86	77	49	.	55	69	59*	52	41	55	30	**54***
2016-17	83	53	74	46	.	55	53	57*	55	30	57	34*	**55***
2017-18	84	52	73	49	21†	55	56	55	54	40	57	24	**54**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	84	53	78	50	27	56	58	54	56	45	59	31	**56**
2019-20	84	55	79	53	69	56	61	54	57	50	60	32	**57**
2020-21	84	58	80	54	81	56	64	55	57	50	60	33	**57**
2021-22	84	61	81	55	81	57	67	55	58	50	60	34	**58**

Note: These two tables report the total expenditures for all research activities, including non-science and engineering activities, as reported in the National Science Foundation annual survey of Higher Education Research and Development (HERD). The percentage of research expenditures reports the amount of expenditures that were funded from federal, private industry and other non-state and non-institutional sources. From a state level perspective, 'state & local' funds are not considered 'external' funds. The System goals are mathematically derived from the institutions' goals.

Note: Previously reported historical data (for UCF and UWF) has been revised to fix errors, which also impacted SUS data.*
Note†: The percentage of research expenditures for Florida Poly during 2014-16 are not available due to insufficient data collection.

Key Performance Indicators *(continued)*

17. Utility Patents Awarded [from the USPTO]

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2014	7	9	2	3	0	30	0	67	91	0	110	0	**319**
2015	3	4	0	6	0	24	0	58	115	0	90	0	**300**
2016	3	0	0	17	0	47	0	59	101	2	114	1	**344**
2017	1	1	0	43	0	34	0	48	118	1	120	0	**366**
2018	4	1	0	66	0	34	0	40	100	0	101	0	**346**
GOALS	**FAMU**	**FAU**	**FGCU**	**FIU**	**FPOLY**	**FSU**	**NCF**	**UCF**	**UF**	**UNF**	**USF**	**UWF**	**SUS**
2019	5	1	0	57	0	34	0	45	121	2	102	0	**367**
2020	5	2	0	59	0	34	0	45	123	3	103	0	**374**
2021	5	2	1	61	0	34	0	45	125	4	104	0	**381**
2022	5	3	2	55	0	34	0	45	127	4	105	0	**380**

Note: This table reports the number of utility patents issued by the United States Patent and Trademark Office (USPTO) by Calendar year and does not include design, plant or other patent types. The System goals are mathematically derived from the institutional goals.

18. Number of Licenses/Options Executed Annually

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2012-13	0	6	1	3	0	15	0	17	140	0	75	0	**257**
2013-14	0	17	0	3	0	25	0	23	147	0	91	2	**308**
2014-15	0	23	0	2	0	16	0	38	261	1	119	0	**460**
2015-16	2	22	0	3	0	8	0	34	293	1	133	0	**496**
2016-17	2	2	0	4	0	13	0	36	257	1	122	0	**437**
GOALS	**FAMU**	**FAU**	**FGCU**	**FIU**	**FPOLY**	**FSU**	**NCF**	**UCF**	**UF**	**UNF**	**USF**	**UWF**	**SUS**
2017-18	3	1	0	6	0	15	0	34	261	1	127*	0	**448**
2018-19	4	1	0	6	0	16	0	36	265	2	90	0	**420**
2019-20	4	2	1	7	0	17	0	36	270	2	91	0	**430**
2020-21	4	2	1	10	0	18	0	36	272	2	92	0	**437**

Note: This table reports the number of Licenses/Options that were executed in the year indicated for all technologies – as reported on the Association of University Technology Managers Annual (AUTM) annual Licensing Survey. The System goals are mathematically derived from the institutions' goals. *Note*: USF's 2017-18 goal is based on their actual counts because they provided the actual data for 2017-18 in their 2019 Accountability Plan.*

19. Number of Start-up Companies Created

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2012-13	0	1	0	1	0	3	0	3	16	0	9	0	**33**
2013-14	0	0	0	2	0	1	0	8	16	0	11	0	**38**
2014-15	0	3	0	2	0	8	0	14	15	1	11	0	**54**
2015-16	0	2	0	1	0	3	0	9	17	1	9	0	**42**
2016-17	0	2	0	1	0	2	0	1	11	0	10	0	**27**
GOALS	**FAMU**	**FAU**	**FGCU**	**FIU**	**FPOLY**	**FSU**	**NCF**	**UCF**	**UF**	**UNF**	**USF**	**UWF**	**SUS**
2017-18	2	1	0	3	0	4	0	12	15	1	10*	0	**48**
2018-19	2	1	0	4	0	4	0	14	15	1	10	0	**51**
2019-20	2	2	1	5	0	4	0	15	16	2	11	0	**58**
2020-21	2	2	1	6	0	4	0	15	17	2	11	0	**60**

Note: USF's 2017-18 goal is based on their actual counts because they provided the actual data for 2017-18 in their 2019 Accountability Plan.*

Scholarship & Research Supplement

Academic Program Quality

All institutions maintain regional accreditation through the Southern Association of Colleges and Schools. In addition, Board regulation (3.006) encourages institutions to seek national or specialized accreditation from professional organizations for its colleges, schools and academic programs for which there are established standards.

Specialized Accreditation

Seventy-one percent (71%) of State University System's academic programs for which specialized accreditation was available, received, or maintained the accreditation during academic year 2017-18. Another 5% are in the planning stages of seeking such accreditation, which may take several years to achieve due to the considerable time and resources required to demonstrate that quality assurance standards established by the accrediting body are adequately addressed. To supplement specialized accreditation reviews and ensure that programs without such accreditation receive sufficient attention, the Board requires the review of all academic degree programs at minimum every seven years.

Percentage of Programs with Specialized Accreditation

STATUS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	UCF	UF	UNF	USF Tampa	USF St.Pete	USF Sar-Man	UWF	SUS
Attained	77	59	77	70	0	71	72	80	74	75	80	80	54	**71**
Seeking	8	2	8	4	80	0	8	1	6	2	0	13	15	**5**

Source: BOG staff analysis of 2018 State University System Accreditation Survey. Note: Programs suspended for new enrollments are included in these counts. Data reports programs across all degree levels.

Student Learning Outcomes Assessment

Academic Learning Compacts were established in 2004 to convey Student Learning Outcomes (SLO) for each baccalaureate program in the State University System. These compacts identify what students are expected to know by the time they graduate and how that learning will be assessed. On an annual basis, programs also report whether the results of the assessment process have been used to guide improvement. As of 2017-2018 nearly all of the undergraduate programs across the System have identified core student learning outcomes, adopted or developed assessment instruments, and used the results to guide improvement.

Percentage of Bachelor's Programs with Published Student Learning Outcomes

	FAMU	FAU	FGCU	FIU	FSU	NCF	UCF	UF	UNF	USF Tampa	USF St.Pete	USF Sar-Man	UWF	SUS
Core Learning Outcomes Available to Students	100	100	100	100	98	100	100	100	95	100	100	100	96	**99**
Process in Place to Evaluate Learning Outcomes	100	100	100	100	100	100	100	100	100	100	100	100	100	**100**
Uses Program Review Information to Improve Learning Outcomes and Program Effectiveness	100	100	100	100	100	100	100	100	100	100	100	100	100	**100**

Source: 2017-2018 Academic Learning Compact Status Report. Does not include suspended programs and/or new programs for which results are not yet available. Data includes baccalaureate programs only.

Scholarship & Research Supplement *(continued)*

UNIVERSITY CENTERS AND INSTITUTES

In fiscal year 2017-18, there were 536 active University Centers and Institutes engaged in a wide range of activities related to scientific research, education, law and other community-service. In total, these centers and institutes accounted for $725 million dollars in research activities – with 79% of these activities funded from non-state sources. Despite including many centers that are not focused on research, these centers and institutes generated a $3.85 Return on Investment (ROI) for every dollar of State funds invested.

	Number of CENTERS	2017-18 EXPENDITURES FROM STATE E&G FUNDS $M	2017-18 EXPENDITURES FROM EXTERNAL (NON-STATE) FUNDS			2017-18 TOTAL EXPENDITURES $M	RETURN ON INVESTMENT $
			CONTRACTS & GRANTS $M	FEES FOR SERVICE $M	PRIVATE $M		
FAMU	20	3.6	8.5	0.0	0.1	8.8	$1.41
FAU	31	3.0	6.1	2.9	1.6	13.7	$3.50
FGCU	7	1.0	1.1	0.0	0.5	2.7	$1.76
FIU	37	11.5	65.3	6.7	6.0	89.5	$6.82
FSU	108	12.2	64.8	4.8	10.6	92.4	$6.58
UCF	22	21.0	60.5	2.5	2.0	86.0	$3.10
UF	193	51.3	112.5	19.1	27.4	210.4	$3.10
UNF	21	2.3	4.4	0.7	0.3	7.6	$2.36
USF	83	22.8	140.9	3.7	17.6	184.9	$7.13
UWF	14	20.8	7.4	0.2	0.2	28.7	$0.38
SYSTEM	**536**	**$149.5 M**	**$468.1 M**	**$40.7 M**	**$66.2 M**	**$724.6 M**	**$3.85**

Ten Largest University Centers and Institutes by 2017-18 Total Expenditures

RANK	UNIV	NAME OF CENTER/INSTITUTE	TOTAL $Millions
1	USF	University of South Florida Health Informatics Institute	$69.6
2	UCF	Center for Research and Education in Optics and Lasers (CREOL)	$21.7
3	USF	Center for Urban Transportation Research	$20.7
4	UCF	Institute for Simulation and Training	$20.3
5	UF	Institute for Child Health Policy	$17.9
6	UF	Clinical and Translational Science Institute	$17.4
7	USF	University of South Florida Health Heart Institute	$13.4
8	UCF	Florida Space Institute (FSI)	$13.1
9	UWF	Small Business Development Center (SBDC)	$12.8
10	FIU	Center for Children and Families	$12.0

Source: 2018 Annual Survey of Institutes & Centers via the Data Request System. Note: The ROI calculation is net of state funds. Florida Poly has one center that is not yet included in the above tables.

Enrollment Planning

Fall Headcount Enrollment – Undergraduate Level

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2014	8,003	24,240	13,226	39,081	522	32,583	835	52,284	32,781	13,904	35,808	9,691	**262,958**
2015	7,705	24,229	13,604	40,231	887	32,408	854	54,073	34,002	13,590	35,990	9,787	**267,360**
2016	7,364	24,225	13,544	41,111	1,282	32,628	861	55,252	35,518	13,597	36,373	9,640	**271,395**
2017	7,546	23,766	13,582	41,852	1,439	32,718	838	56,408	36,436	13,987	36,955	9,549	**275,076**
2018	7,724	23,238	13,624	41,796	1,389	32,316	808	58,402	37,527	14,256	37,235	9,355	**277,670**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2019	7,905	23,887	13,846	41,554	1,283	32,500	825	58,410	37,456	14,540	37,323	9,473	**279,000**
2020	8,090	24,371	13,971	41,629	1,279	32,580	860	58,400	37,367	14,700	38,283	9,741	**281,270**
2021	8,290	24,870	14,104	41,466	1,366	32,590	930	58,400	37,279	14,840	39,215	10,093	**283,440**
2022	8,455	25,383	14,227	41,107	1,546	32,620	1,025	58,400	37,193	14,930	40,358	10,509	**285,750**
% Δ	*9%*	*9%*	*4%*	*-2%*	*11%*	*1%*	*27%*	*0%*	*-1%*	*5%*	*8%*	*12%*	*3%*

Fall Headcount Enrollment – Graduate Level

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2014	1,698	4,594	997	8,367	24	7,967	0	7,806	15,754	1,754	10,555	2,178	**61,694**
2015	1,754	4,656	980	8,460	37	7,814	0	8,012	16,273	1,778	10,698	2,277	**62,739**
2016	1,804	4,856	986	8,770	31	7,926	14	8,170	16,819	1,857	10,983	2,607	**64,823**
2017	1,861	4,901	1,014	8,700	17	7,849	21	8,840	16,297	1,967	11,569	2,781	**65,817**
2018	1,859	4,868	1,060	8,778	33	8,032	29	9,319	15,753	2,155	11,438	2,824	**66,148**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2019	1,895	4,917	1,075	9,111	51	8,290	35	9,500	15,716	2,230	11,497	3,065	**67,380**
2020	1,905	4,966	1,095	9,077	59	8,560	40	10,000	15,614	2,270	11,571	3,259	**68,420**
2021	1,905	5,015	1,115	9,218	72	8,830	45	10,400	15,513	2,300	11,646	3,386	**69,450**
2022	1,905	5,066	1,135	9,364	83	9,110	50	10,710	15,413	2,320	11,749	3,579	**70,480**
% Δ	*2%*	*4%*	*7%*	*7%*	*152%*	*13%*	*72%*	*15%*	*-2%*	*8%*	*3%*	*27%*	*7%*

Note: These tables report number of students enrolled at the university by student type categories. The student type for undergraduates is based on the Type of Student at Time of Most Recent Admission. The System goals are mathematically derived from the institutions' goals and rounded to the nearest ten. The "Percent Change" row, in the goals section, compares the latest actual data with the planned out-year goal.

Enrollment Planning *(continued)*

Percent of Baccalaureate-Seeking Resident Undergraduates Who Earned 15+ Credit Hours

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
Fall 2014	28	9	16	13	30	16	81	11	21	12	24	11	**16**
Fall 2015	29	9	18	12	30	16	88	11	20	13	23	12	**16**
Fall 2016	29	9	20	10	33	20	75	11	20	18	21	13	**16**
Fall 2017	30	10	23	11	35	24	82	12	22	21	21	15	**17**
Fall 2018	30	12	23	12	27	25	82	13	27	22	20	16	**19**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
Fall 2019	30	13	24	13	34	26	83	14	28	24	20	17	**20**
Fall 2020	30	15	25	14	40	27	84	15	29	26	21	17	**21**
Fall 2021	30	16	26	16	42	28	85	16	30	28	22	18	**22**
Fall 2022	30	17	27	18	44	29	86	17	31	30	24	19	**23**
%pts Δ	*1*	*5*	*4*	*6*	*17*	*4*	*4*	*4*	*4*	*8*	*4*	*3*	***4***

Note: This table reports the percent of baccalaureate-seeking resident undergraduates who earned fifteen or more credit hours (based on element #1089) during a fall term. This includes the pass/fail courses in which the student earned a passing grade and excludes audited courses. The System goals are mathematically derived from the institutions' goals.

Enrollment Planning *(continued)*

Full-Time Equivalent (FTE) Enrollment – Undergraduate Level

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	8,656	21,011	10,943	35,637	.	31,448	896	45,138	32,617	12,462	33,843	8,588	**241,239**
2014-15	8,090	20,781	11,430	36,257	500	31,557	956	45,796	32,664	12,302	33,681	8,516	**242,530**
2015-16	7,786	21,308	11,729	36,512	864	31,612	960	47,280	33,682	11,993	34,218	8,528	**246,472**
2016-17	7,435	21,436	11,870	37,254	1,242	32,195	952	48,601	35,033	12,303	34,215	8,497	**251,033**
2017-18	7,644	21,439	12,119	38,534	1,361	32,408	937	50,180	36,292	12,840	34,837	8,507	**257,098**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	7,810	21,896	12,456	39,915	1,252	32,290	908	52,410	36,521	13,260	34,981	8,446	**262,150**
2019-20	7,990	22,339	12,595	40,157	1,203	32,500	928	53,880	36,447	13,520	35,244	8,482	**265,290**
2020-21	8,180	22,811	12,705	40,660	1,207	32,560	966	54,870	36,317	13,690	35,536	8,649	**268,150**
2021-22	8,370	23,316	12,815	41,004	1,286	32,620	1,046	55,830	36,187	13,825	37,179	8,962	**272,440**
2022-23	8,550	23,855	12,925	41,367	1,466	32,690	1,153	56,610	36,059	13,895	37,832	9,331	**275,730**
% Δ	*12%*	*11%*	*7%*	*7%*	*8%*	*1%*	*23%*	*13%*	*-1%*	*8%*	*9%*	*10%*	*7%*

Full-Time Equivalent (FTE) Enrollment – Graduate Level

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	1,861	3,163	859	7,967	.	7,454	.	5,737	14,129	1,279	8,282	1,550	**52,281**
2014-15	1,795	3,133	837	8,015	20	7,337	.	5,518	14,036	1,364	8,555	1,634	**52,244**
2015-16	1,832	3,180	822	8,129	24	7,316	4	5,535	14,431	1,407	8,687	1,648	**53,015**
2016-17	1,945	3,395	826	8,412	14	7,395	11	5,691	14,779	1,468	8,718	1,868	**54,522**
2017-18	1,947	3,481	877	8,401	11	7,242	21	6,154	14,339	1,543	8,919	1,939	**54,874**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	1,960	3,490	919	8,398	29	7,500	22	6,450	14,431	1,700	8,864	1,878	**55,640**
2019-20	2,000	3,583	935	8,735	47	7,750	27	6,940	14,401	1,760	8,879	2,170	**57,230**
2020-21	2,000	3,681	954	8,697	55	8,000	30	7,320	14,349	1,790	8,919	2,307	**58,100**
2021-22	2,000	3,786	970	8,847	68	8,270	35	7,610	14,298	1,815	8,984	2,397	**59,080**
2022-23	2,000	3,896	995	9,001	77	8,540	37	7,840	14,247	1,835	9,059	2,534	**60,060**
% Δ	*3%*	*12%*	*13%*	*7%*	*600%*	*18%*	*76%*	*27%*	*-1%*	*19%*	*2%*	*31%*	*9%*

Note: These tables report the Full-time Equivalent (FTE) which is a measure of all instructional activity (regardless of fundability) that is based on the number of credit hours that students enroll. FTE is based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Pursuant to section 1013.31, Florida Statutes, Board facilities staff use this data as a key factor in the calculation of facility space needs for institution educational plant surveys. The System goals are mathematically derived from the institutions' goals and rounded to the nearest ten. The "Percent Change" row, in the goals section, compares the latest actual data with the planned out-year goal.

Enrollment Planning *(continued)*

Distance Learning as a Percentage of Total FTE Enrollment

UNDERGRADUATE

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	1	10	16	24	.	9	0	28	26	11	23	30	**20**
2014-15	2	11	18	25	0	11	0	30	27	14	26	29	**22**
2015-16	2	19	21	27	0	13	0	31	31	16	28	30	**24**
2016-17	4	21	19	30	0	16	0	33	32	19	29	33	**26**
2017-18	6*	23	22	33	0	18	0	34	34	21	32	35	**28**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	7	25	23	36	0	19	0	37	36	24	33	36	**30**
2019-20	9	25	24	37	0	20	0	38	36	25	33	37	**31**
2020-21	11	26	25	38	0	20	0	39	37	26	34	37	**32**
2021-22	13	27	26	39	1	21	0	40	37	27	35	38	**33**
2022-23	15	29	27	40	1	21	5	40	38	28	36	38	**34**
%pt Δ	9	6	5	7	1	3	5	6	4	7	4	3	**6**

GRADUATE

ACTUAL	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2013-14	3	26	25	18	.	11	.	28	26	15	22	68	**22**
2014-15	3	27	27	19	0	12	0	28	28	18	24	70	**24**
2015-16	2	29	35	21	0	14	0	29	28	21	24	75	**25**
2016-17	3	32	30	22	0	16	0	31	29	24	27	81	**27**
2017-18	3	35	31	24	0	18	0	36	29	28	30	81	**29**

GOALS	FAMU	FAU	FGCU	FIU	FPOLY	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
2018-19	4	37	32	27	0	19	0	38	30	32	31	82	**31**
2019-20	6	39	33	28	0	19	0	40	31	33	32	85	**32**
2020-21	7	40	33	29	0	20	0	41	31	34	32	85	**32**
2021-22	8	41	34	30	0	21	0	42	31	35	33	85	**33**
2022-23	10	42	34	30	0	21	0	42	31	36	34	86	**33**
%pt Δ	8	7	3	6	0	3	0	6	2	8	4	5	**4**

Note: These tables report the percentages of FTE enrollment that is classified as Distance Learning for all students at all campuses regardless of funding source. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both per 1009.24(17), F.S.. Undergraduate counts do not include remedial instruction. The System goals are mathematically derived from the institutions' goals. The "Percent Change" row, in the goals section, compares the latest actual data with the planned out-year goal.

Note: FAMU's 2017-18 data has been revised since the Board approved their 2019 Accountability Plan due to a data resubmission.*

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
August 28, 2019

SUBJECT: State University System 2025 Strategic Plan Mid-Course Correction

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

At its January 31, 2019 meeting, the Strategic Planning Committee initiated a review of the Board's 2025 Strategic Plan metrics, beginning with the Teaching and Learning metrics. At its March 27, 2019 meeting, the Committee reviewed the Research, Scholarship and Innovation, and the Community and Business Engagement metrics. At each of these meetings, the Committee requested additional information on certain metrics.

Dr. Christy England, Vice Chancellor for Academic and Student Affairs, will provide an update on the metrics where additional information was requested. She will also provide the Committee an overview of the metrics already reviewed.

Supporting Documentation Included: 2019 Review of Metrics

Facilitators/Presenters: Dr. Christy England

2025 System Strategic Plan
2019 Review of Metrics

Process Outline

At its January 31, 2019 meeting, the Strategic Planning Committee began a review of the Board's 2025 Strategic Plan metrics associated with the Plan's goals to determine whether the metrics need to be adjusted based on progress-to-date, new Board priorities, or external circumstances. At this meeting, the Committee reviewed the Strategic Plan's Teaching and Learning metrics. The Committee considered revisions for five metrics: four-year graduation rates, six-year graduation rates, total bachelor's degrees awarded, graduate degrees awarded, and bachelor's degrees awarded to African-American and Hispanic Students. Appendix A includes the revised goals for these metrics that the Committee discussed in January. Also, the Committee discussed including two new metrics: graduation rates for Pell Grant students and graduation rates for Florida College System AA Transfers. The Committee agreed to a goal for graduation rates for Pell students (see Appendix A), but requested more information about graduation rates for AA transfers.

At its March 27, 2019 meeting, the Strategic Planning Committee reviewed the Strategic Plan's Research, Scholarship, and Innovation metrics and Community and Business Engagement metrics. The Committee considered revisions for total research expenditures, percent of research expenditures from external sources, number of licenses/options executed annually, and number of start-up companies. The Committee requested additional information on research expenditures and percent of research expenditures from external sources, but revised goals for the other research metrics (see Appendix A). For the Community and Business Engagement metrics, the committee considered revising the percentage of baccalaureate graduates continuing their education or employed full-time to align it with metric one in the Performance-Based Funding model. The Committee also discussed including a new metric: median wages for bachelor's graduates employed full-time. The Committee requested additional information on these two metrics related to employment.

At its June 13, 2019 meeting, the Innovation and Online Committee recommended revising the goal: percent of State University System courses bearing a "high-quality" rating in the Florida Virtual Campus online catalog. The Strategic Planning Committee will consider this revision at its August 2019 meeting. The revised goal is included in Appendix A.

If the Strategic Planning Committee approves final changes to metrics in August 2019, the Committee can review and consider approving a revised 2025 System Strategic Plan at the Board's October 2019 meeting.

There are three groups of metrics that the Strategic Planning Committee will consider at its August 2019 meeting:

- **Existing Metrics Still Under Consideration:** This group includes metrics that the Committee requested more information or did not recommend a revised goal. This group also includes three metrics that Strategic Planning Committee has not yet considered: percent of State University System courses bearing a "high-quality" rating in the Florida Virtual Campus online catalog; percent of undergraduates engaged in research; and percent of baccalaureate degrees awarded without excess hours.
- **Metrics Needing Technical Revisions:** Board staff identified two metrics not previously reviewed that require the Board to make technical revisions to accurately reflect the methodology and data used.
- **Metrics to Be Added:** This includes two metrics that the Committee previously discussed but wanted to reconsider at a later meeting.

Appendix A provides a complete list of metrics, the status of each one, and proposed new goals if the Committee made a recommendation during one of the previous meetings.

Existing Metrics Still Under Consideration

PERFORMANCE METRICS	CURRENT GOAL	CURRENT ACTUAL	2025 TREND	PROPOSED GOAL	UPDATES
4) Percent of SUS courses bearing a "high-quality" rating in the Florida Virtual Campus online catalog	90%			100%	Revised language recommended by Online and Innovation Committee June 2019
8) Percent of baccalaureate degrees awarded without excess hours --- CHANGE METHODOLOGY ---- Changes calculation to match 120% change by 2019 Legislature	80%	79%			The 2019 Legislature changed the methodology for calculating excess hours. The Board may wish to consider this change for the excess metric in the strategic plan.
22) Percent of Undergraduate Seniors Assisting in Faculty Research --- or --- Percent of Undergraduates Engaged in Research	TBD	n/a	n/a	Question added to Senior Exit Survey	The Council for Academic Vice Presidents and Vice Presidents for Research recommended a question for all 12 SUS institutions to add to the senior exit survey.
23) Total R&D Expenditures	$2.29B	$2.32B	$2.68B	$3B	Goal proposed by Gov. Levine and Vice Presidents for Research in June 2019
24) Percent of R&D Expenditures funded from External Sources	71%	54%	*	$1.75B	Goal proposed by Gov. Levine and Vice Presidents for Research in June 2019
29) Percentage of Baccalaureate Graduates Continuing Education or Employed ---- CHANGE TO ----- Percent of Bachelor's Graduates Employed (Earning $25,000+) or Enrolled	90% --- .	76% ---- 68%	79% ---- 71%	TBD	Discussed aligning goal with PBF goal in March 2019. More information was requested and is provided below.

Percent of SUS courses bearing a "high-quality" rating in the Florida Virtual Campus online catalog

The Innovation and Online Committee recommended a revision to this goal at its June 13, 2019 meeting and forwarded the recommendation to the Strategic Planning Committee for consideration. The Committee is recommending the goal change to 100% of new and substantively revised online courses must meet Florida standards following an approved review process. Existing and continuing courses be reviewed on no less than a 5-year cycle.

Percent of baccalaureate degrees awarded without excess hours

In 2009, the Florida Legislature established an "Excess Credit Hour Surcharge" to encourage students to complete their baccalaureate degrees as quickly as possible. This metric is based on the statutory requirement that mandates 110% of required hours as the threshold. However, the 2019 Legislature amended this provision, changing the excess hours surcharge threshold from 110 percent to 120 percent beginning with the summer 2019 term. The Committee may wish to consider revising this metric to align with the new legislative changes or keep the Strategic Plan goal as it is to continue encouraging institutions to reduce the number of excess hours that students accrue and to graduate students in a timely manner. If the Committee decides to amend the metric, it may wish to consider a revised benchmark. The percent of baccalaureate degrees awarded without excess hours using the 120 percent threshold is 91%, which exceeds the current benchmark of 80%.

Exhibit 1
Percent of baccalaureate degrees awarded without excess hours

Metric Language	110% Threshold		120% Threshold		%PT Δ
	2016-17	2017-18	2016-17	2017-18	
% of baccalaureate degrees awarded without excess hours	77%	79%	89%	91%	12

Source: Office of Data Analytics, Board of Governors, July 2019.

Percent of undergraduates engaged in research

In March 2019, the SUS Vice Presidents for Research began discussions of the best method for collecting data to measure the percentage of undergraduates engaged in research. In June, they made a recommendation to the Council for Academic Vice Presidents. The Council for Academic Vice Presidents made some modifications and is making a recommendation to the Strategic Planning Committee. Since this metric has not yet been measured system-wide, there is no recommended benchmark at this time. It is recommended that each SUS institution incorporate the following question to its senior exit survey:

> As part of your education at (fill in SUS name), did you participate in any of the following: (Select all that apply.)
> ___ Completed an honors thesis
> ___ Worked on my own research topic with the guidance of a faculty member
> ___ Worked on research with a faculty member (individually or jointly)
> ___ Submitted an article or my own research for publication or exhibition
> ___ Presented or exhibited research at a professional/academic conference (individually or jointly)
> ___ Other (please describe)

It is recommended that each institution begin reporting this information to the Board office beginning with the 2020-21 academic year in fall 2021.

Research expenditures

At the March 2019 Strategic Planning Committee meeting, the system's total research expenditure goal was discussed for revision. In 2017-18, the system exceeded the 2025 goal of $2.3 billion, with a total of $2.32 billion in research expenditures. The Board has placed a heavy emphasis on research in recent years, with the creation of the Academic and Research Excellence Committee, the development of an R&D dashboard, and the annual R&D workshop in Washington D.C., among other activities.

In June 2019, Governor Levine, Chair of the Board's Academic and Research Excellence Committee, met with the Vice Presidents for Research across the State University System to discuss a new goal for research expenditures. Governor Levine reported to the Board in June that the Vice Presidents agreed on a $3 billion goal for the year 2025. With the system's continued focus in this area and increased opportunity at the state and federal level, this goal is well within reach.

Research funded from external sources

At the March 2019 Strategic Planning Committee meeting, the percent of research from external sources was discussed for revision. This is a metric where the original goal was set as a percentage, and because of increased state investment in research and unpredictability of federal awards, the system is not on pace to achieve this goal.

Governor Levine, Chair of the Board's Academic and Research Excellence Committee, met with the Vice Presidents for Research across the State University System in June 2019 to discuss revisions to this metric. Governor Levine and the Vice Presidents agreed on a $1.75 billion goal for the year 2025, rather than using a percentage. With the system's continued focus in this area and increased opportunity at the state and federal level, this goal is well within reach.

Percentage of bachelor's graduates employed or continuing education

At its March 2019 meeting, the Strategic Planning Committee discussed the percentage of bachelor's graduates employed or continuing education metric. The metric is intended to better inform students as to how previous graduating classes fared when entering the workforce and is similar to metric one in the performance-based funding model. Performance on this metric is currently 14% below the 2025 goal of 90%. Employment data used in calculating the metric is from a voluntary national data exchange, which includes information from 44 states, the D.C. area, and Puerto Rico. However, Alabama, California, Hawaii, Massachusetts, and New York do not participate. The data exchange excludes graduates who are temporarily employed, self-employed, and those employed by the military, the federal government, and many non-profits.

The Committee discussed revising the goal to acknowledge data caveats and whether the goal needed to align with the current metric in the performance-based funding model, which is the percent of bachelor's graduates employed (earning $25,000+) or enrolled. The Committee opted to wait until a later meeting before deciding on any changes to this metric.

In the last few years, Board staff has produced a series of reports that reviews the outcomes of baccalaureate graduates. Highlights from the most recent Baccalaureate Follow-Up Study (January 2018) include the following.

- At the time of the study, employment and/or educational outcomes were found for 84% of the graduates.
- Of the graduates who were found, the majority of graduates in the study worked one, five, and ten years after completing a baccalaureate degree at a state university system institution.

  - In Year 1, just over 90% of graduates found worked after completing a baccalaureate degree.
  - In Year 5, approximately 93% of graduates found worked.
  - In Year 10, the percentage of graduates found working increased to 97%.
- Additionally, during the first year following graduation, just over 30% of graduates who were found pursued additional education.

Since the Committee met in March 2019, the Legislature modified Ch. 2019-103, Laws of Florida, to require the Board of Governors to match individual student information with information in the files of state and federal agencies that maintain educational and employment records. The Board must enter into an agreement with the Department of Economic Opportunity that allows access to the individual reemployment assistance wage records maintained by the department. This change will allow Board staff to continue to report on the 1, 5, and 10-year outcomes of baccalaureate graduates.

Metrics Requiring Technical Edits

PERFORMANCE METRICS	CURRENT GOAL	CURRENT ACTUAL	2025 TREND	PROPOSED GOAL	Proposed Edit to Metric Definition
6) Four-year Graduation Rates For FTIC full-time and part-time students	50%	51%	62%	65%	Remove part-time students
11) Bachelor's Degrees Awarded to African-American & Hispanic Students PBF: FAU, FGCU, FIU	36,000 40%	41%	44%	46%	Move to a percentage goal only

Four-year Graduation Rate

At its January 2019 meeting, the Strategic Planning Committee discussed a new goal for the four-year graduation rate for the system of 65%. Upon staff review of this metric following the meeting, it was identified that part-time students were still included in the 2025 Strategic Plan but not in the actual graduation rate calculation for performance-based funding. Part-time students make up less than 1% of the FTIC students who begin in the fall semester and are not likely to graduate in four years. It is recommended that the Board consider revising this definition in the 2025 Strategic Plan to include only full-time FTIC students, as this is consistent with the definition used for performance-based funding.

Bachelor's Degrees Awarded to African-American & Hispanic Students

At its January 2019 meeting, the Strategic Planning Committee discussed a new goal for the bachelor's degrees awarded to African-American & Hispanic Students of 46%. Upon staff review of this metric, it was identified that the 2025 Strategic Plan includes both a percentage and a number as goals. Having both values can cause some confusion as the number and percentage may not always align if the system grows at different rates over time. A percentage goal for this metric controls for any unexpected enrollment shifts over time and allows the system to have a strategic focus for this area. It is recommended that the Board consider revising this goal to only be a percentage benchmark.

New Metrics to Consider

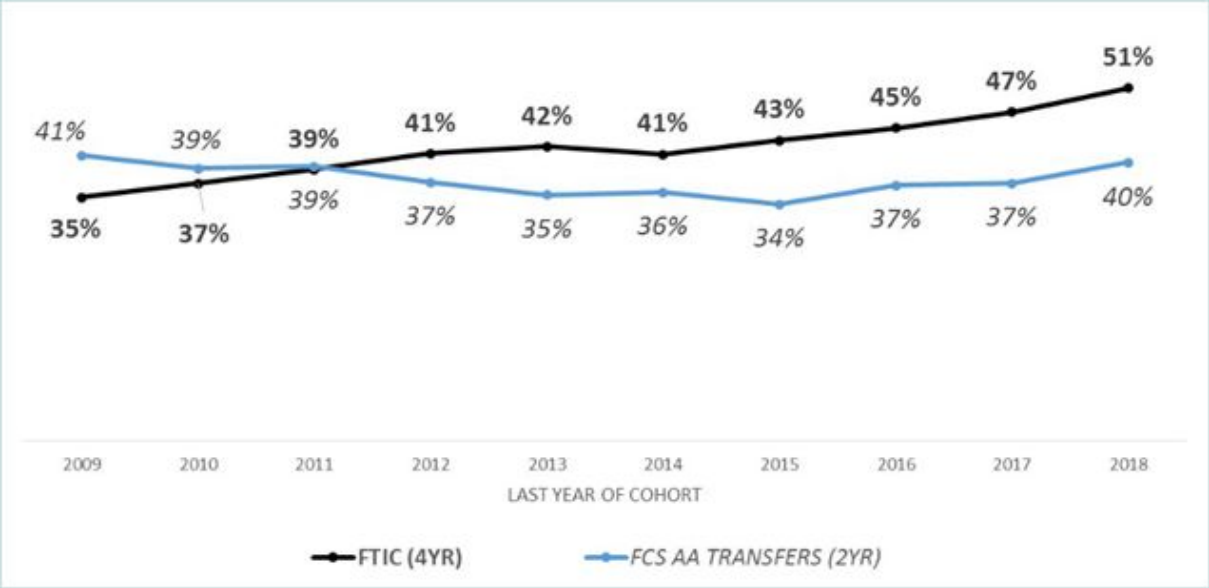
PERFORMANCE METRICS	CURRENT GOAL	CURRENT ACTUAL	2025 TREND	PROPOSED GOAL
FCS AA Transfer Grad Rate (2-yr)	.	40%	----	TBD
Median Wages of Bachelor's Graduates Employed Full-time	.	$38,100	$43,200	TBD

Florida College System Associate of Arts (AA) Transfer Student Graduation Rate

At its January 2019 meeting, the Strategic Planning Committee discussed including a metric on Florida College System AA Transfer Graduation Rate. Information presented to the Committee in January showed that while the four-year graduation rate for FTIC students has increased for the system, the two-year graduation rate for AA-transfer students has declined over this period. The Committee requested additional information on this topic.

In July 2019, Board staff calculated a two-year graduation rate for the 2016-18 AA-transfer cohort (this information was not available in January). The graduation rate for this cohort is 40% for the system, representing just a 3% increase from the 2010-12 cohort. In comparison, four-year graduation rates for FTIC students have increased by nearly ten percentage points since the 2010-14 cohort.

Exhibit 2
Graduation Rates of FTIC Students and AA Transfers



Source: Office of Data Analytics, Board of Governors, July 2019.

In Fall 2018, AA transfer students made up approximately 25% of all undergraduate students (compared to 52% of students who are FTIC) in the State University System, yet there is not a metric in the 2025 Strategic Plan to support this population. The following section provides additional detail on this student population and factors that may influence graduation.

AA transfer students have different characteristics than FTIC students. First, AA transfer students tend to be older - 78% of these students are 22 or older, compared to 16% of FTIC students. AA transfer students are more likely to attend part-time, with 22% attending part-time, compared to 2% of FTIC students. As a result, AA transfer students take fewer hours per semester than FTIC students – an average of 10.6 hours for AA transfers compared to 12.9 hours for FTIC. Finally, FTIC students tend to have slightly higher GPA's than AA transfer students - 3.18 for FTIC compared to 2.95 for AA transfer.

In terms of the types of degrees awarded, business is the most awarded bachelor's degree program for both FTIC and AA transfer students – for both 19% of all bachelor's degrees awarded are in business. FTIC students are somewhat more likely than AA transfer students to earn bachelor's degrees in biology/biomedical science and engineering, while AA transfer students are somewhat more likely to earn degrees in education, psychology, and public administration/social services. Exhibit 3 below provides a detailed comparison of the types of degrees awarded to AA transfer students and FTIC students.

Exhibit 3
Bachelor's Degrees Awarded by Discipline for AA Transfers and FTIC Graduates

DEGREE DISCIPLINE (2-DIGIT CIP)	TOTAL			FCS AA TRANSFER			FTIC		
	#	%	RANK	#	%	RANK	#	%	RANK
Business, Management, Marketing and Related Sprt Svcs (52)	12,910	19%	1	4,487	19%	1	5,753	19%	1
Health Professions and Related Programs (51)	8,061	12%	2	2,653	11%	2	2,993	10%	3
Social Sciences (45)	5,799	9%	3	1,906	8%	4	2,832	9%	4
Psychology (42)	5,353	8%	4	2,251	10%	3	2,259	7%	6
Biology and Biomedical Sciences (26)	4,964	7%	5	1,108	5%	8	3,167	10%	2
Engineering (14)	4,458	7%	6	1,235	5%	7	2,462	8%	5
Communication, Journalism and Related Programs (09)	3,999	6%	7	1,344	6%	6	2,036	7%	7
Education (13)	2,823	4%	8	1,391	6%	5	1,011	3%	9
Security and Protective Services (43)	2,415	4%	9	1,102	5%	9	903	3%	12
Multi/Interdisciplinary Studies (30)	2,344	3%	10	934	4%	10	951	3%	11
Other	13,866	21%		4,873	21%		6,441	21%	
Grand Total	**66,992**	**100%**		**23,284**	**100%**		**30,808**	**100%**	

Source: Office of Data Analytics, Board of Governors, July 2019.

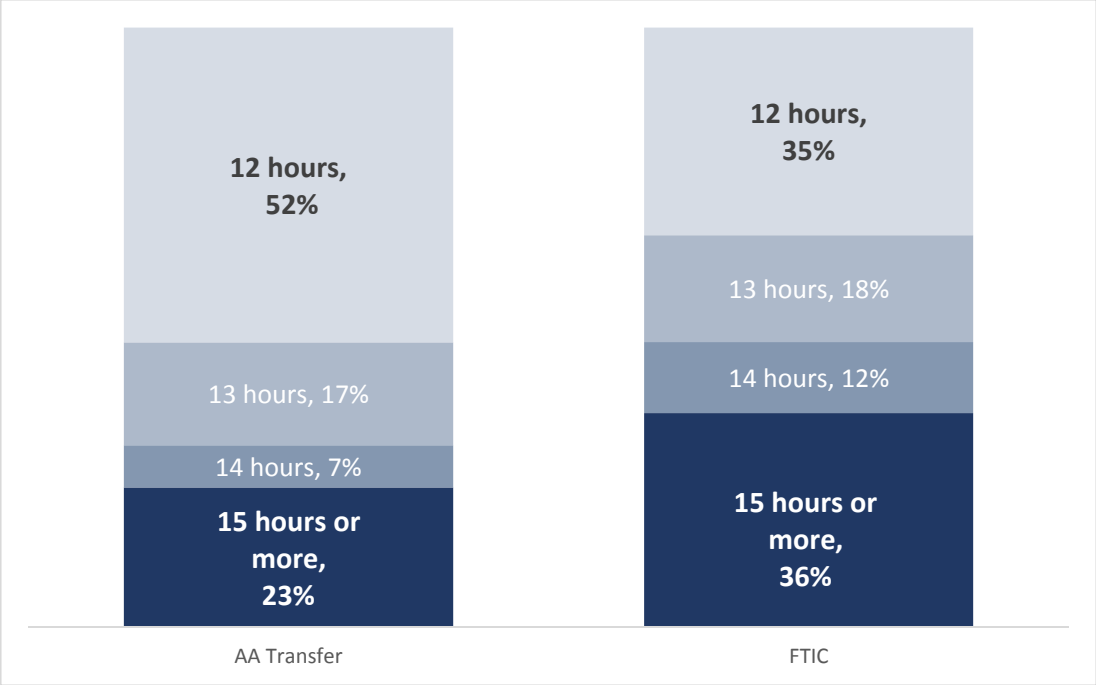
When comparing the cohorts used to calculate graduation rates for AA-transfers and FTIC students, there are a variety of factors that may influence the lower graduation rates for AA transfer students.[1] These include the following.

- 13% of AA transfer students that start full-time switch to part-time status the following term, resulting in lower success outcomes and longer time to degree. In contrast, 2% of FTIC students start full-time and switch to part-time.
- 13% of AA transfer students who begin full-time, leave after two semesters, this factor, coupled with the students switching to part-time status, influence the two-year graduation rates for this cohort. This rate is consistent with the percentage of FTIC students who leave after the first year.

[1] The Board uses students who begin in full-time in the fall semester to calculate four-year graduation rates and used an identical methodology to calculate the two-year graduation rates for AA transfers. Students only have to be enrolled full-time that first semester to be included in the calculation.

- AA transfer students who do enroll full-time, take fewer hours per term than FTIC students. Many SUS institutions have emphasized taking 15 hours to encourage students to finish in four years. However, fewer AA transfer students are taking 15 hours per semester. Exhibit 4 compares how many credit hours full-time AA transfer students take compared to full-time FTIC students. As of Fall 2018, more than half of the full-time AA transfer students were only taking 12 hours.

Exhibit 4
Average Credit Hours Taken by Full-time AA Transfer and FTIC Students, Fall 2018



Source: Office of Data Analytics, Board of Governors, July 2019.

- Finally, AA-transfer students are less likely to change their major than FTIC students. For AA-transfers who graduated in 2018, 21% changed their major, compared to 28% of FTIC students.

As a result of the declining or flat trend of FCS AA transfer two-year graduation rates, the Board may wish to consider adding this as a metric to the 2025 Strategic Plan.

Median wages

At its March 2019 meeting, the Strategic Planning Committee discussed including a metric on the median wages of bachelor's graduates employed full-time. The committee agreed to include this metric but did not identify a goal for it. Based on staff review, the 2025 trend for this metric will be $43,200.[2] This trend is based on readily available data, but since employers determine wages, it can be difficult to predict.

[2] The projected median wage for 2025 is a conservative estimate based on a $700 increase per year until 2025. On average wages have increased by $900 per year, with slower increases in the last few years. Any changes to minimum wage policy may also have an effect on this projection.

Appendix A: Revised 2025 Strategic Plan Goals

Teaching and Learning

PERFORMANCE INDICATORS	2025 GOALS		
	ORIGINAL 2011	REVISED 2014	REVISED 2019
EXCELLENCE			
1) National Rankings for Universities PBF: NCF	Five universities ranked Top 50 for public undergraduate	1 in Top 10 Liberal Arts 1 in Top 10 Nation 1 in Top 11-25 Nation 2 in Top 25-50 Nation	No revision
2) Freshman in Top 10% of Graduating High School Class PBF: NCF	**50%**	**50%**	No revision
3) Professional Licensure & Certification Exam Pass Rates Above Benchmarks	All Exams Above Benchmarks	All Exam Pass Rates Above Benchmarks	No revision

PERFORMANCE INDICATORS	2025 GOALS		
	ORIGINAL 2011	REVISED 2014	REVISED 2019
EXCELLENCE			
4) Percent of SUS courses bearing a "high-quality" rating in the Florida Virtual Campus online catalog ---Change to--- 4) New and substantively revised online courses must meet Florida standards following an approved review process. Existing and continuing courses will be considered for review on no less than a 5-year cycle.	n/a	**90%**	**100%** Recommended by Online and Innovation Committee June 2019
5) Average Time To Degree (for FTIC in 120hr programs)	**4.0**	**4.0**	No revision
6) Four-Year Graduation Rates (for Full- ~~and Part-time~~ FTIC)	**50%**	**50%**	**65%** Recommended by Strategic Planning Committee January 2019 Consider technical revision at August Meeting
7) Six-Year Graduation Rates (for Full- and Part-time FTIC) PBF: ALL	**70%**	**70%**	**80%** Recommended by Strategic Planning Committee January 2019

PERFORMANCE INDICATORS	2025 GOALS		
	ORIGINAL 2011	REVISED 2014	REVISED 2019
EXCELLENCE			
8) Percent of Bachelor's Degrees Without Excess Hours PBF: ALL (except FSU, UF)	**80%**	**80%**	To be considered for revision at August Meeting
9) Bachelor's Degrees Awarded Annually PBF: UCF	**90,000**	**90,000**	**78,500** Recommended by Strategic Planning Committee January 2019
10) Graduate Degrees Awarded Annually	**40,000**	**35,000**	**27,400** Recommended by Strategic Planning Committee January 2019

Teaching and Learning (continued)

PERFORMANCE INDICATORS	2025 GOALS		
	ORIGINAL 2011	REVISED 2014	REVISED 2019
PRODUCTIVITY (continued)			
11) Bachelor's Degrees Awarded to African-American & Hispanic Students PBF: FAU, FGCU, FIU	**31,500** (35%)	**36,000** (40%)	**46%** Recommended by Strategic Planning Committee January 2019 Consider technical revision at August Meeting
12) Number of Adult *(Aged 25+)* Undergraduates Enrolled PBF: UWF	**75,000** (21%)	**75,000** (21%)	No revision
13) Percent of Undergraduate FTE in Online Courses	**n/a**	**40%**	No revision
14) Number of Institutions with at least 30% of Fall Undergraduates Receiving a Pell Grant (Related to University Access Rate) PBF: ALL	**n/a**	**All Institutions Above 30%**	No revision
15) Academic Progress Rate (2nd Fall Retention with GPA>=2) PBF: ALL	**n/a**	**90%**	No revision

Teaching and Learning (continued)

PERFORMANCE INDICATORS	2025 GOALS		
	ORIGINAL 2011	REVISED 2014	REVISED 2019
STRATEGIC PRIORITIES			
16) Bachelor's Degrees in Programs of Strategic Emphasis (Categories Include: STEM, Health, Education, Global, and Gap Analysis) PBF: ALL	**45,000** (50%) (before 2012-13 revision)	**45,000** (50%) (after 2012-13 revision)	No revision
17) Bachelor's Degrees in STEM & Health (Percent of Bachelor's Total)	**n/a**	**30,000** (35%) (after 2012-13 revision)	No revision
18) Graduate Degrees in Programs of Strategic Emphasis (Categories Include: STEM, Health, Education, Global, and Gap Analysis) PBF: ALL (except NCF)	**20,000** (50%) (before 2012-13 revision)	**18,200** (60%) (after 2012-13 revision)	No revision
19) Graduate Degrees in STEM & Health (Percent of Graduate Total)	**n/a**	**15,200** (50%) (after 2012-13 revision)	No revision
NEW XX) Four-year graduation rate for Pell Students	**n/a**	**n/a**	**54%** Recommended by Strategic Planning Committee January 2019
NEW XX) AA Transfer Two-year Graduation Rate	**n/a**	**n/a**	To be considered at Strategic Planning Committee August 2019

Scholarship, Research and Innovation

PERFORMANCE INDICATORS	2025 GOALS		
	ORIGINAL 2011	REVISED 2014	REVISED 2019
EXCELLENCE			
20) Faculty Membership in National Academies	**75** (based on 2009)	**75** (based on 2011)	No revision
21) Faculty Awards PBF: FSU, UF	**n/a**	**75** (based on 2011 data)	No revision
22) Percent of Undergraduate Seniors Assisting in Faculty Research --- or --- Percent of Undergraduates Engaged in Research PBF: NCF	**50%**	**TO BE DETERMINED** Board staff will work to develop a standard definition for this metric across the System.	**TBD**

Scholarship, Research and Innovation (continued)

PERFORMANCE INDICATORS	2025 GOALS		
	ORIGINAL 2011	REVISED 2014	REVISED 2019
PRODUCTIVITY			
23) Total R&D Expenditures PBF: UF	**$3.25B** (based on 2009-10)	**$2.29B** (based on 2012-13)	**$3.0B** To be considered at Strategic Planning Committee August 2019
24) Percent of R&D Expenditures funded from External Sources PBF: FAMU	**67%** (based on 2008-09)	**71%** (based on 2011-12)	**Replace with amount: $1.75B** To be considered at Strategic Planning Committee August 2019
STRATEGIC PRIORITIES			
25) Number of Patents Awarded Annually	**n/a**	**410** (based on 2013)	No revision
26) Number of Licenses and Options Executed Annually	**250** (based on 2008-09)	**270** (based on 2011-12)	**500** Recommended by Strategic Planning Committee March 2019
27) Number of Start-Up Companies Created	**40**	**40**	**60** Recommended by Strategic Planning Committee March 2019

Community and Business Engagement

PERFORMANCE INDICATORS	2025 GOALS		
	ORIGINAL 2011	REVISED 2014	REVISED 2019
EXCELLENCE			
28) Number of Universities with the Carnegie Foundation's Community Engagement Classification	All	All	No revision
STRATEGIC PRIORITIES			
29) Percentage of Baccalaureate Graduates Continuing Education or Employed PBF: ALL	**90%**	**90%**	**Changing language to include: $25k or higher** To be considered at Strategic Planning Committee August 2019
NEW XX) Median Wages of Bachelor's Graduates Employed Full-time	**n/a**	**n/a**	Metric discussed at March 2019 meeting; Benchmark to be considered at Strategic Planning Committee August 2019

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
August 28, 2019

SUBJECT: Programs of Strategic Emphasis Update

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

An essential component of the 2025 Strategic Plan is the list of Programs of Strategic Emphasis (PSE). The PSE list exists as one of several tools for aligning the degree production goals of the State University System with the economic and workforce needs of Florida, and it is a component of the Performance-Based Funding Model. Every few years, Board staff review this list to ensure that the programs on the list are aligned with the workforce needs of Florida.

Board staff conducted an environmental scan and workforce analysis to identify labor market demand for postsecondary graduates. Staff also reviewed and analyzed several economic and workforce-related reports and data sources, both at the state and national level. SUS institutions were provided draft copies of the updates for review and comment. Board staff reviewed this feedback and made adjustments to the list.

Mr. Roger Strickland, Director of Economic Development, will brief the Committee on the recommended changes to the PSE list resulting from the various analyses.

Supporting Documentation Included:	Revised PSE Methodology; Revised Gap Analysis Methodology; Recommended PSE List
Facilitators/Presenters:	Mr. Roger Strickland

Methodology for Updating Programs of Strategic Emphasis in the State University System of Florida, Board of Governors 2019 Mid-Course Correction - 2025 Strategic Plan

July 2019 (DRAFT)

An essential component of the 2025 Strategic Plan mid-course correction initiative is the need to update the current State University System list of Programs of Strategic Emphasis. The Programs of Strategic Emphasis exist as one of several tools for aligning the degree production goals of the State University System with the economic and workforce needs of Florida. Also, the Programs of Strategic Emphasis is a component in Performance-Based Funding.

As in past revisions to the Programs of Strategic Emphasis list, a meta-analysis of the current reports and data of key economic and workforce councils in Florida was conducted. These "key councils" include Enterprise Florida, Inc., the Council of 100, the Florida Chamber of Commerce, and the Department of Economic Opportunity. Other organizations whose reports and data were used to inform this process include the Florida Center for Nursing, the Florida Department of Education, and the U.S. Department of Labor.

The methodology used to reevaluate assumptions and forecasts that provide the framework for targeting degree programs is relatively straightforward.

1) Identify the recommendations of Florida's leading economic and workforce councils (key councils) and national reports.
2) Merge and evaluate the areas of interest and emphasis from the key councils to determine appropriate broad program categories that are in alignment. This review did not reveal any reason to adjust the current broad program categories.
3) Identify specific academic programs and program clusters by CIP code[1] that should be included in the broad program categories (Appendix A).

The academic degree programs associated with the proposed new categories are identified in Appendix A. An expanded list of all available programs for those targeted at the two and four-digit CIP code level can be accessed online.[2] It should be noted that not all of the CIP codes found in the online expanded list represent programs currently offered within the State University System. Having a complete list allows for new degree programs to be

[1] CIP is the Classification of Instructional Programs code required for reporting degrees and enrollments to the National Center for Educational Statistics and used by the Board of Governors to inventory approved degree programs in the State University System (SUS). The standardized CIP code allows for comparative data to be collected and analyzed at both the state and national level.
[2] http://nces.ed.gov/ipeds/cipcode/default.aspx?y=55

appropriately categorized when they are added to the State University System Academic Degree Program Inventory.

APPENDIX A: Proposed Programs of Strategic Emphasis for the State University System of Florida, Board of Governors 2025 Strategic Plan

About CIPs

The Classification of Instructional Programs (CIP) provides a taxonomic scheme that supports the accurate tracking and reporting of fields of study and program completions activity. CIP was originally developed by the U.S. Department of Education's National Center for Education Statistics (NCES) in 1980, with revisions occurring periodically since that time as new programs emerged and existing program curriculums evolved.

The CIP taxonomy is organized on three levels:

1. The two-digit series, representing the most general groupings of related educational programs (e.g., 14. Engineering)
2. The four-digit series, representing intermediate groupings of educational programs that have comparable content and objectives (e.g., 14.08 Civil Engineering)
3. The six-digit series, representing specific instructional programs with very similar content and objectives (e.g., 14.0803 Structural Engineering as a subset of Civil)

Postsecondary educational institutions use six-digit CIP codes when completing the IPEDS Completions Survey required for participation in federal financial aid programs. Six-digit codes are the most detailed program classifications within the CIP and represent the basic unit of analysis used by NCES and institutions in tracking and reporting program completions and fields of study data.

Source: NCES, *Integrated Postsecondary Education Data System* (IPEDS), online manual.[3]

Proposed Categories for Programs of Strategic Emphasis with Associated CIP

1. Critical Workforce – Education

The Education category is largely based upon the Florida State Board of Education list of critical teacher shortage areas which is published annually. This list can change from year to year but typically remains the same with only one or two additions/deletions. It is also important to consider the critical shortage list within the broader context of the workforce demand for teachers in all specialties, and, for this reason, all teacher education programs were included in the original targeted list associated with the SUS 2005-2013 strategic plan.

It is proposed that the updated program list include all of the programs related to teacher preparation and student counseling at the K-12 level. However, it is recommended that 13.0101 - Education, General be removed from the list as this program is overly broad, does not typically lead directly to teacher certification, and does not typically lead to employment as a K-12 teacher in an area of critical need per the Florida Department of Education.

[3] http://nces.ed.gov/ipeds/cipcode/default.aspx?y=55

The overall approach will allow for targeting academic programs at the 4-digit CIP code level and eliminate any need for annual updates to the category due to changes in the state board list or programmatic reorganizations at the universities.

EDUCATION CIP CODES:

- 13.0301 Curriculum and Instruction
- 13.10 Special Education and Teaching (all)
- 13.11 Student Counseling and Personnel Services (all)
- 13.12 Teacher Education and Professional Development, Specific Levels and Methods (all)
- 13.13 Teacher Education and Professional Development, Specific Subject Areas (all)
- 13.14 Teaching English or French as a Second or Foreign Language (all)

2. Critical Workforce - Healthcare

The Healthcare category is based primarily on workforce projections by the Florida Department of Economic Opportunity. These organizations have identified the healthcare professions that exist as critical shortage areas in Florida. Also, a shortage of nursing faculty is frequently cited as a critical need occupation because of the direct impact on registered nurse education programs.

There are several health-related technology and data management programs that have emerged in recent years as high-demand and high-wage occupations. Also, there is a consensus that Florida will need to expand its healthcare workforce in all related occupations as the population continues to grow and the state experiences a demographic transition as the Baby Boom Generation retires.

It is proposed that this category include all health-related degree programs (not just healthcare practitioners) under the 51 CIP Code along with selected programs that may exist under other two-digit CIP families.

HEALTHCARE CIP CODES:

- 51 Health Professions and Related Programs (all)
- 30.1101 Gerontology

3. Economic Development - Global Competitiveness

The Global Competitiveness category represents more of an over-arching concept found in the various reports reviewed rather than a specific industry or occupational area. Degree programs that assist in making the SUS globally competitive can be found throughout the system across many disciplines, especially within the sciences, engineering, and information technology programs. However, there are programs that directly support globalization

through program graduates and focused research. Some of these programs have an international focus, such as international affairs, international business, international construction, and international law. Area studies and foreign language programs that focus on critical trade partners or foreign competitors also fall under the broad umbrella of increasing globalization.

It is proposed that this category include only programs for which a strong case has been made for enhancing Florida's global competitiveness.

GLOBAL COMPETITIVENESS CIP CODES:

- 05.0103 Asian Studies/Civilization
- 05.0107 Latin American Studies
- 05.0134 Latin American and Caribbean Studies
- 05.0201 African-American/Black Studies
- 13.0701 International and Comparative Education
- 16.0101 Foreign Languages and Literatures, General
- 16.0102 Linguistics
- 16.0399 East Asian Languages, Literatures, and Linguistics, Other
- 16.0904 Portuguese Language and Literature
- 16.0905 Spanish Language and Literature
- 22.0210 International Business, Trade, and Tax Law
- 30.2001 International/Global Studies
- 45.0901 International Relations and Affairs
- 52.1101 International Business/Trade/Commerce
- 52.1502 International Real Estate - CIP assigned by BOG staff (does not exist in NCES)

4. Economic Development – STEM

STEM is a critical category in that it emphasizes the importance of science, technology, engineering, and mathematics programs to Florida's economy. Active STEM lists were researched to identify those that are used nationally to determine whether a program qualifies as STEM. Four such lists were selected as primary references to determine programs eligible to be added to the STEM PSE list, including those produced and published by the Florida Department of Economic Opportunity, the Department of Homeland Security, the National Science Foundation, and the Washington State Education Research and Data Center. Under this year's methodology, programs needed to appear on at least two of these four lists to be considered for addition to the STEM PSE list.

Many of the STEM academic programs can be targeted at the two-digit CIP level, and others can be targeted at the four- or six-digit level. However, there are STEM-related degrees at the four- and six-digit CIP level embedded in disciplines that are not generally associated with

science, technology, engineering, and math such as education and management. These have also been included in the list of STEM CIP codes.

STEM CIP CODES:

- 01.01 Agriculture, General
- 01.0308 Agroecology and Sustainable Agriculture
- 01.09 Animal Sciences
- 01.10 Food Science and Technology
- 01.11 Plant Sciences
- 01.12 Soil Sciences
- 01.9999 Agriculture, Agriculture Operations, and Related Sciences, Other
- 03 Natural Resources and Conservation (all)
- 04.0201 Architecture
- 04.0401 Environmental Design/Architecture
- 04.0601 Landscape Architecture
- 04.0902 Architectural and Building Sciences/Technology
- 04.0999 Architectural Sciences and Technology, Other
- 09.0702 Digital Communication and Media/Multimedia
- 11 Computer and Information Sciences and Support Services (all)
- 13.0501 Educational/Instructional Technology
- 14 Engineering (all)
- 15 Engineering Technologies and Engineering-Related Fields (all)
- 26 Biological and Biomedical Sciences (all)
- 27 Mathematics and Statistics (all)
- 29.0207 Cyber/Electronic Operations and Warfare
- 30.01 Biological and Physical Sciences
- 30.06 Systems Science and Theory
- 30.08 Mathematics and Computer Science
- 30.10 Biopsychology
- 30.15 Science, Technology and Society
- 30.16 Accounting and Computer Science
- 30.17 Behavioral Sciences
- 30.18 Natural Sciences
- 30.19 Nutrition Sciences
- 30.25 Cognitive Science
- 30.27 Human Biology
- 30.30 Computational Science
- 30.31 Human Computer Interaction
- 30.32 Marine Sciences
- 30.33 Sustainability Studies
- 31.0505 Kinesiology and Exercise Science

- 40 Physical Sciences (all)
- 42.27 Research and Experimental Psychology
- 43.0106 Forensic Science and Technology
- 43.0111 Criminalistics and Criminal Science
- 43.0116 Cyber/Computer Forensics and Counterterrorism
- 43.0303 Critical Infrastructure Protection
- 45.0301 Archeology
- 45.0603 Econometrics and Quantitative Economics
- 45.0702 Geographic Information Science and Cartography
- 50.0102 Digital Media
- 52.0203 Logistics, Materials, and Supply Chain Management
- 52.1201 Management Information Systems, General
- 52.1301 Management Science
- 52.1302 Business Statistics
- 52.1304 Actuarial Science
- 52.1399 Management Sciences and Quantitative Methods, Other

5. Critical Workforce – Gap Analysis

Gap Analysis is a category that includes degree programs leading to the occupational categories projected to be critically under-supplied in the Board of Governors' analysis of labor market projections and related degree production. Consequently, the academic programs included in this category correspond to Florida's high-need, high-wage occupational areas identified through the gap analysis. A comprehensive methodology for conducting the gap analysis is available on the Board of Governors' website.

Institutions will still be expected to work with local industries and employers to identify academic programs needed to support local or regional economic development and workforce needs.

This category only includes academic programs identified in the gap analysis that are not included in another category of Programs of Strategic Emphasis (e.g., industrial engineering would be captured under STEM, so it is not necessary to include it under gap analysis).

GAP ANALYSIS CIP CODES:

- 04.1001 Real Estate Development
- 09.0101 Speech Communication and Rhetoric
- 09.0900 Public Relations, Advertising, and Applied Communication
- 09.0902 Public Relations/Image Management
- 09.0905 Health Communication
- 19.0203 Consumer Merchandising/Retailing Management

- 43.0117 Financial Forensics and Fraud Investigation
- 43.0121 Suspension and Debarment Investigation
- 45.0602 Applied Economics
- 50.0401 Design and Visual Communications, General
- 50.0402 Commercial and Advertising Art
- 50.0404 Industrial and Product Design
- 50.0409 Graphic Design
- 50.0411 Game and Interactive Media Design
- 50.0702 Fine/Studio Arts, General
- 50.0705 Drawing
- 50.0706 Intermedia/Multimedia
- 50.0708 Painting
- 52.0205 Operations Management and Supervision
- 52.0301 Accounting
- 52.0303 Auditing
- 52.0304 Accounting and Finance
- 52.0305 Accounting and Business/Management
- 52.0801 Finance, General
- 52.0804 Financial Planning and Services
- 52.0806 International Finance
- 52.0807 Investments and Securities
- 52.0808 Public Finance
- 52.0809 Credit Management
- 52.1001 Human Resources Management/Personnel Administration, General
- 52.1003 Organizational Behavior Studies
- 52.1401 Marketing/Marketing Management, General
- 52.1402 Marketing Research
- 52.1403 International Marketing
- 52.1501 Real Estate
- 52.1601 Taxation
- 52.1701 Insurance

The 2019 Gap Analysis: Explanation of Method

July 2019 (DRAFT)

As in the previous iteration of the gap analysis undertaken in 2013, supply was represented by the number of baccalaureate degrees awarded by Florida postsecondary institutions in 2017 as reported to the National Center for Educational Statistics' Integrated Postsecondary Educational Data System (IPEDS).[1] All educational institutions receiving Title IV Financial Aid (approximately 400 in Florida) are required to report these data to IPEDS, assigning a Classification of Instructional Programs (CIP) code to each educational program.

Demand was based on the Florida Department of Economic Opportunity's 2018-2026 Employment Projections.[2] Florida's Bureau of Workforce Statistics and Economic Research (WSER) produces these 8-year employment projections annually for all industries and occupations. The data used to create these projections are the Quarterly Census of Employment and Wages (QCEW), the Occupational Employment Statistics (OES), and the Current Population Survey (CPS). The projections are based on the separations methodology, which is a change from the previous replacement method. The new separations method considers transfers and exits rather than just replacement openings, which results in a more accurate picture of the workforce, generally reflecting a much higher number of job openings. The separations method better reflects the workforce by differentiating between those who are leaving the labor force entirely and those who are permanently leaving an occupation to enter a new field.

The separations method:[3]

- is regression-based and statistically more robust than the prior method;
- incorporates demographic variables in its model and other longitudinal data from the CPS monthly surveys; and
- more accurately accounts for future occupational change by incorporating employment projections data, also from OES; and can quickly adjust to new occupations added to the classification system and more accurately estimate occupations with small employment levels.

Each occupation is assigned a Standard Occupational Classification (SOC) code[4] and an educational attainment level by the U.S. Department of Labor, Bureau of Labor Statistics (BLS).[5] The BLS taxonomy classifies occupations by the typical level of skills needed to enter an occupation. However, Florida's Workforce Estimating Conference has traditionally used a modified version of educational codes as determined by the

[1] https://nces.ed.gov/ipeds/
[2] http://www.floridajobs.org/workforce-statistics/data-center/statistical-programs/employment-projections
[3] http://lmsresources.labormarketinfo.com/library/ep/separations_method_overview.pdf
[4] https://www.bls.gov/soc/
[5] https://www.bls.gov/

Florida Department of Education (FLDOE). The FLDOE codes consider the minimum level of skills needed to enter an occupation. As per the 2013 analysis, this analysis uses the BLS taxonomy rather than the FLDOE coding. The BLS designation is used to determine the gap between supply and demand for workers at the bachelor's degree level in Florida because it provides the most accurate depiction of the actual educational level that workers should complete to meet job requirements.

For the 2019 gap analysis, a national CIP-SOC crosswalk[6] built by the BLS and the U.S. Department of Education's National Center for Education Statistics (NCES) was used as a basis for linking occupations (the SOC code) with their correlated educational programs (the CIP code). When warranted, supplemental CIP to SOC linkages were applied if the BLS crosswalk was deemed incomplete. Unfortunately, there is often not a one-to-one correspondence between CIP and SOC codes because a given educational program can often lead to multiple occupations, and many different educational programs can often supply a given occupation. It is important to note that the educational attainment level was maintained when matching occupations and degree programs so that only the baccalaureate-level program completers were matched to occupations classified at the bachelor's level.

In an effort to limit the problem of occupations linked to multiple academic disciplines and potentially overstating supply, the two following strategies were used.

- Managerial occupations (SOC codes beginning with '11') were excluded from the analysis because they require certain levels of experience beyond a degree, and managerial occupations had the highest number of links to academic disciplines.

- Supply data was adjusted to acknowledge that graduates typically have more than one choice of occupation after graduating. After the initial SOC-to-CIP match to derive the total number of recent graduates qualified for a particular 'target' occupation, it is imperative to also look from CIP-to-SOC to get a sense of all the occupations competing for those graduates. Thus, the adjusted supply was derived by multiplying the total supply of graduates linked to a target occupation by the target occupation's percentage of projected total openings for all the occupations (excluding managers) linked with the disciplines associated with the target occupation.

    - For example, the Financial Analyst occupation has 1,235 projected annual openings that are potentially supplied by the 3,378 graduates annually earning bachelor's degrees from seven academic disciplines: Financial Mathematics, Accounting and Finance, Accounting and Business/Management, General Finance, International Finance, Investments

[6] https://nces.ed.gov/ipeds/cipcode/resources.aspx?y=55

and Securities, and Public Finance (the SOC-to-CIP analysis). At first glance, it appears that there is a substantial oversupply of graduates qualified for the financial analyst openings. However, if one considers the other perspective (the CIP-to-SOC analysis), one also sees that these graduates are qualified for multiple occupations with a combined 18,678 annual openings. (Also note that, as explained above, managerial occupations were excluded from the gap analysis because these occupations also generally require experience.) Therefore, the openings for financial analysts comprised only 6.6% of all the jobs available to these graduates (1,235 financial analyst openings divided by 18,678 total openings). Therefore, only 6.6% of the initial supply of 3,378 graduates is used in the gap analysis, resulting in an annual adjusted supply of 223.

Once the supply and demand data were calculated for each occupation, the 84 occupations that showed any supply gap (where supply was less than the projected annual demand) were sorted. Next, three occupations were removed from consideration because there were no related CIP codes, indicating systemic classification error.[7] From the remaining list of occupations, a 100-opening threshold was used as an analytical safety net to account for methodological uncertainties (e.g., CIP-SOC mismatches and the vagaries of projecting long-term occupational demand). Additionally, certain SOC and CIP codes were excluded including those not related to the system mission and those ending in 99, which is used to designate a catch-all category and does not imply a strong educational program to occupation relationship.

The final phase of the analysis focused on targeting those academic programs with the highest gap, growth, and wage. The need for additional graduates in these occupations was further confirmed by examining and applying certain contextual metrics, including annual projected demand growth rates and average median wage rates. Staff reviewed the initial gap analysis results, which identified over 140 potential programs, and determined additional criteria that refined the number of programs with the goal of focusing the list on high-demand, high-growth, and high-wage occupations. The additional criteria developed were to include only occupations that have a projected growth rate that is equal to or higher than the statewide average growth rate for all jobs of 10.1% and a median salary of at least $45,000 dollars per year. It is important to note that certain occupations fell outside the scope of the analysis because they are educationally coded either above the baccalaureate level (e.g., physicians) or below the baccalaureate level (e.g., technicians).

[7] The three occupations were Compliance Officers [13-1041]; Fundraisers [13-1131]; and Business Operations Specialists, All Other [13-1199].

Proposed PSE Updates

7/30/2019

EDUCATION PSE LIST

CIPCode	CIPTitle	Proposed Change
13.0101	Education, General.	REMOVE
13.0301	Curriculum and Instruction.	
13.1001	Special Education and Teaching, General.	
13.1003	Education/Teaching of Individuals with Hearing Impairments Including Deafness.	
13.1004	Education/Teaching of the Gifted and Talented.	
13.1005	Education/Teaching of Individuals with Emotional Disturbances.	
13.1006	Education/Teaching of Individuals with Mental Retardation.	
13.1007	Education/Teaching of Individuals with Multiple Disabilities.	
13.1008	Education/Teaching of Individuals with Orthopedic and Other Physical Health Impairments.	
13.1009	Education/Teaching of Individuals with Vision Impairments Including Blindness.	
13.1011	Education/Teaching of Individuals with Specific Learning Disabilities.	
13.1012	Education/Teaching of Individuals with Speech or Language Impairments.	
13.1013	Education/Teaching of Individuals with Autism.	
13.1014	Education/Teaching of Individuals Who are Developmentally Delayed.	
13.1015	Education/Teaching of Individuals in Early Childhood Special Education Programs.	
13.1016	Education/Teaching of Individuals with Traumatic Brain Injuries.	
13.1017	Education/Teaching of Individuals in Elementary Special Education Programs.	
13.1018	Education/Teaching of Individuals in Junior High/Middle School Special Education Programs.	
13.1019	Education/Teaching of Individuals in Secondary Special Education Programs.	
13.1099	Special Education and Teaching, Other.	
13.1101	Counselor Education/School Counseling and Guidance Services.	
13.1102	College Student Counseling and Personnel Services.	
13.1199	Student Counseling and Personnel Services, Other.	
13.1201	Adult and Continuing Education and Teaching.	
13.1202	Elementary Education and Teaching.	
13.1203	Junior High/Intermediate/Middle School Education and Teaching.	
13.1205	Secondary Education and Teaching.	
13.1206	Teacher Education, Multiple Levels.	
13.1207	Montessori Teacher Education.	
13.1208	Waldorf/Steiner Teacher Education.	
13.1209	Kindergarten/Preschool Education and Teaching.	
13.1210	Early Childhood Education and Teaching.	
13.1299	Teacher Education and Professional Development, Specific Levels and Methods, Other.	
13.1301	Agricultural Teacher Education.	
13.1302	Art Teacher Education.	
13.1303	Business Teacher Education.	
13.1304	Driver and Safety Teacher Education.	
13.1305	English/Language Arts Teacher Education.	
13.1306	Foreign Language Teacher Education.	
13.1307	Health Teacher Education.	
13.1308	Family and Consumer Sciences/Home Economics Teacher Education.	
13.1309	Technology Teacher Education/Industrial Arts Teacher Education.	
13.1310	Sales and Marketing Operations/Marketing and Distribution Teacher Education.	
13.1311	Mathematics Teacher Education.	
13.1312	Music Teacher Education.	
13.1314	Physical Education Teaching and Coaching.	
13.1315	Reading Teacher Education.	
13.1316	Science Teacher Education/General Science Teacher Education.	
13.1317	Social Science Teacher Education.	
13.1318	Social Studies Teacher Education.	
13.1319	Technical Teacher Education.	
13.1320	Trade and Industrial Teacher Education.	
13.1321	Computer Teacher Education.	
13.1322	Biology Teacher Education.	
13.1323	Chemistry Teacher Education.	
13.1324	Drama and Dance Teacher Education.	
13.1325	French Language Teacher Education.	
13.1326	German Language Teacher Education.	
13.1327	Health Occupations Teacher Education.	

Proposed PSE Updates

7/30/2019

EDUCATION PSE LIST

CIPCode	CIPTitle	Proposed Change
13.1328	History Teacher Education.	
13.1329	Physics Teacher Education.	
13.1330	Spanish Language Teacher Education.	
13.1331	Speech Teacher Education.	
13.1332	Geography Teacher Education.	
13.1333	Latin Teacher Education.	
13.1334	School Librarian/School Library Media Specialist.	
13.1335	Psychology Teacher Education.	
13.1337	Earth Science Teacher Education.	
13.1338	Environmental Education.	
13.1399	Teacher Education and Professional Development, Specific Subject Areas, Other.	
13.1401	Teaching English as a Second or Foreign Language/ESL Language Instructor.	
13.1402	Teaching French as a Second or Foreign Language.	
13.1499	Teaching English or French as a Second or Foreign Language, Other.	

Proposed PSE Updates

7/30/2019

HEALTH PSE LIST

CIPCode	CIPTitle	Proposed Change
30.1101	Gerontology.	
51.XXXX	All 51.XXXX Programs.	

Proposed PSE Updates

7/30/2019

GLOBAL PSE LIST

CIPCode	CIPTitle	Proposed Change
05.0103	Asian Studies/Civilization.	
05.0105	Russian, Central European, East European and Eurasian Studies.	REMOVE
05.0107	Latin American Studies.	
05.0108	Near and Middle Eastern Studies.	REMOVE
05.0124	French Studies.	REMOVE
05.0126	Italian Studies.	REMOVE
05.0134	Latin American and Caribbean Studies.	
05.0201	African-American/Black Studies.	
13.0701	International and Comparative Education.	
16.0101	Foreign Languages and Literatures, General.	
16.0102	Linguistics.	
16.0399	East Asian Languages, Literatures, and Linguistics, Other.	
16.0400	Slavic Languages, Literatures, and Linguistics, General.	REMOVE
16.0402	Russian Language and Literature.	REMOVE
16.0501	German Language and Literature.	REMOVE
16.0901	French Language and Literature.	REMOVE
16.0902	Italian Language and Literature.	REMOVE
16.0904	Portuguese Language and Literature.	
16.0905	Spanish Language and Literature.	
22.0210	International Business, Trade, and Tax Law.	
30.2001	International/Global Studies.	
45.0901	International Relations and Affairs.	
52.1101	International Business/Trade/Commerce.	
52.1502	International Real Estate	

Proposed PSE Updates

7/30/2019

STEM PSE LIST

CIPCode	CIPTitle	Proposed Change
01.0000	Agriculture, General.	
01.0308	Agroecology and Sustainable Agriculture.	ADD
01.0901	Animal Sciences, General.	
01.0902	Agricultural Animal Breeding.	
01.0903	Animal Health.	
01.0904	Animal Nutrition.	
01.0905	Dairy Science.	
01.0906	Livestock Management.	
01.0907	Poultry Science.	
01.0999	Animal Sciences, Other.	
01.1001	Food Science.	
01.1002	Food Technology and Processing.	
01.1099	Food Science and Technology, Other.	
01.1101	Plant Sciences, General.	
01.1102	Agronomy and Crop Science.	
01.1103	Horticultural Science.	
01.1104	Agricultural and Horticultural Plant Breeding.	
01.1105	Plant Protection and Integrated Pest Management.	
01.1106	Range Science and Management.	
01.1199	Plant Sciences, Other.	
01.1201	Soil Science and Agronomy, General.	
01.1202	Soil Chemistry and Physics.	
01.1203	Soil Microbiology.	
01.1299	Soil Sciences, Other.	
01.9999	Agriculture, Agriculture Operations, and Related Sciences, Other.	ADD
03.0101	Natural Resources/Conservation, General.	
03.0103	Environmental Studies.	
03.0104	Environmental Science.	
03.0199	Natural Resources Conservation and Research, Other.	
03.0201	Natural Resources Management and Policy.	
03.0204	Natural Resource Economics.	
03.0205	Water, Wetlands, and Marine Resources Management.	
03.0206	Land Use Planning and Management/Development.	
03.0207	Natural Resource Recreation and Tourism.	
03.0208	Natural Resources Law Enforcement and Protective Services.	
03.0299	Natural Resources Management and Policy, Other.	
03.0301	Fishing and Fisheries Sciences and Management.	
03.0501	Forestry, General.	
03.0502	Forest Sciences and Biology.	
03.0506	Forest Management/Forest Resources Management.	
03.0508	Urban Forestry.	
03.0509	Wood Science and Wood Products/Pulp and Paper Technology.	
03.0510	Forest Resources Production and Management.	
03.0511	Forest Technology/Technician.	
03.0599	Forestry, Other.	
03.0601	Wildlife, Fish and Wildlands Science and Management.	
03.9999	Natural Resources and Conservation, Other.	
04.0201	Architecture.	
04.0401	Environmental Design/Architecture.	
04.0601	Landscape Architecture.	
04.0902	Architectural and Building Sciences/Technology.	ADD
04.0999	Architectural Sciences and Technology, Other.	ADD
09.0702	Digital Communication and Media/Multimedia.	
10.0304	Animation, Interactive Technology, Video Graphics and Special Effects.	ADD
11.0101	Computer and Information Sciences, General.	
11.0102	Artificial Intelligence.	
11.0103	Information Technology.	
11.0104	Informatics.	
11.0199	Computer and Information Sciences, Other.	

Proposed PSE Updates

7/30/2019

STEM PSE LIST

CIPCode	CIPTitle	Proposed Change
11.0201	Computer Programming/Programmer, General.	
11.0202	Computer Programming, Specific Applications.	
11.0203	Computer Programming, Vendor/Product Certification.	
11.0299	Computer Programming, Other.	
11.0301	Data Processing and Data Processing Technology/Technician.	
11.0401	Information Science/Studies.	
11.0501	Computer Systems Analysis/Analyst.	
11.0601	Data Entry/Microcomputer Applications, General.	
11.0602	Word Processing.	
11.0699	Data Entry/Microcomputer Applications, Other.	
11.0701	Computer Science.	
11.0801	Web Page, Digital/Multimedia and Information Resources Design.	
11.0802	Data Modeling/Warehousing and Database Administration.	
11.0803	Computer Graphics.	
11.0804	Modeling, Virtual Environments and Simulation.	
11.0899	Computer Software and Media Applications, Other.	
11.0901	Computer Systems Networking and Telecommunications.	
11.1001	Network and System Administration/Administrator.	
11.1002	System, Networking, and LAN/WAN Management/Manager.	
11.1003	Computer and Information Systems Security/Information Assurance.	
11.1004	Web/Multimedia Management and Webmaster.	
11.1005	Information Technology Project Management.	
11.1006	Computer Support Specialist.	
11.1099	Computer/Information Technology Services Administration and Management, Other.	
11.9999	Computer and Information Sciences and Support Services, Other.	
13.0501	Educational/Instructional Technology.	
14.0101	Engineering, General.	
14.0102	Pre-Engineering.	
14.0201	Aerospace, Aeronautical and Astronautical/Space Engineering.	
14.0301	Agricultural Engineering.	
14.0401	Architectural Engineering.	
14.0501	Bioengineering and Biomedical Engineering.	
14.0601	Ceramic Sciences and Engineering.	
14.0701	Chemical Engineering.	
14.0702	Chemical and Biomolecular Engineering.	
14.0799	Chemical Engineering, Other.	
14.0801	Civil Engineering, General.	
14.0802	Geotechnical and Geoenvironmental Engineering.	
14.0803	Structural Engineering.	
14.0804	Transportation and Highway Engineering.	
14.0805	Water Resources Engineering.	
14.0899	Civil Engineering, Other.	
14.0901	Computer Engineering, General.	
14.0902	Computer Hardware Engineering.	
14.0903	Computer Software Engineering.	
14.0999	Computer Engineering, Other.	
14.1001	Electrical and Electronics Engineering	
14.1003	Laser and Optical Engineering.	
14.1004	Telecommunications Engineering.	
14.1099	Electrical, Electronics and Communications Engineering, Other.	
14.1101	Engineering Mechanics.	
14.1201	Engineering Physics/Applied Physics.	
14.1301	Engineering Science.	
14.1401	Environmental/Environmental Health Engineering.	
14.1801	Materials Engineering.	
14.1901	Mechanical Engineering.	
14.2001	Metallurgical Engineering.	
14.2101	Mining and Mineral Engineering.	
14.2201	Naval Architecture and Marine Engineering.	

Proposed PSE Updates

7/30/2019

STEM PSE LIST

CIPCode	CIPTitle	Proposed Change
14.2301	Nuclear Engineering.	
14.2401	Ocean Engineering.	
14.2501	Petroleum Engineering.	
14.2701	Systems Engineering.	
14.2801	Textile Sciences and Engineering.	
14.3101	Materials Science.	
14.3201	Polymer/Plastics Engineering.	
14.3301	Construction Engineering.	
14.3401	Forest Engineering.	
14.3501	Industrial Engineering.	
14.3601	Manufacturing Engineering.	
14.3701	Operations Research.	
14.3801	Surveying Engineering.	
14.3901	Geological/Geophysical Engineering.	
14.4001	Paper Science and Engineering.	
14.4101	Electromechanical Engineering.	
14.4201	Mechatronics, Robotics, and Automation Engineering.	
14.4301	Biochemical Engineering.	
14.4401	Engineering Chemistry.	
14.4501	Biological/Biosystems Engineering.	
14.9999	Engineering, Other.	
15.0000	Engineering Technology, General.	
15.0101	Architectural Engineering Technology/Technician.	
15.0201	Civil Engineering Technology/Technician.	
15.0303	Electrical, Electronic and Communications Engineering Technology/Technician.	
15.0304	Laser and Optical Technology/Technician.	
15.0305	Telecommunications Technology/Technician.	
15.0306	Integrated Circuit Design.	
15.0399	Electrical and Electronic Engineering Technologies/Technicians, Other.	
15.0401	Biomedical Technology/Technician.	
15.0403	Electromechanical Technology/Electromechanical Engineering Technology.	
15.0404	Instrumentation Technology/Technician.	
15.0405	Robotics Technology/Technician.	
15.0406	Automation Engineer Technology/Technician.	
15.0499	Electromechanical and Instrumentation and Maintenance Technologies/Technicians, Other.	
15.0501	Heating, Ventilation, Air Conditioning and Refrigeration Engineering Technology/Technician.	
15.0503	Energy Management and Systems Technology/Technician.	
15.0505	Solar Energy Technology/Technician.	
15.0506	Water Quality and Wastewater Treatment Management and Recycling Technology/Technician.	
15.0507	Environmental Engineering Technology/Environmental Technology.	
15.0508	Hazardous Materials Management and Waste Technology/Technician.	
15.0599	Environmental Control Technologies/Technicians, Other.	
15.0607	Plastics and Polymer Engineering Technology/Technician.	
15.0611	Metallurgical Technology/Technician.	
15.0612	Industrial Technology/Technician.	
15.0613	Manufacturing Engineering Technology/Technician.	
15.0614	Welding Engineering Technology/Technician.	
15.0615	Chemical Engineering Technology/Technician.	
15.0616	Semiconductor Manufacturing Technology.	
15.0699	Industrial Production Technologies/Technicians, Other.	
15.0701	Occupational Safety and Health Technology/Technician.	
15.0702	Quality Control Technology/Technician.	
15.0703	Industrial Safety Technology/Technician.	
15.0704	Hazardous Materials Information Systems Technology/Technician.	
15.0799	Quality Control and Safety Technologies/Technicians, Other.	
15.0801	Aeronautical/Aerospace Engineering Technology/Technician.	
15.0803	Automotive Engineering Technology/Technician.	
15.0805	Mechanical Engineering/Mechanical Technology/Technician.	
15.0899	Mechanical Engineering Related Technologies/Technicians, Other.	

Proposed PSE Updates

7/30/2019

STEM PSE LIST

CIPCode	CIPTitle	Proposed Change
15.0901	Mining Technology/Technician.	
15.0903	Petroleum Technology/Technician.	
15.0999	Mining and Petroleum Technologies/Technicians, Other.	
15.1001	Construction Engineering Technology/Technician.	
15.1102	Surveying Technology/Surveying.	
15.1103	Hydraulics and Fluid Power Technology/Technician.	
15.1199	Engineering-Related Technologies, Other.	
15.1201	Computer Engineering Technology/Technician.	
15.1202	Computer Technology/Computer Systems Technology.	
15.1203	Computer Hardware Technology/Technician.	
15.1204	Computer Software Technology/Technician.	
15.1299	Computer Engineering Technologies/Technicians, Other.	
15.1301	Drafting and Design Technology/Technician, General.	
15.1302	CAD/CADD Drafting and/or Design Technology/Technician.	
15.1303	Architectural Drafting and Architectural CAD/CADD.	
15.1304	Civil Drafting and Civil Engineering CAD/CADD.	
15.1305	Electrical/Electronics Drafting and Electrical/Electronics CAD/CADD.	
15.1306	Mechanical Drafting and Mechanical Drafting CAD/CADD.	
15.1399	Drafting/Design Engineering Technologies/Technicians, Other.	
15.1401	Nuclear Engineering Technology/Technician.	
15.1501	Engineering/Industrial Management.	
15.1502	Engineering Design.	
15.1503	Packaging Science.	
15.1599	Engineering-Related Fields, Other.	
15.1601	Nanotechnology.	
15.9999	Engineering Technologies and Engineering-Related Fields, Other.	
26.0101	Biology/Biological Sciences, General.	
26.0102	Biomedical Sciences, General.	
26.0202	Biochemistry.	
26.0203	Biophysics.	
26.0204	Molecular Biology.	
26.0205	Molecular Biochemistry.	
26.0206	Molecular Biophysics.	
26.0207	Structural Biology.	
26.0208	Photobiology.	
26.0209	Radiation Biology/Radiobiology.	
26.0210	Biochemistry and Molecular Biology.	
26.0299	Biochemistry, Biophysics and Molecular Biology, Other.	
26.0301	Botany/Plant Biology.	
26.0305	Plant Pathology/Phytopathology.	
26.0307	Plant Physiology.	
26.0308	Plant Molecular Biology.	
26.0399	Botany/Plant Biology, Other.	
26.0401	Cell/Cellular Biology and Histology.	
26.0403	Anatomy.	
26.0404	Developmental Biology and Embryology.	
26.0405	Neuroanatomy.	
26.0406	Cell/Cellular and Molecular Biology.	
26.0407	Cell Biology and Anatomy.	
26.0499	Cell/Cellular Biology and Anatomical Sciences, Other.	
26.0502	Microbiology, General.	
26.0503	Medical Microbiology and Bacteriology.	
26.0504	Virology.	
26.0505	Parasitology.	
26.0506	Mycology.	
26.0507	Immunology.	
26.0508	Microbiology and Immunology.	
26.0599	Microbiological Sciences and Immunology, Other.	
26.0701	Zoology/Animal Biology.	

Proposed PSE Updates

7/30/2019

STEM PSE LIST

CIPCode	CIPTitle	Proposed Change
26.0702	Entomology.	
26.0707	Animal Physiology.	
26.0708	Animal Behavior and Ethology.	
26.0709	Wildlife Biology.	
26.0799	Zoology/Animal Biology, Other.	
26.0801	Genetics, General.	
26.0802	Molecular Genetics.	
26.0803	Microbial and Eukaryotic Genetics.	
26.0804	Animal Genetics.	
26.0805	Plant Genetics.	
26.0806	Human/Medical Genetics.	
26.0807	Genome Sciences/Genomics.	
26.0899	Genetics, Other.	
26.0901	Physiology, General.	
26.0902	Molecular Physiology.	
26.0903	Cell Physiology.	
26.0904	Endocrinology.	
26.0905	Reproductive Biology.	
26.0906	Neurobiology and Neurophysiology.	
26.0907	Cardiovascular Science.	
26.0908	Exercise Physiology.	
26.0909	Vision Science/Physiological Optics.	
26.0910	Pathology/Experimental Pathology.	
26.0911	Oncology and Cancer Biology.	
26.0912	Aerospace Physiology and Medicine.	
26.0999	Physiology, Pathology, and Related Sciences, Other.	
26.1001	Pharmacology.	
26.1002	Molecular Pharmacology.	
26.1003	Neuropharmacology.	
26.1004	Toxicology.	
26.1005	Molecular Toxicology.	
26.1006	Environmental Toxicology.	
26.1007	Pharmacology and Toxicology.	
26.1099	Pharmacology and Toxicology, Other.	
26.1101	Biometry/Biometrics.	
26.1102	Biostatistics.	
26.1103	Bioinformatics.	
26.1104	Computational Biology.	
26.1199	Biomathematics, Bioinformatics, and Computational Biology, Other.	
26.1201	Biotechnology.	
26.1301	Ecology.	
26.1302	Marine Biology and Biological Oceanography.	
26.1303	Evolutionary Biology.	
26.1304	Aquatic Biology/Limnology.	
26.1305	Environmental Biology.	
26.1306	Population Biology.	
26.1307	Conservation Biology.	
26.1308	Systematic Biology/Biological Systematics.	
26.1309	Epidemiology.	
26.1310	Ecology and Evolutionary Biology.	
26.1399	Ecology, Evolution, Systematics and Population Biology, Other.	
26.1401	Molecular Medicine.	
26.1501	Neuroscience.	
26.1502	Neuroanatomy.	
26.1503	Neurobiology and Anatomy.	
26.1504	Neurobiology and Behavior.	
26.1599	Neurobiology and Neurosciences, Other.	
26.9999	Biological and Biomedical Sciences, Other.	
27.0101	Mathematics, General.	

Proposed PSE Updates

7/30/2019

STEM PSE LIST

CIPCode	CIPTitle	Proposed Change
27.0102	Algebra and Number Theory.	
27.0103	Analysis and Functional Analysis.	
27.0104	Geometry/Geometric Analysis.	
27.0105	Topology and Foundations.	
27.0199	Mathematics, Other.	
27.0301	Applied Mathematics, General.	
27.0303	Computational Mathematics.	
27.0304	Computational and Applied Mathematics.	
27.0305	Financial Mathematics.	
27.0306	Mathematical Biology.	
27.0399	Applied Mathematics, Other.	
27.0501	Statistics, General.	
27.0502	Mathematical Statistics and Probability.	
27.0503	Mathematics and Statistics.	
27.0599	Statistics, Other.	
27.9999	Mathematics and Statistics, Other.	
29.0207	Cyber/Electronic Operations and Warfare.	ADD
30.0101	Biological and Physical Sciences.	
30.0601	Systems Science and Theory.	
30.0801	Mathematics and Computer Science.	
30.1001	Biopsychology.	
30.1501	Science, Technology and Society.	
30.1601	Accounting and Computer Science.	
30.1701	Behavioral Sciences.	
30.1801	Natural Sciences.	
30.1901	Nutrition Sciences.	
30.2501	Cognitive Science.	
30.2701	Human Biology.	ADD
30.3001	Computational Science.	
30.3101	Human Computer Interaction.	
30.3201	Marine Sciences.	
30.3301	Sustainability Studies.	
31.0505	Kinesiology and Exercise Science.	
40.0101	Physical Sciences.	
40.0201	Astronomy.	
40.0202	Astrophysics.	
40.0203	Planetary Astronomy and Science.	
40.0299	Astronomy and Astrophysics, Other.	
40.0401	Atmospheric Sciences and Meteorology, General.	
40.0402	Atmospheric Chemistry and Climatology.	
40.0403	Atmospheric Physics and Dynamics.	
40.0404	Meteorology.	
40.0499	Atmospheric Sciences and Meteorology, Other.	
40.0501	Chemistry, General.	
40.0502	Analytical Chemistry.	
40.0503	Inorganic Chemistry.	
40.0504	Organic Chemistry.	
40.0506	Physical Chemistry.	
40.0507	Polymer Chemistry.	
40.0508	Chemical Physics.	
40.0509	Environmental Chemistry.	
40.0510	Forensic Chemistry.	
40.0511	Theoretical Chemistry.	
40.0599	Chemistry, Other.	
40.0601	Geology/Earth Science, General.	
40.0602	Geochemistry.	
40.0603	Geophysics and Seismology.	
40.0604	Paleontology.	
40.0605	Hydrology and Water Resources Science.	

Proposed PSE Updates

7/30/2019

STEM PSE LIST

CIPCode	CIPTitle	Proposed Change
40.0606	Geochemistry and Petrology.	
40.0607	Oceanography, Chemical and Physical.	
40.0699	Geological and Earth Sciences/Geosciences, Other.	
40.0801	Physics, General.	
40.0802	Atomic/Molecular Physics.	
40.0804	Elementary Particle Physics.	
40.0805	Plasma and High-Temperature Physics.	
40.0806	Nuclear Physics.	
40.0807	Optics/Optical Sciences.	
40.0808	Condensed Matter and Materials Physics.	
40.0809	Acoustics.	
40.0810	Theoretical and Mathematical Physics.	
40.0899	Physics, Other.	
40.1001	Materials Science.	
40.1002	Materials Chemistry.	
40.1099	Materials Sciences, Other.	
40.9999	Physical Sciences, Other.	
42.2701	Cognitive Psychology and Psycholinguistics.	ADD
42.2702	Comparative Psychology.	ADD
42.2703	Developmental and Child Psychology.	ADD
42.2704	Experimental Psychology.	ADD
42.2705	Personality Psychology.	ADD
42.2706	Physiological Psychology/Psychobiology.	
42.2707	Social Psychology.	ADD
42.2708	Psychometrics and Quantitative Psychology.	ADD
42.2709	Psychopharmacology.	ADD
42.2799	Research and Experimental Psychology, Other.	ADD
43.0106	Forensic Science and Technology.	
43.0111	Criminalistics and Criminal Science.	
43.0116	Cyber/Computer Forensics and Counterterrorism.	
43.0303	Critical Infrastructure Protection.	
45.0301	Archeology.	ADD
45.0603	Econometrics and Quantitative Economics.	ADD
45.0702	Geographic Information Science and Cartography.	
50.0102	Digital Arts.	
52.0203	Logistics, Materials, and Supply Chain Management.	
52.1201	Management Information Systems, General.	
52.1301	Management Science.	
52.1302	Business Statistics.	ADD
52.1304	Actuarial Science.	ADD
52.1399	Management Sciences and Quantitative Methods, Other.	ADD

Proposed PSE Updates

7/30/2019

GAP ANALYSIS PSE LIST

CIPCode	CIPTitle	UPDATED PSE LIST
04.1001	Real Estate Development.	ADD
09.0100	Communication, General.	REMOVE
09.0101	Speech Communication and Rhetoric.	
09.0900	Public Relations, Advertising, and Applied Communication.	
09.0902	Public Relations/Image Management.	
09.0905	Health Communication.	ADD
19.0203	Consumer Merchandising/Retailing Management.	ADD
43.0117	Financial Forensics and Fraud Investigation.	ADD
43.0121	Suspension and Debarment Investigation.	ADD
45.0602	Applied Economics.	ADD
50.0401	Design and Visual Communications, General.	
50.0402	Commercial and Advertising Art.	ADD
50.0404	Industrial and Product Design.	
50.0409	Graphic Design.	
50.0411	Game and Interactive Media Design.	ADD
50.0702	Fine/Studio Arts, General.	ADD
50.0705	Drawing.	ADD
50.0706	Intermedia/Multimedia.	ADD
50.0708	Painting.	ADD
52.0205	Operations Management and Supervision.	ADD
52.0301	Accounting.	
52.0303	Auditing.	ADD
52.0304	Accounting and Finance.	
52.0305	Accounting and Business/Management.	
52.0801	Finance, General.	
52.0803	Banking and Financial Support Services.	REMOVE
52.0804	Financial Planning and Services.	ADD
52.0806	International Finance.	ADD
52.0807	Investments and Securities.	ADD
52.0808	Public Finance.	ADD
52.0809	Credit Management.	ADD
52.1001	Human Resources Management/Personnel Administration, General.	
52.1003	Organizational Behavior Studies.	ADD
52.1304	Actuarial Science. *(Moving to STEM)*	REMOVE
52.1401	Marketing/Marketing Management, General.	ADD
52.1402	Marketing Research.	ADD
52.1403	International Marketing.	ADD
52.1501	Real Estate.	ADD
52.1601	Taxation.	ADD
52.1701	Insurance.	

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
August 28, 2019

SUBJECT: Florida Polytechnic University's 2019 Accountability Plan

PROPOSED COMMITTEE ACTION

Consider approval of Florida Polytechnic University's 2019 Accountability Plan

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 2.002

BACKGROUND INFORMATION

Board of Governors Regulation 2.002 requires the development of an institutional accountability plan intended to reflect each institution's distinctive mission and to focus on core strengths within the context of State University System goals as well as regional and statewide needs. The accountability plans outline each institution's strategic direction and top priorities as well as performance expectations and outcomes on institutional and system-wide goals.

At its June 11-12, 2019 meeting, the Strategic Planning Committee deferred taking action on Florida Polytechnic University's 2019 Accountability Plan, requesting that the University return in August 2019 with a revised plan. Florida Polytechnic has submitted a revised plan for consideration to approve. If approved by the Strategic Planning Committee, the plan will be forwarded to the full Board for consideration.

Dr. Randy Avent, President of Florida Polytechnic University, will present the revised accountability plan.

Supporting Documentation Included:	Revised Florida Polytechnic University 2019 Accountability Plan
Facilitators/Presenters:	Dr. Randy Avent

2019 Accountability Plan

FLORIDA POLYTECHNIC UNIVERSITY

REVISED PLAN – APPROVED BY THE UBOT

8/12/2019

STATE UNIVERSITY SYSTEM *of* FLORIDA

Board of Governors

BOT Approved
8/12/19

INTRODUCTION

This is a new report that combines the previous Annual Accountability Report and University Work Plans into a single document more closely aligned with the Board of Governors' 2025 System Strategic Plan.

This revised document will enhance the System's commitment to accountability and strategic planning by enabling comparisons between past goals and actual data to better assess performance, helping to foster greater coordination between institutional administrators, University Boards of Trustees, and the Board of Governors.

Once an Accountability Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for approval, excluding those sections of the Plan that require additional regulatory or procedural approval pursuant to law or Board regulations.

TABLE OF CONTENTS

1. **STRATEGY**
   a. Mission Statement, p. 2
   b. Statement of Strategy, p. 3
   c. Strengths, Opportunities & Challenges, p. 4
   d. Key Initiatives & Investments, p. 5
   e. Graduation Rate Improvement Plan, p.6
   f. Key Achievements for Last Year, p. 7

2. **PERFORMANCE BASED FUNDING METRICS,** p. 7-8

3. **PREEMINENT RESEARCH UNIVERSITY METRICS,** p. 9-11

4. **KEY PERFORMANCE INDICATORS**
   a. Teaching & Learning, p. 12-14
   b. Scholarship, Research and Innovation, p. 14-15
   c. Institution Specific Goals, p. 16

5. **ENROLLMENT PLANNING**, p. 17-18

6. **ACADEMIC PROGRAM COORDINATION**, p. 19

7. **DEFINITIONS**, p.20

MISSION STATEMENT

"Serve students and industry through excellence in education, discovery and application of engineering and applied sciences."

STATEMENT OF STRATEGY

Given your mission, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

Florida Poly strives to be the premier, core STEM public institution in the southeast region of the United States. Our strategy of increasing selectivity supports the University's model of delivering small classes with strong student-faculty interaction engaged in project-enhanced, curricular experiences. Coupled with a carefully engineered curricular and co-curricular focus on professional and leadership skills, the University offers industry-aligned majors in fast-growing, high-paying sectors. Florida Poly's priority on strong relationships with local and regional industry serves to fulfill its directive to enhance economic development in the state. A key component of this is the University's focus on connecting students with small and medium-sized business through internships, projects, and eventual employment. These efforts form key goals in Florida Poly's new strategic plan that calls for stronger efforts to grow the University's program portfolio and student experience initiatives to meet its goals of delivering programs in high-paying industries and maximizing value for students by preparing them for a lifetime of success.

The University's plan also calls for capitalizing on our strategic location on the I-4 corridor by creating a high-tech economy around Florida Poly. This effort includes a strong faculty recruiting initiative that deepens our growing basic and applied research footprint catalyzed by the Applied Research Center. By connecting with local stakeholders, our relationship with SunTrax, and the Advanced Mobility Institute, the plan calls for building out the campus and surrounding area with space for high-tech business and industry, a convention center, and a full service living community.

STRENGTHS, OPPORTUNITIES AND CHALLENGES *(within 3 years)*

What are your major capabilities, opportunities and challenges for improvement?

Florida Polytechnic University's greatest strengths are:

- Its dedicated focus on the core STEM subjects offering a high-touch model with smaller classes.
- Its strategic location in Lakeland which provides close proximity (within 40 miles) to more than 11,000 high-tech firms with our commitment to build jobs for Florida.
- Its agility; limited traditional bureaucracies which allows for a culture of innovation and responsiveness.
- Strong academic experience in both industry and higher education with a start-up culture nimble enough to test and evaluate new strategies.
- Positioned as the sole STEM Public campus with a population less than 5000 students in the southeast offering a project-enhanced curriculum. Strong relationships with Small and Medium Businesses (SMBs) in Florida.

Opportunities for Improvement include:

- Enrollment: The university must continue to grow. New staffing and improved operations in admissions enable us to target top candidates in Florida and keep them in the state; adding three new degree programs in fall 2019 provides students and the state with more STEM-focused educational opportunities; increased emphasis on attracting transfer students including a recent agreement with Polk State College (with a new 2+2 agreement); and a pending favorable ABET decision demonstrates the quality of our academics.
- Academic Progress Rate: Several efforts are underway to improve this rate, including changes in institutional aid and course withdrawal policies; better training for Success Coaches, increased academic support for high DFW and gateway courses.
- Time to Degree: Efforts include a partnership with Complete College America's 15 to Finish to drive toward a culture of completion and incentivized summer pathways are just a few of the initiatives underway.
- Degrees Awarded: Our mission culminates and graduating highly skilled technology leaders. All of our initiatives—emphasis on enrollment, increased transfer agreements, industry-relevant curriculum, and more—drive towards growth in degrees awarded and economic impact.

Summary: Addressing the Challenges

Aggressively addressing these challenges and taking advantage of opportunities will position Florida Poly to achieve five years goals which are: a campus population of 2000 students, a four year graduation rate of 43% (and continuing to build to a 50% rate), an APR in the high 80s, and annual degree production that approaches 400.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1. Growing Undergraduate Enrollment
   As the University enters its next phase (post SACSCOC and ABET accreditations) the focus will be on growing undergraduate enrollment over the next three years. Areas of intended growth include:
   a. FTICs: The market for students interested and qualified to pursue core-STEM degrees in Florida suffers significant losses to out-of-state competition. Targeted recruitment and relationship building with careful financial packaging will enable Poly (and Florida) to keep this talent in-state.
   b. Transfer Students: new agreements in place with more planned; stronger transfer-welcoming presence on University via web (catalog) and on-campus mechanisms to facilitate credit evaluation and degree program advising.
   c. Growing Program Portfolio: For fall 2019, we've added three new programs. With careful planning and market-research, we intend to grow our portfolio of programs to meet industry demands and provide greater options to attract Florida's talented students that become highly effective graduates.

2. Graduate Program Enhancements
   Building on our recently formed Graduate Division, we have focused the tracks in our graduate degree programs to clarify program foci in a manner that is attractive and communicates to both prospective students and employers. These restructured programs derive from our undergraduate portfolio and include a professional-oriented engineering management track. Through stronger program coherence and better recruitment messaging we can grow both our Master's in Engineering and Master's in Computer Science in appropriately selective ways, while supporting the faculty's growing research agendas.

3. Growing Research Productivity
   The University plans to grow its research volume and over the last half-year has submitted multiple NSF-grants and earned one in the range of $600,000 in collaboration with USF. In addition, several actions are underway to further research growth:
   a. Increased proposals to foundations;
   b. Maintain a purposely low overhead rate to remain cost competitive;
   c. Targeted hiring (already underway) of faculty who bring extramural funding or show strong propensity for doing so. In the next year, we will focus strongly on building our environmental engineering faculty, where funding portfolios will be a strong consideration.

Graduation Rate Improvement Plan

This narrative subcomponent is in response to the "Florida Excellence in Higher Education Act of 2018" that revised section 1001.706(5), Florida Statutes, to require each university board of trustees to submit a comprehensive proposal to improve undergraduate four-year graduation rates to the Board of Governors for implementation beginning in the fall of 2018 academic semester.

1. Provide a brief update on the academic, financial, financial aid and curricular actions that your institution has implemented to encourage graduation in four years.

Academic

1. Priority advising and registration of all new students began in fall 2018 to ensure they start on the correct path for degree completion. The Academic Success Center closely advises each student on his or her best pathway to graduation.
2. Faculty mentors connect students to career goals. Common exams and syllabus to ensure all sections of critical courses prepare students at a consistent and rigorous standard.
3. "Gateway" courses are provided off-cycle to allow students a chance to recover from class withdrawals and failures. The delivery of summer courses are arranged to provide a pathway to "catch-up" for students getting off track. This includes the development of 3-year course rotations.
4. Implemented Schedule Wizard in spring 2019 to make it possible for students to have access to every possible iteration of a class schedule in seconds – making it easier for students to register. This also optimizes the available course offerings.
5. Academic Affairs Support Services group identifies and recommends major and minor initiatives and actions for implementation, monitors their progress and reports results/findings, identifies gaps and integrates processes into the university's ongoing continuous efforts to increase retention and graduation rates.

Curricular

6. Common Freshman Year (CFY): for nearly all majors the freshman year of required courses is the same, creating peer cohorts and providing students time to acclimate to our rigorous STEM curriculum without having the burden of potential lost credit if they change majors.
7. Continue to develop and implement policies and practices to ensure timely feedback to students and early-alert systems.

Financial Aid

8. Continue to develop aid packages to incentivize students to limit work during the school year to 20 hours or less.
9. Proactive Financial Aid Literacy Counseling in place to support students' self-assessment and options for resolving unmet need.
10. Active counseling of students to use the Florida Student Assistance Grant (FSAG).

Key Achievements for Last Year (2017 –2018)

STUDENT ACHIEVEMENTS

1. Florida Poly student receives one of 41 global Brook Owens Fellowships for internship at nation's leading aviation company.
2. Three students place 3rd in the 2018 Governor's Cup competition. Florida Poly is the only state university to place in top three for two consecutive years.
3. Statewide competition for entrepreneurship awarded two Florida Poly students for their work on a smart catheter device to diagnose infections and digital listing tool for jewelry.
4. The 2018 Slingshot Polk awarded 1st and 2nd place to five students for their work on sinkhole detection with drones and using music to improve mental health.
5. Student develops components of an astronaut suit that helps to combat depression.

FACULTY ACHIEVEMENTS

1. NSF grant awarded to Drs. Luis Jaimes and Ilhan Akbas for Cyber-Physical systems in crowd sensing.
2. Dr. Dr. Suleiman Alsweiss (Electrical Engineering) assisted in forecasting Hurricane Harvey's devastating path through South Texas as a scientist at the Center for Satellite Applications and Research.
3. Dr. Karim Elish, (Computer Science) awarded a $70,500 grant from the Florida Center for Cybersecurity to develop an evolving course on mobile security and privacy.

PROGRAM ACHIEVEMENTS

1. On the strength of four engineering program readiness reviews (fall 2017), we submitted ABET requests for evaluation (RFEs) in January 2018 and were granted permission to enter the evaluation process. This followed with self-study submissions in July 2018 and site visits occurring in October 2018. Currently, we are in due process with a final decision to be made in August 2019. SACSCOC accreditation, achieved in June 2017, is a prerequisite for ABET to consider our institution. To move from SACSCOC and enter the ABET process in the span three months represents a significant achievement in terms of curriculum and process changes on the part of program leadership and faculty..
2. 84% of our graduates are employed or continuing their education (based on self-reported data.
3. Fulbright relationships developed with Canada and Belgium

INSTITUTIONAL ACHIEVEMENTS

1. Completed and opened the Student Development Center.
2. Continued collaboration with Florida Department of Transportation in the development of SunTrax.
3. Hosted the I-4 Commercial Corridor Conference with a focus on the multimillion dollar market flowing through Central Florida. Keynote by Senator Nelson who linked ongoing student and faculty research at the University with an urgent need for a highly trained U.S. workforce.

2019 ACCOUNTABILITY PLAN FLORIDA POLYTECHNIC UNIVERSITY

BOT Approved
8/12/19

PERFORMANCE BASED FUNDING METRICS

FLORIDA POLYTECHNIC UNIVERSITY IS NOT YET INCLUDED IN PERFORMANCE FUNDING

1. Percent of Bachelor's Graduates Enrolled or Employed ($25,000+)

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	.	.	.	.	.	.	.	.	.
APPROVED GOALS	.	.	.	.	72.8	72.8	72.8	72.8	.
PROPOSED GOALS	.	.	.	.	.	*72.8*	*72.8*	*75*	*78*

2. Median Wages of Bachelor's Graduates Employed Full-time

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	.	.	.	.	.	.	.	.	.
APPROVED GOALS	.	.	.	.	40,700	40,700	40,700	40,700	.
PROPOSED GOALS	.	.	.	.	.	*40,700*	*40,700*	*50,000*	*51,500*

3. Average Cost to the Student [Net Tuition & Fees per 120 Credit Hours for Resident Undergraduates]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	.	.	.	.	.	.	.	.
APPROVED GOALS	.	.	.	.	12,000	12,000	11,500	11,500	.
PROPOSED GOALS	.	.	.	.	.	*12,000*	*11,500*	*11,500*	*9,000*

4. FTIC Four-Year Graduation Rate

	2010-14	2011-15	2012-16	2013-17	2014-18	2015-19	2016-20	2017-21	2018-22
ACTUAL	.	.	.	.	36.6	.	.	.	.
APPROVED GOALS	.	.	.	.	37	37	34	38	.
PROPOSED GOALS	.	.	.	.	.	*37*	*37*	*39*	*41*

Note: Our first FTIC cohort (2014-18) had no proceeding students. Initial projections include higher than expected course withdrawals and limited course availability which are being addressed to improve this rate. Early projections show that we will have difficulty achieving the proposed goals, particularly in the next two cycles, but we are aggressively working the problem to reach them moving forward.

5. Academic Progress Rate [Second Year Retention Rate with At Least a 2.0 GPA]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	73.0	76.8	65.1	71.7	.	.	.	.
APPROVED GOALS	.	.	74	75	75	76	77	79	.
PROPOSED GOALS	.	.	.	.	.	*76*	*77*	*80*	*83*

Note: For 2019, the retention to progression gap has dropped to its lowest level (3%) indicating the University is retaining the students who are succeeding (GPA>2.0). We will miss the goal for 2018-2019; however, we have engaged in several internal studies that have provided insight into campus issues we are now proactively addressing with multiple initiatives that forecast expected retention improvements.

Note: Metrics are defined in appendix. For more information about the PBF model visit: http://www.flbog.edu/about/budget/performance_funding.php.

6. Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	.	.	100	100	.	.	.	.
APPROVED GOALS	.	.	.	100	100	100	100	100	.
PROPOSED GOALS	.	.	.	.	.	*100*	*100*	*100*	*100*

7. University Access Rate [Percent of Undergraduates with a Pell grant]

	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021
ACTUAL	.	.	.	.	30.3	.	.	.	.
APPROVED GOALS	.	.	.	.	15	28	29	29	.
PROPOSED GOALS	.	.	.	.	.	*28*	*29*	*29*	*29*

Note: Florida Polytech students were eligible to start receiving Pell grants from the US Dept. of Ed. in Fall 2017

8. Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	.	.	100	100	.	.	.	.
APPROVED GOALS	.	.	.	100	100	100	100	100	.
PROPOSED GOALS	.	.	.	.	.	*100*	*100*	*100*	*100*

9. BOG Choice: Percent of Baccalaureate Degrees Awarded Without Excess Hours

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	.	.	*	96.3	.	.	.	.
APPROVED GOALS	.	.	.	.	68	70	70	80	.
PROPOSED GOALS	.	.	.	.	.	*70*	*70*	*80*	*80*

Note*: There were too few (less than twenty) graduates in the 2016-17 graduating class to report.

Note: This is a transition year for the BOT Choice metric (#10), so we are reporting data for both the current and future metrics. Metrics are defined in appendix. For more information about the PBF model visit: http://www.flbog.edu/about/budget/performance_funding.php

2019 ACCOUNTABILITY PLAN — FLORIDA POLYTECHNIC UNIVERSITY

BOT Approved 8/12/19

KEY PERFORMANCE INDICATORS

Teaching & Learning Metrics (from the 2025 System Strategic Plan that are not included in the PBF section)

Public University National Ranking [Number of Top50 Rankings based on BOG's official list of publications]

	2015	2016	2017	2018	2019	2020	2021	2022	2023
ACTUAL	.	.	.	0	0	.	.	.	.
APPROVED GOALS	.	.	.	0	0	0	0	0	.
PROPOSED GOALS	.	.	.	.	.	*0*	*0*	*0*	*0*

Note: The University has submitted its first survey for inclusion in US News and World Report's Rankings.

Freshmen in Top 10% of High School Class

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
ACTUAL	21	17	14	22	25	.	.	.	.
APPROVED GOALS	.	.	35	17	18	18	21	22	.
PROPOSED GOALS	.	.	.	.	.	*22*	*22*	*23*	*23*

Time to Degree for FTICs in 120hr programs

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	.	.	*	3.6	.	.	.	.
APPROVED GOALS	.	.	.	.	.	5.5	5.25	5.0	.
PROPOSED GOALS	.	.	.	.	.	*4.7*	*4.7*	*4.6*	*4.5*

Note: The 2017-18 rate was somewhat artificial as no students entered prior to our initial 2014 cohort and therefore any graduates would, at most, have finished in four years. Initial projections were conducted with limited data and unknown variables. After a deeper analysis of the variables at play and an improved knowledge of our FTIC progression rates, we are now able to adjust our projections and proposed goals

Six-Year FTIC Graduation Rates [full-time and part-time students]

	2008-14	2009-15	2010-16	2011-17	2012-18	2013-19	2014-20	2015-21	2016-22
ACTUAL	.	.	.	.	.	.	.	.	.
APPROVED GOALS	.	.	.	.	.	.	62	64	.
PROPOSED GOALS	.	.	.	.	.	.	*47*	*54*	*54*

Note: Proposed goals reflect more accurate predictions than were possible in the first three years of the University's operations. Initial projections were not based on any historical data and therefore are unreliable.

Bachelor's Degrees Awarded [First Majors Only]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	.	.	18	197	.	.	.	.
APPROVED GOALS	.	.	.	13	160	310	370	370	.
PROPOSED GOALS	.	.	.	.	.	*250*	*320*	*320*	*330*

Note: A detailed examination of FTIC and transfers who are on sequence across student levels provides us with a more accurate picture of likely degrees awarded. These numbers, while not as strong as approved goals, are better than the originally proposed goals. We are optimistic that our solutions will result in a greater number of degrees awarded, although a major part of our efforts will take some time to show results

Teaching & Learning Metrics

Graduate Degrees Awarded [First Majors Only]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	.	.	21	8	.	.	.	.
APPROVED GOALS	.	.	.	16	7	5	9	12	.
PROPOSED GOALS	.	.	.	.	.	*14*	*18*	*22*	*25*

Percent of Bachelor's Degrees Awarded to African-American & Hispanic Students

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	.	.	24	21	.	.	.	.
APPROVED GOALS	.	.	.	23	24	25	25	25	.
PROPOSED GOALS	.	.	.	.	.	*25*	*25*	*25*	*25*

Percent of Adult (Aged 25+) Undergraduates Enrolled

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
ACTUAL	8	8	7	8	7	.	.	.	.
APPROVED GOALS	.	8	9	5	6	6	6	7	.
PROPOSED GOALS	.	.	.	.	.	*7*	*7*	*7*	*7*

Percent of Undergraduate FTE in Online Courses

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	0	0	0	0	.	.	.	.
APPROVED GOALS	.	0	0	0	0	0	1	2	.
PROPOSED GOALS	.	.	.	.	.	*0*	*0*	*1*	*1*

KEY PERFORMANCE INDICATORS (*CONTINUED*)

Percent of Bachelor's Degrees in STEM & Health

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	.	.	100	100	.	.	.	.
APPROVED GOALS	.	.	.	100	100	100	100	100	.
PROPOSED GOALS	.	.	.	.	.	*100*	*100*	*100*	*100*

Percent of Graduate Degrees in STEM & Health

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	.	.	100	100	.	.	.	.
APPROVED GOALS	.	.	.	100	100	100	100	100	.
PROPOSED GOALS	.	.	.	.	.	*100*	*100*	*100*	*100*

Scholarship, Research and Innovation Metrics

Total Research Expenditures [$ in Thousands]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	212	204	438	1,202	.	.	.	.
APPROVED GOALS	.	.	.	.	600	524	374	427	.
PROPOSED GOALS	.	.	.	.	.	*1300*	*750*	*1,000*	*1,200*

Percentage of Research Expenditures Funded from External Sources

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	.	.	.	21*	.	.	.	.
APPROVED GOALS	.	.	.	.	81	80	80	81	.
PROPOSED GOALS	.	.	.	.	.	*27*	*69*	*81*	*81*

Note: The percentage of research expenditures for 2014-16 are not available due to insufficient data collection. The 2017-18 and 2018-19 data is accurate and reflects our maturity and small size. Future projections will advance our research volume based on additional faculty and their plans for research engagement.

BOT Approved
8/12/19

Institution Specific Goals

To further distinguish the university's distinctive mission, the university may choose to provide additional metric goals that are based on the university's own strategic plan.

1. Percent of Students Beginning a Startup Company or Working in a Small Company

2014-15	2015-16	2016-17	2017-18 Actual	2018-19 Actual	2019-20 GOAL	2020-21 GOAL	2021-22 GOAL	2022-23 GOAL
.	.	.	27%	32%	20%	20%	21%	21%

2. Number of Industry Relationships Providing Employment & Research Opportunities for Students and/or Faculty

FALL 2014	FALL 2015	FALL 2016 Actual	FALL 2017 Actual	FALL 2018 Actual	FALL 2019 GOAL	FALL 2020 GOAL	FALL 2021 GOAL	FALL 2022 GOAL
.	.	23	50	221	200	220	240	*250*

3. Percent of Undergraduates Who Completed an External Internship Program

2014-15	2015-16	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 GOAL	2020-21 GOAL	2021-22 GOAL	2022-23 GOAL
.	.	100%	85%	83%	*95%*	*95%*	*95%*	*95%*

ENROLLMENT PLANNING

Fall Headcount Enrollment by Student Level *(for all degree-seeking students at all campuses)*

	2014	2015	2016	2017	2018	2019 PLAN	2020 PLAN	2021 PLAN	2022 PLAN
UNDERGRADUATE									
ACTUAL	522	887	1,282	1,439	1,389	.	.	.	.
APPROVED GOALS	.	.	.	.	1,441	1,426	1,447	1,484	.
PROPOSED GOALS	.	.	.	.	.	*1,283*	*1,279*	*1,366*	*1,546*
GRADUATE									
ACTUAL	24	37	31	17	33	.	.	.	.
APPROVED GOALS	.	.	.	.	23	23	23	24	.
PROPOSED GOALS	.	.	.	.	.	*51*	*59*	*72*	*83*

Fall Headcount Enrollment by Student Type *(for all degree-seeking students at all campuses)*

	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 *PLAN*	2020 *PLAN*	2021 *PLAN*	2022 *PLAN*
UNDERGRADUATE									
FTIC	396	699	1,044	1,155	1,137	*1,006*	*1,002*	*1,071*	*1,214*
FCS AA Transfers	35	61	69	86	96	*75*	*75*	*81*	*92*
Other AA Transfers	3	4	11	15	14	*13*	*13*	*13*	*15*
Post-Baccalaureates	13	21	27	33	21	*25*	*25*	*27*	*30*
Other Undergraduates	75	102	131	150	121	*164*	*164*	*174*	*195*
Subtotal	**522**	**887**	**1,282**	**1,439**	1,389	***1,283***	***1,279***	***1,366***	***1,546***
GRADUATE									
Master's	24	37	31	17	33	*51*	*59*	*72*	*83*
Research Doctoral	0	0	0	0	0	*0*	*0*	*0*	*0*
Professional Doctoral	0	0	0	0	0	*0*	*0*	*0*	*0*
Subtotal	**24**	**37**	**31**	**17**	33	***51***	***59***	***72***	***83***
TOTAL	**546**	**924**	**1,313**	**1,456**	1,422	***1,334***	***1,338***	***1,438***	***1,629***

Notes: This table reports the number of students enrolled at the university by student type categories. The student type for undergraduates is based on the Type of Student at Time of Most Recent Admission. The student type for graduates is based on the degree that is sought and the student CIP code. Does not include 'Unclassified' students who are not formally admitted into a degree program but are enrolled (e.g., dual enrolled high school students).

Percent of Baccalaureate-Seeking, Resident Undergraduates Who Earned 15+ Credit Hours

(Fall terms only)

	2014	2015	2016	2017	2018	2019	2020	2021	2022
ACTUAL	30	30	33	35	27	.	.	.	.
APPROVED GOALS	.	.	.	.	.	.	.	.	.
PROPOSED GOALS	.	.	.	.	.	*34*	*40*	*42*	*44*

Note: Analysis indicates seniors often take fewer than 15 (often 12) credits needed for graduation. Transfer students also require pre-requisite courses prior to being on track for a fall load. Another factor is students who are not progressing academically (DFW in key gateway courses) impairs their ability to progress with 15 credit load. Solutions to support improvements in Time-to-Degree and Academic Progress Rate also address this metric.

2019 ACCOUNTABILITY PLAN FLORIDA POLYTECHNIC UNIVERSITY

BOT Approved 8/12/19

ENROLLMENT PLANNING (CONTINUED) Actual & Planned FTE Enrollment by Residency & Student Level

	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 PLAN	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN
RESIDENT										
LOWER	.	461	655	746	693	611	560	544	573	646
UPPER	.	26	179	454	628	589	560	567	597	673
GRAD I	.	16	20	9	7	27	45	53	66	75
GRAD II	.	0	0	0	0	0	0	0	0	0
TOTAL	.	**502**	**854**	**1,209**	**1,328**	1,227	1,165	1,164	1,236	1,394
NON-RESIDENT										
LOWER	.	13	24	31	26	34	42	47	57	72
UPPER	.	1	5	11	14	18	41	49	59	75
GRAD I	.	4	4	4	4	2	2	2	2	2
GRAD II	.	0	0	0	0	0	0	0	0	0
TOTAL	.	**18**	**33**	**46**	**44**	54	85	98	118	149
TOTAL										
LOWER	.	473	679	777	719	645	602	591	630	718
UPPER	.	27	185	465	642	607	601	616	656	748
GRAD I	.	20	24	14	11	29	47	55	68	77
GRAD II	.	0	0	0	0	0	0	0	0	0
TOTAL	.	**520**	**888**	**1,255**	**1,372**	1,281	1,250	1,262	1,354	1,543

Note: Full-time Equivalent (FTE) student is a measure of all instructional activity (regardless of fundability) that is based on the number of credit hours that degree-seeking students enroll. FTE is based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Pursuant to section 1013.31, Florida Statutes, Board facilities staff use this data as a key factor in the calculation of facility space needs for university educational plant surveys.

Percent of Credit Hours by Method of Instruction

	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 PLAN	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN
UNDERGRADUATE										
Distance (80-100%)	.	0	0	0	0	0	0	0	1	1
Hybrid (50-79%)	.	0	0	0	0	0	0	1	1	1
Classroom (0-50%)	.	100	100	100	100	100	100	99	98	98
GRADUATE										
Distance (80-100%)	.	0	0	0	0	0	0	0	0	0
Hybrid (50-79%)	.	0	0	0	0	0	0	0	0	0
Classroom (0-50%)	.	100	100	100	100	100	100	100	100	100

Note: Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). Classroom/Traditional, is a course in which less than 50% of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time, space or both. This designation can include activities that do not occur in a classroom (ie, labs, internships, practica, clinicals, labs, etc) – see SUDS data element #2052.

ACADEMIC PROGRAM COORDINATION

New Programs For Consideration by University in AY 2019-20

The S.U.S. Council of Academic Vice Presidents (CAVP) Academic Program Coordination Work Group will review these programs as part of their on-going coordination efforts. The programs listed below are based on the 2018 Accountability Plan list for programs under consideration for 2019-20.

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT *in 5th year*	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Cyber Physical Security	29.0	No	No	No	100	2020

Florida Polytechnic University will investigate and develop a new set of Bachelor programs to sufficiently sustain the institution within our STEM-focused mission. Sample degrees that may be considered are; Civil Engineering, Biomedical Engineering, Chemical Engineering, and Statistics. These degrees, or other similar degrees, will be fully considered in terms of market need and the resources required in delivering the degrees.

MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Business Analytics	52.0203	Yes	Majors: USF & FSU. Tracks or concentrations: UCF, FIU & FAU	No	40	2020
DOCTORAL PROGRAMS						

New Programs For Consideration by University in 2020-22

These programs will be used in the 2020 Accountability Plan list for programs under consideration for 2020-21.

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT *in 5th year*	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						

As Florida Polytechnic University continues to build upon a mission that is STEM-focused, additional Bachelor programs will be investigated and developed. These degrees will fully consider the market needs, the resources required in delivering the degrees, and be compatible with the System's Strategic Plan.

MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						

Additional Master's programs will be investigated and developed to sustain Florida Poly's STEM-focused mission. Like the bachelor programs, the master's programs will consider the best fit within the System to meet market needs and the resources required in delivering these degrees.

DOCTORAL PROGRAMS						

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
August 28, 2019

SUBJECT: Florida Agricultural and Mechanical University's Financial Aid Plan

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

At its June 11-12, 2019 meeting, the Strategic Planning Committee considered approval of Florida Agricultural and Mechanical University's (FAMU) 2019 Accountability Plan. Committee members expressed concern at the high level of debt among FAMU students. FAMU was asked to return in August 2019 to present the Committee with a plan for reducing student debt.

Supporting Documentation Included: FAMU Financial Aid Plan

Facilitators/Presenters: Dr. William Hudson Jr.
Mr. Nigel Edwards

2019

FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY

STUDENT DEBT REDUCTION PLAN

SEPTEMBER 2019

Florida Agricultural and Mechanical University
Student Debt Reduction Plan
2019

Florida Agricultural and Mechanical University continues to review best practice strategies, to add to those already in place, to increase student success and decrease student debt. In 2012, FAMU began its Student Debt Reduction Initiative, which was presented and approved by the Board of Governors in November 2012. This initiative provided the University's action plan to enhance retention, progression, graduation rates and reduce student indebtedness and cohort default rate. Since then, FAMU remains committed to student academic success by improving academic progression, performance and graduation rates. The University has made significant improvement in key areas of focus illustrated in Table 1 below:

Table 1. FAMU Student Academic Progression

39% (2008-14)	Six-Year Graduation Rate	50% (2012-18)
18.3% (2010-14)	Four-Year Graduation Rate	22.8% (2014-18)
5.3 (2013-14)	Time to Degree	4.9 (2017-18)
18.3% (2009)	Three-Year Cohort Default Rate	9.5% (2015)

Sources: Integrated Postsecondary Education Data System (IPEDS), 2019 Accountability Plan, Department of Education

In 2017, Florida A&M University (FAMU) adopted its 2017-2022 Strategic Plan, "FAMU Rising." In the strategic plan, FAMU identified six Strategic Priorities that provide a roadmap to focus on the essential elements that will contribute to student success. Consistent with Strategic Priority 1 – Exceptional Student Experience, FAMU remains committed to student academic success by improving academic progression, performance and graduation rates through initiatives to enhance academic support services, strengthen our academic degree programs, enhancing our living-learning environment, and promoting innovative co-curricular activities. Goal 2 of the plan focuses on achieving national distinction for success in retention and graduation rates. Strategies include:

- **Intensifying student success initiatives** to improve retention and persistence that include:
  - Enhancing academic advising training and resources
  - Expanding academic support services
  - Increasing the use of predictive analytics
  - Enhancing early alert retention mechanisms for at-risk students
  - Expanding the Living-Learning Communities
- Increase faculty use of pedagogical best practices in undergraduate and graduate programs

- Promote **financial wellness education to minimize student debt** and improve financial health.

As evidenced in the strategic plan, FAMU's top priority remains to increase student retention and graduation rates, thus having a direct impact on our student indebtedness.

Profile of FAMU Students

In fall 2018, the University had 8,137 undergraduates with 64% being Pell Grant eligible. Fifty-nine percent (59%) of these students received the maximum amount of $6,095 and 41% received from $642 to $6,042. The average loan for bachelor's graduates' is $30,126 for students graduating in 2017-18. Table 2 below provides the Estimated Family Income for students receiving financial aid in 2017-18.

Table 2. Estimated Family Income

Income Range	Headcount	Percent
Below $30,000	3,740	49.5%
$30,000-$48,000	1,425	18.9%
$48,001-$60,000	565	7.5%
$60,001-$75,000	443	5.9%
$75,001-$100,000	508	6.7%
$100,001+	871	11.5%
TOTAL	**7,552**	100%

Source: Office of Institutional Research

Table 3 below provides the average cost for a Florida resident attending FAMU:

Table 3. Average Annual Cost per Florida Resident

Tuition and Fees (per 30 hours)	Room and Board	Books and Supplies	Other Required Fees	Total
$5,645	$10,038	$1,138	$140	$16,961

Source: Office of Institutional Research (Does not include Health Insurance)

Table 4 below provides the average student financial need and average student unmet need after need based aid have been awarded to resident students. Some students do not receive the federal Pell grant which increase the unmet need.

Table 4. Student Need and Unmet Need

Average Need	Average Unmet Need
$17,167	$10,228

Source: Office of Institutional Research

Based on the 2013 Debt Reduction Plan, the initiatives implemented were based on proven best practices emerging from a growing body of research at the national level. Similarly, initiatives to

decrease student debt are based on proven best practices at institutions that have won awards for debt reduction. Today, FAMU has several of these initiatives/interventions that are ongoing such as provided in Table 5 below:

Table 5. Previous Interventions to Increase Student Success and Reduce Student Debt

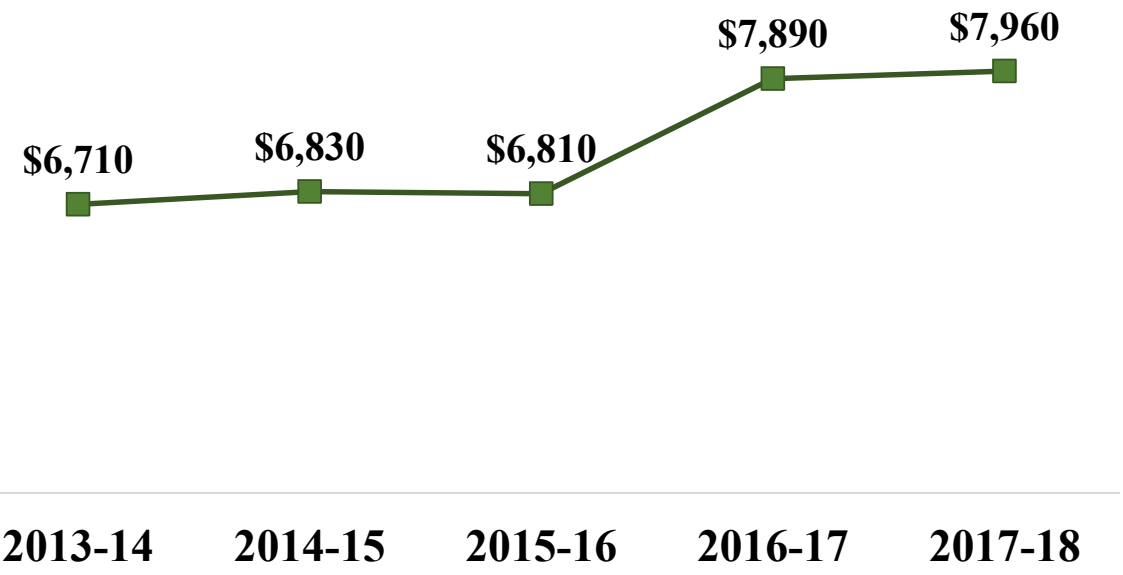
Issue	Interventions
Retention and Graduation – Increasing student progression and timely graduation	• Reduction in profile admits (Board of Trustees directive) • Intrusive advisement and counseling • Enhancement of the First-year Experience Program • Enhanced tutorial services • Faculty Development • Peer Mentoring Program • Career Development Initiatives

Debt Reduction – Increase of financial aid awards to need-based students and financial literacy to students.	• Debt Management/Financial Literacy Program
	  ○ Hiring of Debt Counselors
	  ○ Offering mandatory debt management workshops
	  ○ Establishing interventions to decrease student debt
	  ○ Reinforcing importance of financial management in the First Year Experience (FYE) course;
	  ○ Conducting face-to-face exit counseling for graduating seniors
	  ○ Educating students and parents of loan repayment policies to decrease student loan default rate.
	• Use of Tuition and Differential Fees for need-based students (30%).

The Concern

The University has made significant improvements in regard to its focus and efforts to address student debt, however, additional attention must be given to the annual average loans for resident/dependent undergraduates. In Figure 1 below, the trend is provided from 2013-14 to 2017-18 depicts an 18.6% increase.

Figure 1. Annual Average Loans for Resident/Dependent Undergraduates



FAMU Focus in 2019 and Beyond

FAMU has developed a three-pillar approach to guide the strategies for decreasing student debt and increasing student success. The three pillars are:

- Pillar One: Financial Aid Budgeting and Packaging;
- Pillar Two: Education and Training, and
- Pillar Three: Student Success

Pillar One: Financial Aid Budgeting and Packaging

To address the issue of student debt, FAMU packages student financial aid awards based on grant, institutional scholarships, private scholarships, and eligibility for loans. The Pell grant program is the foundation of our packaging policy. We frame our awards based on whether the student is eligible for the Federal Pell Grant. The other determinant is whether the student applies for financial aid by the January 1 priority date. Therefore, we have several categories we have to account for in our packaging strategies: in-state and out-of-state, on-time, late, undergraduate, graduate, and professional.

Student financial aid and scholarships are very important to all students and specifically to FAMU students who are first generation and/or economically disadvantaged. Within our student population, 64% are Pell eligible and have an average family income of approximately $45,000

annually. With increasing cost to educational expenses, we began in 2012 looking at financial aid packaging and how to positively impact students by strategically packaging students, including awarding institutional funds to close the financial gap students may experience and decrease student debt. During the 2018-19 academic year, FAMU reviewed student files and replaced student loans with institutional aid to decrease student debt with funds recognized at the end of the spring term. It is allowable to replace loan funds with institutional funds through June 30th. Starting with the 2019 fall cohort we plan to increase awarding of institutional funds prior to the disbursement of financial aid specifically for resident students who complete the financial aid file by the priority deadline. This process will be ongoing as the university provides academic recovery through retention and completion grants. We have also modified the packaging of FTIC Florida-Resident students to offer less loans and more institutional funds provided they complete the financial aid file by the priority deadline. This includes up to $1,500 in additional grant aid to decrease overall indebtedness. We send communication to current students and applicants indicating the necessity to complete the FASFA and subsequent verification information required by the US Department of Education. This year, it is our intent to:

1. Allocate more institutional funds to student financial aid awards prior to offering unsubsidized loans to FTIC resident students. It is our hope that by offering these funds, students will have decreased financial need and reliance on unsubsidized loans, which accumulate interest while the student is enrolled.
2. Invest more university resources in our students, not just through a reliance on institutional funds but also through employment at the university. Work study funds allocated by the US DOE will assist with student expenses and we have requested all departments university-wide to consider students for Other Personnel Services (OPS) part-time employment. This keeps them on campus, gaining valuable experience and developing the soft skills necessary to be competitive in the global economy.

Pillar Two: Education and Training

Educating and training our students about money management became a focus of FAMU with the 2013 debt reduction plan. Students were hired and intensely trained on financial aid and financial literacy. These financial liaisons have been integral in helping to decrease the student default rate by working with the First Year Experience program, at special events, attending residence hall meetings, and facilitating scheduled appointments through the Office of Financial Aid. For fall 2019, the First Year Experience (FYE) Course has been redesigned to include a critical thinking assessment of financial literacy to ensure students understand the value of decreasing loan debt. Three full time instructors have been hired and charged with ensuring assessment and accountability for students and parents. Students will receive financial literacy in FYE and parents will receive information during the recruitment and orientation process. Many of our students are first generation. The need to inform their parents of all options to finance their student's education is imperative. As a result, we have made financial literacy an integral aspect of our recruitment and onboarding strategy for students and parents alike. Beginning fall 2019, we will increase our efforts by improving the presence of our financial liaisons throughout the university community. We continue to increase our presence in the local community by conducting workshops in collaboration with local high schools and accompanying our enrollment management teams in the recruitment process. This is in part funded through a partnership with Fifth Third Bank. An essential part of students enrolling at FAMU is ensuring that they have a complete understanding

of the costs and ways of supplementing the costs in such a way that limits unnecessary borrowing. This summer, FAMU hosted a summit with high school counselors and our Florida College System partners where detailed discussions were held on the admission process, cost of attendance, the importance of filing financial aid information on time, and utilization of student loans as a last resort for covering educational expenses.

FAMU's goal is to provide information and guidance to help student borrowers understand how to manage their debt and repay their loans. The University has implemented a series of professional development initiatives for students in order to develop and enhance their financial literacy skills and to provide them with information on student loans, debt obligations, repayment options, and loan alternatives. Several units will continue to enhance their processes to provide information and guidance to help student borrowers understand how to manage their debt and repay their loans.

A. Financial Aid Office

The Office of Financial Aid plays a key role in educating FAMU's student borrowers by providing information and guidance to increase student awareness about debt management strategies and effective financial planning. Through the Office website, the office provides information to students on budgeting strategies, and it includes links to external websites that serve as resources on financial literacy. In addition, the Office of Financial Aid requires all first-time student loan borrowers (Federal Direct Loan and Graduate Plus) to complete entrance loan counseling before any loans are dispersed. As noted on the Office's website, this entrance loan counseling reinforces the commitment that comes with the acceptance of a student loan and helps students understand how to better manage their student loans for educational purpose. All student borrowers (Federal Direct Loan and Graduate Plus) are also required to complete exit loan counseling to prepare them for loan repayment after graduation or withdrawal.

The Office of Financial Aid also will continue to provide several debt management initiatives in conjunction with the Undergraduate Student Success Center, as described below.

B. Undergraduate Student Success Center (USSC)

Debt Counselors

The Undergraduate Student Success Center (USSC) employs two full-time debt counselors to facilitate ongoing campus-wide workshops, class presentations, and one-on-one sessions on financial literacy. The main goal of the counselors is to educate students on the importance of budgeting and to make them aware of the potential loan debt obligation upon graduation. Examples of ongoing sessions conducted by the debt counselors are listed below.

- Financial Literacy Workshops
- Student Loan Debt obligations (Exit counseling) [10]
- Student Loan Debt obligations (Information on various Repayment Plans, Loan Forgiveness, Loan Consolidation and Rehabilitation

The First Year Experience Program

The FAMU First Year Experience Program (required for most freshmen and financial literacy is a topic on the course syllabus) focus is to enhance the mission of the University by providing

comprehensive services to aid in the transition of newly admitted undergraduates by stimulating intellectual growth, social and fiscal responsibility, personal wellness, and career development. One goal of the program is to help students understand the principles of financial literacy by:

- Explaining the difference between a Pell Grant and a student loan
- Identifying the basic skills necessary to effectively manage money.

Pillar 3: Student Success

Student success is the major component of our debt reduction plan. Ensuring students have the necessary coursework and resources to persist to graduation and reducing excess credit hours is the center of student success initiatives. Through initiatives defined in our Graduation Plan, the following initiatives will be implemented to reduce the time-to-degree for our students. Initiatives include:

1. **Finish in Four Campaign:** The University has launched our four-year graduation campaign "Finish in Four" starting with the 2018 Cohort. The plan is designed to raise awareness of the importance of obtaining a degree in four years though new tools in the SIS (Student Information System), website and social media campaigns. To date, the plan has been rolled out to approximately 1,500 Students.

2. **Strengthen and enhance academic support services:** The University has initiated a restructuring of undergraduate advisement, which includes allocating funding to hire seventeen (17) new advisors/academic coaches. First-year students will have dedicated academic coaches to assist with enhancing academic skills (note taking, time management, study skills, etc.) necessary for student success. We have also created the Office of Transfer Services to better meet the needs of transfer students.

3. **Living Learning Communities:** The University has increased funding for the initiative by $200,000 to enhance programming and accommodate an expansion of the program to serve additional students.

4. **Peer Mentoring:** We have allocated $300,000 in funding to the peer mentor program. To date, over 60 new peer mentors have been hired to provide increased support to tutoring labs and existing first-year courses.

5. **Early Warning System:** The University allocated $100,000 in new funding to acquire a new early warning system. The University is currently evaluating various early-alert systems (Civitas and Starfish) for implementation during the Fall 2019 semester. Moreover, we are revamping the technology stack used by our advisors, academic coaches, tutors, and other academic and student affairs services to facilitate significantly improved student tracking and accountability.

6. **SLS Course Redesign:** The University has launched the redesign of our first-year course to shift the focus to developing core academic skills and the Growth Mindset (Grit).

7. **Preparing Scholars for Success (PS2) Summer Program:** The University is developing a summer boot camp to help address math deficits in STEM majors. Students will do online

math remediation during the summer and come to campus a week early for the fall semester to participate in an intensive boot camp program designed to prepare the student for the upcoming semester. The program has been modeled on the successful BIOS program at LSU which reports increased retention and graduation rates for participants.

8. **Strengthen the financial literacy program:** The FYE Financial Literacy program is designed to educate students on the importance of repaying their student loans. When the program was initiated, the Cohort default rate for the University was 18%. Due in part to the success in our program, the default rate now is at 9%. Student Debt Counselors come to each SLS 1101 course to provide students with critical information about taking out student loans and repaying their debt.

With over 64% of all undergraduate students receiving federal loans, we will continue our efforts to educate students on student debt and implement strategies to ensure student success. We have made progress over the past several years in improving student success outcomes in several areas, such as six-year graduation rates, reducing the time-to-degree, student average loan amounts and student default rate. However, the University acknowledges that rapid and significant progress is needed with respect to the number of students who are receiving federal student loans. FAMU will continue to research best practices for increasing student/family knowledge about how to pay for college and how to successfully navigate higher education without taking on excess or unnecessary debt. Table 6 below provides the targets the University has established to monitor the effectiveness of strategies implemented.

Table 6. Student Success and Debt Reduction Metrics

Baseline	Metric	2022 Goal
50% (2012-18)	Six-Year Graduation Rate	60% (2016-22)
22.5% (2014-18)	Four-Year Graduation Rate	40% (2018-22)
4.9 (2017-18)	Time to Degree	4.1 (2021-22)
81% (2017-18)	Retention Rates (Second Year)	88% (2021-22)
9.5% (2015)	Three-Year Cohort Default Rate	8.5% (2018)
$7,960 (2017-18)	Annual Average Loan of Resident Dependent Undergraduates (Federal)	$6,800 (2021-22)
$30,126 (2017-18)	Average Amount of Debt *for Bachelor's who have graduated with debt*	$28,000 (2021-22)

The following action plan (Table 6) will provide the additional steps/initiatives that will be implemented to address student success, thus reducing debt.

Table 6: Retention and Debt Reduction Action Plan

Area of Focus	Strategy/Intervention	Unit Responsible	Proposed Implementation Date
Financial Aid Budgeting and Packaging	• Utilized institutional funds to decrease student loan debt • Revised packaging of FTIC Florida resident students • Pell PLUS Program (3P) FTIC Florida Residents with completed files by February 1 • Specified Loan Options	Office of Financial Aid	Spring 2019 (Ongoing) Fall 2019 (Ongoing)
Education and Training	• Redesign First Year Experience course (FYE) to include critical thinking assessment of financial literacy • Financial literacy efforts in residence halls, student union, and virtually • Implemented 5/3 Bank early financial literacy education with high school students • Hired two full time FYE Instructors to monitor and track student critical thinking • Summer Summit with High School Counselors and FCS partner institutions	Office of Financial Aid and Student Success Center	Initial implementation 2012-13 and ongoing Fall 2013 (Ongoing) Fall 2018 (Ongoing) Summer 2019 (Ongoing)

Area of Focus	Strategy/Intervention	Unit Responsible	Proposed Implementation Date
Student Success	• Online or Hybrid Course Offerings • Implementation of the Four-Year Graduation Plan in 2019 Accountability Plan • Increased data collection from schools/colleges • Hired 5 Freshmen Academic Coaches • Academic Recovery Program • Retention and Completion Grants • Leveraging Civitas and Impact software to evaluate effectiveness of programs • On-campus OPS student employment • Retention and Completion Grants	Academic Affairs and Student Affairs	Fall 20017 (Ongoing) Summer 2019 (Ongoing) Fall 2019 (Ongoing) Summer 2019 (Completed) Summer 2019 (Ongoing) Spring 2020 (Ongoing) Fall 2019 (Ongoing) Summer 2019 (Ongoing)

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

AGENDA
Drugs, Alcohol, and Mental Health Task Force
Ballroom
Cohen Center
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965
August 28, 2019
1:30 p.m. – 2:15 p.m.
or
Upon Adjournment of Previous Meetings

Chair: Mr. Edward Morton; Vice Chair: Mr. Syd Kitson
Members: Johnson, Jordan, Scott, Tripp
Trustees: Barbar, Burr, Gable, Garvy, Heavener, Hyde, Lawson, Lowell, Martin, O'Sullivan, Schulaner, Watkins

1. Call to Order and Opening Remarks	**Governor Edward Morton**
2. Minutes of March 27, 2019, Task Force Meeting	**Governor Morton**
3. Drugs, Alcohol, and Mental Health Task Force Report	**Dr. Lynn Nelson** *Director, Student Affairs*
4. Concluding Remarks and Adjournment	**Governor Morton**

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Drugs, Alcohol, and Mental Health Task Force
August 28, 2019

SUBJECT: Minutes of the Task Force Meeting held March 27, 2019

PROPOSED COMMITTEE ACTION

Consider approval of the minutes of the Drugs, Alcohol, and Mental Health Task Force meeting held on March 27, 2019, at Florida Agricultural and Mechanical University

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 March 27, 2019, at Florida Agricultural and Mechanical University.

Supporting Documentation Included: Minutes, March 27, 2019

Facilitators/Presenters: Governor Morton

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
DRUGS, ALCOHOL AND MENTAL HEALTH TASK FORCE
FLORIDA INTERNATIONAL UNIVERSITY
MIAMI, FLORIDA
March 27, 2019

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

1. Call to Order and Opening Remarks

Chair Fernando Valverde convened the meeting on March 27, 2019, at 1:03 p.m. with the following members present: Governors Kitson, Tripp, White, and Zachariah (by phone); Florida Agricultural and Mechanical University Trustee Lawson, Florida Atlantic University Trustee Barbar, Florida Gulf Coast University Trustee Gable, Florida International University Trustee Lowell (by phone), Florida State University Trustee Burr; New College of Florida Trustee Schulaner; University of Florida Trustee Heavener (by phone), University of Central Florida Trustee Garvy; University of South Florida Trustee Watkins; and University of West Florida Trustee O'Sullivan. A quorum was established.

2. Minutes of January 30, 2019, Task Force Meeting

Chair Valverde asked for a motion to approve the minutes from the January 30, 2019, Task Force meeting. Governor Tripp moved to approve the minutes, Governor White seconded the motion, and the motion carried unanimously.

3. Dashboard Project Update

Chair Valverde informed the Task Force that he attended a meeting at 11:30 a.m. with university stakeholders on the subject of drugs, alcohol, and mental health. Chair Valverde said that he was very encouraged by the engagement and energy the group showed, and he asked Dr. King to provide a synopsis of the meeting.

Dr. Corey King, Vice President for Student Affairs and Enrollment Management at Florida Atlantic University and the Chair of the Council for Student Affairs (CSA), reported that the Council for Student Affairs, student health center directors, and student counseling center directors held a joint meeting with Governor Valverde on drugs, alcohol, and mental health. The purpose of the meeting was to provide Governor Valverde with insight into the activities, programs, and services provided around alcohol, drugs, and mental health on our campuses. Dr. King asked for those

who were in attendance to stand and be recognized. Dr. King thanked Chair Valverde for his leadership.

Next, Dr. King provided an update on the progression of the Dashboard Project. In the first area of Student Wellness, Dr. King reported all institutions had agreed to system-wide adoption of the American College Health Association's National College Health Assessment with implementation in Spring 2020. Dr. King stated that questions from the assessment would be used as benchmarks to create metrics around this initiative. Dr. King said that all campuses also achieved the goal of implementing Healthy Campus 2020 in Fall 2018. In the area of Alcohol and Drugs, Dr. King reported that all institutions had achieved the goal to rebrand the collegiate student experience around healthy and responsible choices to support lifelong health and well-being with a Fall 2019 implementation. Institutions are currently working to address Goal 2 to align policies with practice to support the desired campus culture and would be effective Spring 2020. Dr. King noted that all institutions had met Goal 3 to implement best practices and early intervention, and all institutions currently have programs in place to address Goal 4, which is to support students with a non-drinking/non-drug using lifestyle. Dr. King stated that the majority of campuses had already established peer counseling programs with 2-3 institutions indicating a peer counseling program will be in place by Fall 2019. The provost group is working in collaboration with CSA to offer student life skills and wellness courses that would include a mental health and wellbeing component for freshmen. This initiative would have a Fall 2021 implementation date. Dr. King said the goal to create and/or reorient campus services focused on proactive and responsive mental health and well-being is currently in progress, with an implementation date of Fall 2019. All institutions implemented a comprehensive needs assessment for all incoming freshmen in Fall 2018. According to Dr. King, the Council for Student Affairs also voted unanimously to put together a hard-waiver insurance program proposal to present to the Task Force. The goal is to implement a hard-waiver insurance program with a mental health component as early as Fall 2020. Dr. King also reported the Council for Student Affairs is moving forward with the mental health literacy program Kognito and working with the provost group and the Florida Student Association for an implementation date of Fall 2019. Board staff is working with procurement offices, and a contractual review with Kognito is currently in progress.

Dr. King then described the recommended drugs, alcohol, and mental health metrics from the American College Health Association's National College Health Assessment and Kognito. The metrics will include data related to the use of alcohol, marijuana, and other drugs in the past three months, the most common mental health issues, treatment of mental health issues in the past 12 months, and the impact of use of alcohol, drugs, and mental health issues on academic performance in the past 12 months. Dr. King reported that data from Kognito related to mental health literacy could also be used to create additional metrics.

Chair Valverde asked Dr. King to summarize the accomplishments over the past 14 months. Dr. King commented that there is greater collaboration and consistency across all 12 institutions regarding drugs, alcohol, and mental health. Dr. King said that institution staff had learned the importance of the American College Health Association's National College Health, Kognito, and the care and case managers on campuses to coordinate care for students. Dr. King stated that there is interest in providing hard-waiver insurance to ensure students have insurance with a mental health component and to ensuring that institutions have community resources for students that may offer treatment beyond what institutions can provide for them. Dr. King mentioned that institutions have qualified, educated, and knowledgeable professionals who care about students working on campuses.

Chair Valverde thanked Dr. King and the members of his team for all the work that has been completed and the work that is ongoing.

4. Drugs, Alcohol, and Mental Health Issues: A Review

Chair Valverde invited Dr. Christy England, Vice Chancellor for Academic and Student Affairs, to provide a review of drugs, alcohol, and mental health issues.

Dr. England noted that in the last year, the Task Force was provided a lot of information about the critical issues facing students relative to drugs, alcohol, and mental health. She stated that the Task Force identified several solutions, worked with the Council of Student Affairs, among others to begin implementing solutions with support from campus leaders and staff at counseling centers, health centers, and wellness programs. Dr. England presented a review of student reported use of drugs and alcohol and mental health issues. She noted that students report that substance use and abuse and mental health issues have adversely affected academic performance. Dr. England described a framework and the solutions that have been implemented, solutions in progress, and potential additional solutions that may help fill in any gaps.

Dr. England said given that student success is our highest priority, it is imperative that our students be well. To fully serve our students, institutions have to provide efforts for prevention, addressing crises when they occur, and treatment of students for addiction or mental illness. Dr. England commented that while our institutions cannot be all things to all students, institutions are devoting substantive resources to these areas, and comprehensive approaches are being developed to support student wellness. Dr. England stated that coordination of service and care is a critical component to developing and supporting a healthy culture that will lead to increased student success.

Dr. England asserted that the Task Force should remain focused on the ultimate goal of student wellness for student success. To accomplish this, she discussed three levels of

support: campus-level, community, and policy and system-level support. Dr. England reviewed the accomplishments to date and summarized the solutions in progress. Dr. England described House Bill 595, which extends protection for a drug-related overdose to include protection for an overdose related to alcohol so long as the person seeking assistance meets specific criteria. She stated that this legislation encourages others to seek medical assistance for persons experiencing an overdose by providing those individuals with immunity from prosecution. Dr. England said institutions are working to align policies and practices across campus to support a healthy campus culture.

Dr. England commented that on the campus level, the Council for Student Affairs should continue to be encouraged to implement and support dashboard initiatives. At the community level, institutions are assessing the availability of resources as part of the student hard waiver health insurance plan and developing campus-specific recommendations for utilizing community resources. Dr. England also mentioned exploring the viability of telehealth options.

Chair Valverde noted that approximately 15% of students do not have insurance. He stated there might be gaps for students who don't have insurance and who have high pathology. He stated that we are working to identify gaps to help the most vulnerable students to find solutions. Governor Cerio commented that a greater number of students are also coming to the institutions with alcohol and drug addiction and mental health issues and that institutions must prepare for these students.

Dr. England suggested that system-level solutions include an annual review of the dashboard by Board staff and the Council of Student Affairs. Dr. England also recommended a review of the data be conducted related to the metrics over time to see if there is any reduction in reports on the use of substances and reports of mental health improvements being made to impact student performance. Dr. England suggested the System host a biannual summit focused on student wellness. She stated that this would be an opportunity to discuss current and common issues, share best practices, provide training opportunities, and learn from experts on research and practices for effectively helping students deal with issues.

Chair Valverde thanked Dr. England for her presentation.

5. Student Wellness Initiatives Updates

Chair Valverde then re-introduced Dr. King to give an update on student wellness initiatives.

Dr. King provided an overview of student wellness. He noted that the American College Health Assessment, Kognito, and the peer counseling initiative would be

moving to the dashboard. Dr. King reported that Healthy Campus 2020 would be evolving to Healthy Campus 2030 at the end of this year at which time implementation of this initiative would begin.

Dr. King stated that the ongoing student wellness initiatives include the Student Life Skills/Student Wellness courses, a review of care managers and case managers, and looking at a formalized process for referring students from health and counseling centers to community resources.

Chair Valverde thanked Dr. King for his report.

6. Concluding Remarks and Adjournment

Chair Valverde concluded by reading a letter that was sent to all university Presidents by Florida Education Commissioner Richard Corcoran. The Commissioner wrote about the anniversary of the shooting at Marjory Stoneman Douglas High School in Parkland. He wrote about the impact of the tragedy on the lives of our students. The Commissioner asked for support for students who survived the violence, to let the students know there is help and how to access the help, and requested administration to reach out to the parents of those students. Chair Valverde reiterated the importance of the work of this Task Force.

Chair Valverde thanked the Task Force and presenters and adjourned the meeting at 1:39 p.m.

_____

Dr. Fernando Valverde, Chair

_____

Lynn Hunt Nelson, Ed.D.
Director for Student Affairs

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Drugs, Alcohol, and Mental Health Task Force
August 28, 2019

SUBJECT: Drugs, Alcohol, and Mental Health Task Force Report

PROPOSED COMMITTEE ACTION

Consider approval of the Drugs, Alcohol, and Mental Health Task Force Report

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Task Force will receive a report of the accomplishments and recommended solutions related to student mental health and student use and abuse of drugs and alcohol.

Dr. Christy England, Vice Chancellor for Academic and Student Affairs, will provide an overview of the report. If approved by the Task Force, the Chair will provide a recommendation to the full Board.

Supporting Documentation Included:	Drugs, Alcohol, and Mental Health Task Force Report
Facilitators/Presenters:	Dr. Christy England

f

STATE UNIVERSITY SYSTEM *of* FLORIDA
Board of Governors

Drugs, Alcohol, and Mental Health Task Force Report

August 2019

DRUGS, ALCOHOL, AND MENTAL HEALTH TASK FORCE
FINAL REPORT
August 2019

INTRODUCTION

On January 25, 2018, Board of Governors Chair Ned Lautenbach established the Drugs, Alcohol, and Mental Health Task Force during his State of the System Address. Chair Lautenbach asked Governor Fernando Valverde to lead the effort with the engagement of the chairs of the State University System (SUS) institutions' boards of trustees. Refer to Appendix A for a list of full Task Force membership.

The Drugs, Alcohol, and Mental Health Task Force was charged with reviewing evidence to document the most critical drugs, alcohol, and mental health issues facing students in the SUS. The Task Force was also charged with identifying best practices to inform the development of System-wide recommendations for effectively addressing the most critical issues and determining resources required to implement System-wide solutions. This report provides an overview of SUS student use and abuse of substances and SUS student mental health, followed by a review of the most critical issues for the System relative to those areas. The report concludes with a review of solutions already implemented, those in progress, and those recommended for future implementation.

The Task Force first convened on March 27, 2018. The Task Force members, as well as representatives from the Council for Student Affairs (CSA) and the Council of Academic Vice Presidents (CAVP), were in attendance. The Task Force convened for six meetings between March 2018 and March 2019 and is currently chaired by Governor Edward Morton. Appendix B provides an overview of the topics addressed at each meeting.

During those six meetings, campus experts delivered the presentations and reported national- and state-level data related to student use and abuse of drugs and alcohol as well as the status of student mental health. The presentations also included evidence-based research on national best practices regarding education, prevention, treatment, and continuum of care relative to student wellness. The presenters also described various campus initiatives in place throughout the system that promote wellness, resilience, and student success. Behind the scenes, staff from SUS counseling centers, wellness programs, health centers, and medical schools provided vast amounts of information and support to the presenters and the Task Force.

In June 2018, the Dashboard Project was initiated by the Task Force in collaboration with the CSA. The dashboard (see Appendix C) establishes a framework that includes System-level goals and initiatives that address student wellness, drug and alcohol use, and mental health. Dr. Corey King, Chair of the CSA, provided updates on the development of the dashboard at each subsequent Task Force meeting. In March 2019, Dr. King shared specific metrics identified by the CSA that could be used to assess drug and alcohol use and mental health issues among students over time. The metrics are questions from the American College Health Association's National College Health Assessment. Data for these metrics will be available System-wide beginning in the summer or fall of 2020.

As the Task Force identified critical issues at each meeting, the CSA discussed and recommended solutions that would have high impact, and that could be implemented in a relatively short timeline. With support from the Task Force, the Council and others began implementing various solutions, and Dr. King provided updates on the implementation of these student wellness initiatives at each subsequent meeting.

STUDENT USE OF SUBSTANCES

The first key area of focus for the Task Force was student use of substances. Experts across the System presented the Task Force with national- and System-level data on the use and abuse of alcohol, opioids, marijuana, and other drugs. Factors that increase the likelihood of alcohol and drug use among college students include use in middle and high school, peer pressure and perceived use among peers, escape and avoidance, family history of alcohol and drug dependence, college culture, and mental health issues.[1] The short-term effects of alcohol and drug use among college students may include a decline in academic performance, memory loss, impaired perceptual-motor skills, an increase in impulsive behaviors such as fighting and vandalism, relationship problems, increased likelihood of engaging in risky sexual behavior, sexual violence, and physical injury.[1] The long-term effects of substance use among college students may include poor physical health, the need for treatment, a legal record, and death.[1] Presentations also included evidence-based research on best practices regarding education, prevention, and treatment relative to student drug and alcohol use.

[1] National Center on Addiction and Substance Abuse as reported in Dr. Kirk Dougher's presentations Drug Use & Abuse Among College Students at the March 27, 2018, Drugs, Alcohol, and Mental Health Task Force meeting and Alcohol Use & Abuse Among College Students at the June 27, 2018, Drugs, Alcohol, and Mental Health Task Force meeting

Drugs

Dr. Kirk Dougher, Assistant Vice President of Student Affairs and Director of Counseling and Psychological Services at Florida Atlantic University, presented on drug use and abuse among college students to the Task Force in March 2018, and provided data relative to reported drug use among students in the SUS and national data from the National College Health Assessment.

Student use and misuse of most illegal and prescription drugs are relatively low among SUS students, with the exception of marijuana (18%). This trend is similar to the national trend.[2,3]

Alcohol Use

At the Task Force's June 2018 meeting, Dr. Kirk Dougher presented on alcohol use and abuse among college students and provided data relative to reported use among students in the SUS and national data from the National College Health Assessment.[4]

In 2017, 62% of SUS students reported using alcohol at least once in the last 30 days, while 7% of students reported consuming five or more drinks in one sitting four or more times within two weeks. Twenty-one percent of SUS students reported never having had an alcoholic drink. Alcohol usage among SUS students closely mirrors the usage among college students nationally.

STUDENT MENTAL HEALTH

The Task Force focused on the issue of student mental health at four of its six meetings. The Task Force heard presentations with national- and System-level data on student mental health issues, including anxiety, depression, and others. In 2017, 25% of SUS students reported experiencing anxiety, and 21% reported experiencing depression, which aligns with national data.[5] The presentations also included best practices for risk assessment, diagnosis, treatment, and continuum of care. The Task Force also learned about strategies the SUS institutions have implemented during the last several years in response to increased student demand and as a result of discussions with the Board before the creation of the Task Force.

In November 2018, Dr. Kathryn Kominars, Interim Director for Counseling and Psychological Services at Florida International University, described the comorbidity of

[2] Dr. Dougher's title at the time of the meeting of the presentation to the Task Force
[3] American College Health Association National College Health Assessment, 2017 Reference Group Executive Summary
[4] American College Health Association National College Health Assessment, 2017 Reference Group Executive Summary
[5] Center for Collegiate Mental Health 2018 Special System Analysis

substance use and mental illness. Dr. Kominars reported that 2.4 million young adults (26.8%) aged 18 to 25 with any mental illness also had a substance use disorder.[6]

CRITICAL ISSUES

During the six Task Force meetings, three critical issues emerged as the highest priorities for the System. The three critical issues identified by the Task Force include the impact on student academic performance; the prevention, diagnosis, and treatment of drug use and mental health issues; and coordinating care for students across the institution and in the community. Each of these issues is described in more detail below.

Academic Performance

Student success is the highest priority for the Board and the SUS institutions; however, the Task Force repeatedly heard that substance use and misuse and mental health issues adversely impact students' academic performance. Three percent of students reported that alcohol use interfered with academic performance within the last 12 months, and 1-2% reported that drug use interfered with academic performance within the last 12 months.[7] Furthermore, 25% of students reported that anxiety affected academic performance, and depression was reported by 16.8% of students for having a negative academic impact. Impacts on academic performance included a lower exam grade, lower course grade, and the inability to complete a course.

Prevention, Diagnosis, and Treatment

To fully serve our students, institutions must continue working towards a comprehensive approach to support student wellness with prevention initiatives, early diagnosis, and effective treatment. A greater number of students are entering SUS institutions who have been previously diagnosed and treated for substance use and misuse, mental health issues, and who have taken medication. Counseling center utilization across the System also continues to increase – in part due to increasing numbers of students who were diagnosed with mental illness before enrolling and also due to the reduced stigma associated with seeking help for mental illness. All SUS institutions continually monitor the services and needs of students to maintain and establish the most efficient and effective services, resources, and programming for students.

[6] National Survey on Drug Use and Mental Health 2017 as reported in Dr. Kathryn Kominar's presentation Mental Health and Substance Use: Occurrence and Complexity at the November 7, 2018, Drugs, Alcohol, and Mental Health Task Force meeting

[7] American College Health Association National College Health Assessment, 2017 Reference Group Executive Summary

All SUS counseling centers have established policies and practices for performing student risk assessments and providing access to those in need of both short-term and long-term services. Institutions' mental health enhancement plans, as submitted to the Board of Governors in fall 2017, have resulted in several improvements including but not limited to the following: additional staff hired in various capacities based on the needs of the institutions; increased access via extended hours on campus, community providers, and online services; and enhanced mental health training for faculty, staff, and student groups (e.g., at-risk students, peer educators, wellness coaches, and resident assistants). Institutions also refer students to community resources who can provide services beyond those that institutions can provide.

Coordinating Care

Coordination of services and care is a critical component to developing and supporting a healthy campus culture that will lead to increased student success. Various health providers coordinate care for on-campus, commuter, and online students through care managers, case managers, treatment coordinators, and community providers.

At the September 12, 2018, Task Force meeting, Dr. Rita DeBate, Associate Vice President for Health and Wellness at the University of South Florida, provided a presentation on the Campus Mental Health Action Planning Guide which recommends inclusion of evidence-informed strategies along a continuum of care, and she provided examples of System and institution strategies that align with the continuum.

Each institution has implemented a comprehensive needs assessment for incoming freshmen to assist in the early identification of students who may benefit from counseling services. Each institution has a treatment coordinator(s), case manager(s), and/or care manager(s). Responsibilities for the individuals in these positions vary by institution but typically include the following.

- Providing initial intake, screening procedures, and crisis walk-in services.
- Working with students concerning such issues as exceptional circumstances for withdrawal, food insecurities, financial issues (including homelessness), health or family issues resulting in class absences, responding to other "crisis" concerns regarding students.
- Monitoring and tracking students seeking services within a university counseling center, e.g., medical and psychiatric services and referrals to group services and community resources.
- Maintaining a referral system and process and facilitating the transition to a higher level of mental health care when necessary (e.g., inpatient, specialty care), and assisting with transitioning back to campus.

SOLUTIONS

Student wellness for student success is the overarching goal of the Board and the SUS institutions. To achieve this goal, three levels of support have been identified. The first level of support is campus support, which encompasses all the programs, services, and initiatives that the institutions use to support students directly. The second level of support is community support, which provides resources beyond campus resources to supplement care available on campus or fill in any gaps. The third level is provided by the State and/or the System through policies, oversight, and coordination to support the students and the institutions. As a result of the work of the Task Force, the System has made substantial progress in identifying and implementing solutions to address critical issues that have been identified. Exhibits 1, 2, and 3 in Appendix D provide a summary of the solutions already implemented, solutions in progress, and recommended solutions for future consideration at each level of support.

NEXT STEPS

The Board of Governors is committed to promoting student wellness and success by addressing the most critical issues related to student use of alcohol and drugs and to student mental health. The Task Force has determined that reducing substance use and abuse and improving mental health, particularly anxiety, while ensuring student success requires a comprehensive approach that encompasses prevention, early treatment, and coordinated care. The Task Force, in collaboration with the CSA, have developed a comprehensive action plan to address these critical issues.

To reduce substance use and reduce anxiety, the following actions have already been completed by all SUS institutions.

- Implementing the national Healthy Campus 2020 framework, which requires a comprehensive, strategic framework that unites health issues under a single umbrella; tracking of data-driven outcomes to monitor progress and to focus action; engagement of a comprehensive network of stakeholders; includes research, program planning, and policy efforts to promote health and prevent disease; and utilizes population-level interventions, while addressing the social determinants of health.
- Providing healthy lifestyle options for students to encourage mental and physical well-being.
- Conducting freshmen needs assessments to identify resources needed by each incoming class, including wellness education and counseling services among others.

- Creating medical amnesty policies to encourage students to seek help when in medical danger due to excessive alcohol or drug use.
- Expanding the state's medical amnesty statute to include alcohol use by minors in addition to drug overdose situations.

These completed initiatives are only the beginning of the system-wide commitment to student success through student wellness. The CSA has committed to the Task Force and the Board of Governors that a wide array of additional strategies will be implemented as outlined in the Dashboard (Appendix C) and Solutions in Progress as detailed in Exhibit 2 of Appendix D. Following are a few of strategies that will most directly impact student substance use and mental health.

- Implementation of a mental health literacy program, Kognito, to train faculty and staff to increase awareness and build knowledge and skills related to mental health and suicide prevention. This is being done in collaboration with the CAVP and the human resource directors beginning in fall 2019. The goal is to have 100% of all faculty and staff across the system trained by January 2021.
- Including in all student life skills and wellness courses a student wellness component that addresses drug use and mental health. This is being done in collaboration with the CAVP.
- Development and/or enhancement of prevention and early intervention programs designed to address substance use and mental health.
- Development and/or enhancement of peer education programs to promote health-enhancing change and support. A trained peer can share knowledge, teach healthy coping skills, and increase awareness of resources.

The final step going forward is continuous improvement, which is comprised of two key components - both of which are also part of Solutions for Future Consideration in Exhibit 3 of Appendix D. One component is to assess the progress towards implementation of these strategies and their subsequent impact. Progress towards implementation will be done by conducting annual assessments of the Dashboard in Appendix D. The CSA has committed to conducting this assessment and reporting the outcomes to the Board of Governors on an annual basis. Evaluating the impact of these initiatives will be done through key metrics from the American College Health Association's National College Health Assessment. The CSA recommends using the following metrics, which will be available for all SUS institutions every two years beginning in 2020, to monitor the impact of these initiatives of students throughout the system.

- Frequency of use of alcohol, marijuana & other drugs in the past three months
- Most common mental health issues (e.g., anxiety, depression, addiction
- Treatment of mental health issues in the past 12 months
- Impact of alcohol use, drug use, & mental health issues on academic performance in the past 12 months

The CSA has also committed providing data for these metrics to the Board as they become available.

The second component of system-wide continuous improvement component is a biannual summit focused on student wellness. During the summit, institutions can share data and information from the Dashboard, the National College Health Assessment, Kognito, and other sources to inform further improvements. Institutions can also share success stories and lessons learned as they implement the strategies outlined in this plan. Summit planners should also consider including national experts and best practices identified outside the system. While the early summits should focus on substance use and mental health, the scope can also be expanded as needed to address new or emerging issues that threaten student wellness and success in the future.

This comprehensive plan for reducing substance use among students and improving student mental health provides a solid foundation on which the Board can and will continue to support the success of all students.

Appendix A
Members of the Drugs, Alcohol, and Mental Health Task Force

Board of Governors Members

Governor Zenani Johnson
Governor Darlene Jordan
Governor Sydney Kitson, Vice Chair
Governor Edward Morton, Chair
Governor Kishane Patel*
Governor Steven Scott
Governor Norman Tripp
Governor Fernando Valverde, Past Chair*
Governor Jalisa White*
Governor Zachariah Zachariah*

Board of Trustee Members

Florida Agricultural and Mechanical University Trustee Kelvin Lawson
Florida Atlantic University Trustee Anthony Barbar
Florida Gulf Coast University Trustee Blake Gable
Florida International University Trustee Natasha Lowell
Florida Polytechnic University Trustee Frank Martin
Florida Polytechnic University Trustee Donald Wilson*
Florida State University Trustee Edward Burr
New College of Florida Trustee Felice Schulaner
University of Central Florida Trustee Robert Garvy
University of Central Florida Trustee Marcos Marchena*
University of Florida Trustee James Heavener
University of North Florida Trustee Kevin Hyde
University of South Florida Trustee James Garey*
University of South Florida Trustee Nancy Watkins
University of West Florida Trustee Mort O'Sullivan

*Denotes past member

Appendix B
Drugs, Alcohol, & Mental Health Task Force 2018-2019 Meeting Agendas

Board Meeting	Topics Presented
March 2018	• Taskforce Work Plan (draft) • Roles of Counselors and Academic Advisors • Drug Use and Abuse Overview
June 2018	• Approve Taskforce Work Plan • Alcohol Use and Abuse Among College Students • Drugs and Alcohol Tools in the Toolkit Part 1: Laws and Policies • Drugs, Alcohol, and Mental Health Framework: Dashboard Project Overview
September 2018	• Mental Health Services on Campus • Drugs and Alcohol Tools in the Toolkit Part 2: Best Practices in Education, Prevention, Treatment, and Continuum of Care • Dashboard Project Update • Student Wellness Initiatives Update
November 2018	• Mental Health: Overview • Comorbidity of Substance Use and Mental Health • Dashboard Project Update • Student Wellness Initiatives Update
January 2019	• Mental Health: Best Practices in Education, Prevention, Treatment, and Continuum of Care • Dashboard Project Update • Student Wellness Initiatives Update
March 2019	• Drugs, Alcohol, and Mental Health Issues: A Review of Critical Issues and System-Wide Solutions • Dashboard Project Update • Student Wellness Initiatives Update
August 2019	• Task Force Report: Accomplishments and Recommended Solutions Related to Student Mental Health, Drugs and Alcohol Use and Abuse

Source: Drugs, Alcohol, and Mental Health Task Force meeting agendas

Appendix C: Dashboard Project
Student Wellness Dashboard

	Implementation Date	FAMU	FAU	FGCU	FIU	FL Poly	FSU	NCF	UCF	UF	UNF	USF	UWF
Goal 1: Implement the American College Health Association's National College Assessment	Spring 2020												
Goal 2: Implement Healthy Campus 2020	Fall 2018	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Appendix C: Dashboard Project (continued)
Drugs and Alcohol Dashboard

	Implementation Date	FAMU	FAU	FGCU	FIU	FL Poly	FSU	NCF	UCF	UF	UNF	USF	UWF
Goal 1: Rebrand the collegiate student experience around healthy & reasonable choices related to alcohol & other drugs to support lifelong health & well-being	Fall 2020												
Goal 2: Align policies with practice to support the desired student/campus culture	Spring 2020												
Goal 3: Implement best practices focused on prevention & early intervention	Fall 2019												
Goal 4: Support students with non-drinking/non-drug using lifestyle	Fall 2018	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Appendix C: Dashboard Project (continued)
Mental Health Dashboard

	Implementation Date	FAMU	FAU	FGCU	FIU	FL Poly	FSU	NCF	UCF	UF	UNF	USF	UWF
Goal 1: Implement peer education programs, which require training prior to becoming a peer educator	Fall 2019												
Goal 2: Provide Student Like Skills (SLS)/Wellness Courses, which will have a mental health/well-being component	Fall 2021												
Goal 3: Create or re-orient campus services focused on proactive & responsive mental health well-being	Fall 2020												
Goal 4: Administer a comprehensive needs assessment for incoming freshman students	Fall 2018	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Appendix D: Exhibit 1
Solutions Achieved

Solutions Achieved	
Campus	**Healthy Campus 2020.** Healthy Campus 2020 is a national initiative of the American College Health Association that provides a framework for collaboration to foster healthy environments and behaviors on campuses nationwide. All institutions adopted Healthy Campus 2020 in fall 2018.*
	Healthy Lifestyle Programs. In fall 2018, all institutions implemented healthy lifestyle programs for students seeking a living environment focused on wellness. Programs support students with a non-drinking/non-drug using lifestyle and are focused on nutritious eating, physical activity, and restful sleep.*
	Freshman Needs Assessment. All institutions have implemented a comprehensive needs assessment for incoming freshman students (fall 2018). Assessing the needs of incoming freshmen allows institutions to utilize their resources more appropriately and effectively to meet student needs.*
	Institutional Amnesty Policies. All SUS institutions have implemented amnesty policies to help alleviate fears students may have regarding disciplinary actions from the institution if the student were to assist someone needing immediate medical attention.
System / State	**Medical Amnesty Legislation.** Ch. 2019-82, Laws of Florida, was revised during the 2019 session to extend immunity to the following so long as the person seeking assistance remains at the scene until medical help arrives and they cooperate with authorities. • A person seeking aid for an alcohol overdose • A person who acts in good faith and seeks medical attention for an individual experiencing an alcohol-related overdose • An individual who gives alcohol to a person under 21 and to persons under the age of 21 who would otherwise be subject to arrest and prosecution for underage drinking

*Denotes goal from the Dashboard Project

Appendix D: Exhibit 2
Solutions in Progress

Solutions in Progress	
Campus	**Mental Health Literacy.** All institutions have adopted Kognito, a mental health literacy training program for faculty and staff. System-wide implementation is scheduled for fall 2019.
	National Collegiate Health Assessment. All institutions have adopted the American College Health Association's National College Health Assessment, which will be implemented biannually beginning spring 2020.*
	Prevention and Early Intervention. Institutions are implementing evidence-based best practices focused on prevention and early intervention in fall 2019.*
	Rebranding. The rebranding of the collegiate student experience around healthy and responsible choices related to alcohol and other drugs to support lifelong health and well-being will be implemented at all institutions in fall 2020.*
	Re-orientation of Campus Services. Institutions are creating or re-orienting campus services with a focus on proactive and responsive mental health well-being effective fall 2020.*
	Peer Education Programs. All institutions will have a peer education program in fall 2019.*
	Student Health Insurance. All institutions will continue to work on a hard waiver insurance proposal that includes mental health and substance abuse components to allow for access to care for uninsured students.
	Student Life Skills/Wellness Course. By fall 2021, all institutions will offer a Student Life Skills/Wellness Course, which will include a mental health/well-being component.*

*Denotes goal from the Dashboard Project

Appendix D: Exhibit 2 (continued)
Solutions in Progress

Solutions in Progress (continued)	
Campus	**Policies and Practice.** Institutions are aligning policies with practice to support the desired student campus culture with implementation in spring 2020.*
Community	**Resources.** Institutions are assessing the availability of community resources as part of the student hard waiver health insurance plan and developing campus-specific recommendations for utilizing community resources.
	Partnerships. Community relationships/partnerships are being established, as appropriate to meet the needs of students.

*Denotes goal from the Dashboard Project

Appendix D: Exhibit 3
Solutions for Future Consideration

Solutions for Future Consideration	
Campus	The Task Force recommends that all institutions continue to implement and support the dashboard initiatives for student wellness, drugs and alcohol, and mental health as outlined in Appendix C.
Community	The Task Force recommends that the SUS institutions determine the viability of telehealth options to supplement the services provided by the institutions and the local communities.
System / State	The Task Force recommends that the dashboard be reviewed annually by the CSA and Board staff to ensure institutions achieve the identified goals. Appendix C provides current Dashboard goals, implementation dates, and institutional progress.
	The Task Force recommends an annual review by the CSA and Board staff of the metrics that have been identified from questions on the American College Health Association's National College Health Assessment. The metrics identified include: •Frequency of use of alcohol, marijuana & other drugs in the past three months •Most common mental health issues (e.g., anxiety, depression, addiction •Treatment of mental health issues in the past 12 months •Impact of alcohol use, drug use, & mental health issues on academic performance in the past 12 months •Additional mental health literacy metrics may be identified with the use of Kognito The review of the data related to the metrics will allow for any changes in student reporting on the use of substances, mental health issues, and impacts on academic performance to be assessed over time.

Appendix D: Exhibit 3 (continued)
Solutions for Future Consideration

Solutions for Future Consideration (continued)	
System / State	The Task Force recommends that in January 2020, institutions provide a final update of the Mental Health Counseling Plans.
	The Task Force recommends a biannual System summit focused on student wellness. This summit would provide an opportunity to discuss critical issues and share best practices across the System.

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

AGENDA
Innovation and Online Committee
Ballroom
Cohen Center
Florida Gulf Coast University
10501 FGCU Boulevard South
Fort Myers, Florida 33965
August 28, 2019
1:45-2:15 p.m.
Or Upon Adjournment of Previous Meeting

Chair: Mr. Edward Morton; Vice Chair: Ms. Darlene Jordan
Members: Cerio, Corcoran, Felton, Huizenga, Johnson, Kitson, Silagy, Stermon, Tripp

1. **Call to Order and Opening Remarks** — **Governor Ed Morton**

2. **Minutes of Committee Meeting** — **Governor Morton**
   Minutes, June 13, 2019

3. **Textbook Affordability: Plan of Action** — **Dr. Lynn Nelson**
   Director, Student Affairs

4. **Mid-course Correction of the SUS *2025 Strategic Plan for Online Education's* Affordability Metrics** — **Dr. Nancy McKee**
   Associate Vice Chancellor
   Innovation and Online Education

5. **Exemplary Online Students** — **Governor Morton**
   a. **Kathleen Smith, Public Defender, 20th Judicial Circuit**
   b. **Kristina King, Business Manager, City of North Port's Department of Public Works**

6. **Concluding Remarks and Adjournment** — **Governor Morton**

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Innovation and Online Committee
August 28, 2019

SUBJECT: Minutes of Committee Meeting held June 13, 2019

PROPOSED COMMITTEE ACTION

Approval of minutes of the committee meeting held on June 13, 2019.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board members will review and approve the minutes of the committee meeting held on June 13, 2019.

Supporting Documentation Included: Minutes: June 13, 2019

Facilitators/Presenters: Governor Ed Morton

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
INNOVATION AND ONLINE COMMITTEE
UNIVERSITY OF SOUTH FLORIDA
TAMPA, FLORIDA
JUNE 13, 2019

1. Call to Order and Opening Remarks

Chair Ed Morton convened the meeting at 9:45 a.m. on June 13, 2019, with the following members present: Vice Chair Darlene Jordan; Tim Cerio; Dr. Shawn Felton; H. Wayne Huizenga, Jr.; Zenani D. Johnson; Syd Kitson; Eric Silagy, Kent Stermon, and Norm Tripp. A quorum was established.

Chair Morton encouraged all Committee members and members of the audience to visit the Online Education Showcase in the hallway. He said that the Showcase highlighted the collaborative work underway to implement the 2025 Strategic Plan for Online Education.

Governor Motion announced that after the 2018 Annual Report for Online Education was presented, the committee will begin the mid-course review of the performance metrics and goals in the 2025 Strategic Plan for Online Education. Quality metrics will be reviewed today; Affordability metrics in August; and Access metrics in October. At the October meeting, all three sets of metrics will be approved and sent to the full Board for approval.

He also announced that as a part of the Affordability discussion in August, he has asked staff to present to the committee a plan for developing Master Agreements with publishers at the System level so that students throughout the State may obtain materials at more affordable prices than are currently available.

2. Approval of Committee Meeting Minutes

Governor Jordan moved that the committee approve the minutes of the January 31, 2019, meeting, as presented. Governor Felton seconded the motion, and the members concurred.

3. 2018 Annual Report for Online Education

Dr. Nancy McKee presented the following highlights from the 2018 Annual Report for Online Education:

- The State University System tied for first place in the top ten states for distance learning enrollments in terms of the percentage of public university students enrolled in distance learning courses, and placed second in terms of the number of students enrolled in distance learning courses.
- The SUS enrolled 266,000 students in distance learning courses in 2017-18.
- Seventy-two percent (72%) of undergraduates enrolled in at least one distance learning course during 2017-18, up from 69% in the previous year.
- Sixty-one percent (61%) of undergraduates took a combination of distance learning and classroom courses, up from 59% in the previous year.
- Three universities had at least 80% of their undergraduates taking at least one distance learning course: University of Florida, University of South Florida, and University of West Florida. The University of Central Florida was close behind with 77% taking at least one distance learning course.
- New College of Florida and Florida Polytechnic University do not offer distance learning courses.
- UWF had the highest percentage of graduate students enrolled in at least one distance learning course, and the highest percentage of both undergraduate and graduate students enrolled only in distance learning courses.
- Undergraduate students took 28% of their credit hours in distance learning courses, an increase from 20% in 2013-14. Every institution offering distance learning courses had an increase in distance learning credit hours during that range of years.
- The UCF, UF, Florida International University, and USF offered the greatest number of undergraduate distance learning credit hours. UF had the greatest number of graduate distance learning credit hours, followed by USF.
- Students taking only online courses were older than other students; they were primarily female; and they were primarily Florida residents.
- Of undergraduate students taking classroom courses, 80.8% received grades of A, B, or C, the same percentage as those taking primarily distance learning courses. Those students taking their courses fully at a distance had a higher percentage – 84.9% - earning grades of A, B, or C.
- The SUS had 540 online programs in 2017-18, with 327 of those being in Areas of Strategic Emphasis.

Governor Huizenga moved that the committee approve the State University System 2018 Annual Report for Online Education. Governor Jordan seconded the motion, and the members concurred.

Governor Morton stated that online education is a tool that can be used to bring dignity and opportunity to people throughout the state of Florida, if not the nation. Education is undergoing a dramatic change; a lot of it is being brought forward by online education. He encouraged the continued focus on online education as an opportunity to

extend the bridge of education and knowledge to people who otherwise would not have the opportunity to access what the system has to offer.

4. Mid-course Correction of the SUS *2025 Strategic Plan for Online Education's* Quality Metrics

Dr. McKee presented the following recommended changes to the Quality Performance Indicators and Goals in the *2025 Strategic Plan for Online Education:*

- 2025 Goals: Replace "8 Chancellor Awards presented annually at the state level" with "One Chancellor's Award presented annually at the state level."
- Performance Indicator: Replace "Percentage of faculty participating in professional development" with "Percentage of faculty teaching online courses participating in professional development."
- 2025 Goal: Replace "15% of faculty from SUS institutions offering online education participate in yearly professional development activities" with "90% of faculty teaching online courses complete professional development related to online education."
- 2025 Goal: Replace "75% of SUS institutions participate in the online education research consortium" with "100% of SUS institutions share relevant research (proposed, underway or completed) by participating in the annual Florida Online Innovation Summit."
- 2025 Goal: Replace "Online student success rate equals or exceeds the rate for comparable face-to-face courses" with "Online student success rate is comparable to the rate for classroom courses."
- 2025 Goal: Replace "Online student course withdrawal rate is no higher than for comparable face-to-face courses" with "Online student course withdrawal rate is comparable to the withdrawal rate from classroom courses."
- 2025 Goal: Replace "Student satisfaction levels for online courses equal or exceed satisfaction levels for comparable face-to-face courses" with "Student satisfaction levels for online courses are comparable to satisfaction levels for classroom courses."
- Performance Indicator: Replace "Percent of SUS courses bearing a "high-quality" rating in the FLVC online catalog" with "Continuing assessment of online courses to provide quality assurance and improvement using the Florida Online Course Design Quality (https://www.flbog.edu/board/office/online/_doc/2019_04_25_FLORIDA%20ONLINE%20COURSE%20DESIGN%20QUALITY_forPosting.pdf) review or an approved institutional process."
- 2025 Goal: Replace "90% of SUS courses in the FLVC catalog rated high quality" with "100% of new and substantively revised online courses must meet Florida standards following an approved review process. Existing and continuing courses will be considered for review on no less than a 5-year cycle."

Governor Huizenga asked if there was a timeframe for training 90% of faculty teaching online courses. Dr. McKee responded that data would start being collected in this manner for the upcoming year, beginning in the Fall of 2019, so she would be better able to answer that question at this time next year.

USF Provost Ralph Wilcox, Chair of the Steering Committee, said that the six provosts serving on the Steering Committee are fully engaged not only in shaping the future of online and innovative education, but also in tracking performance on the goals in the Strategic Plan for Online Education.

Governor Morton reminded the Innovation and Online Committee that the revisions to these and other metrics would be approved in October. He said the one exception was to the Quality course metric, because it is also found in the Board's overall Strategic Plan, and the Strategic Planning Committee is currently reviewing its performance metrics.

Governor Cerio moved to substitute the current metric of "Percent of SUS courses bearing a 'high-quality' rating in the Florida Virtual Campus online catalog" with a new metric requiring 100% of new and substantively revised online courses to meet Florida standards following an approved review process, and for existing and continuing courses to be considered for review on no less than a 5-year cycle and to forward the revised metric to the Strategic Planning Committee for its consideration." Governor Jordan seconded the motion, and the members concurred.

5. Performance in the Workforce: Students with Online Degrees

Gary Cantrell, Senior Vice President and Chief Information Officer, Jabil, Inc., spoke of the importance of getting and keeping the right talent educated and current. Realizing the need for data scientists, Jabil began a data analytics program with USF a few years ago and it has become more and more distance learning. The satisfaction levels and quality have gone up and the business value has gone up as the program has matured. The skill sets have been exceptional.

Andy Zolper, Senior Vice President and Chief Information Technology Security Officer, Raymond James Financial, said it takes critical thinking skills, problem-solving, leadership, bias for action, and an ability and fluency for learning to be successful in cybersecurity. He said that with his employees from the State University System, he cannot tell the difference in those who have obtained traditional degrees from those who have obtained online degrees or had hybrid experiences.

Two Raymond James employees who graduated from the University of South Florida spoke about their experiences with online courses:

- Kathy Castano majored in Computer Engineering and Computer Science at USF and took classes both in the classroom and online. She stated that these experiences helped her to be goal-oriented and a team player.

- Brooke Wallace graduated from USF with a bachelor's degree in International Studies (Russian studies), and a Master's degree in Cyber Intelligence, which she took fully online. With her online courses, she said she was able to choose her pace, which helped her to innovate and learn to work as part of a team.

6. Concluding Remarks and Adjournment

Governor Lautenbach said he felt the SUS is a leader in the country in online education. He said online education is one of the few areas in which all of the SUS institutions were collaborating, all working together in the areas the committee has been discussing, from access to quality to cost.

Chair Morton adjourned the meeting at 10:29 a.m.

_____
Edward Morton, Chair

_____
Nancy C. McKee, Ph.D.
Associate Vice Chancellor

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Innovation and Online Committee
August 28, 2019

SUBJECT: SUS Textbook Affordability Initiative

PROPOSED COMMITTEE ACTION

Consider for approval

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

During the June meeting of the Board's Innovation and Online Committee, Chair Morton announced that he had asked staff to present a plan to develop master agreements with publishers at the system level so that students throughout the state may obtain materials at more affordable prices than are currently available.

The Chancellor and his staff worked with a system-wide group to develop the attached action plan. If approved by the Innovation and Online Committee, the proposed plan will move to the full Board for approval.

Supporting Documentation Included: (1) Action Plan for the Textbook Affordability Initiative
(2) Opportunity to Participate

Facilitators/Presenters: Dr. Lynn Nelson

DRAFT for discussion 2019_08_28
Revised 2019_08_21

(Board logo)

Action Plan

for the

Pricing of Textbooks and Other Instructional Materials

DRAFT

Florida Board of Governors
325 West Gaines Street
Tallahassee, FL 32399

DRAFT for discussion 2019_08_28
Revised 2019_08_21

(Board seal)

Florida Board of Governors

I. INTRODUCTION

The Florida Board of Governors, hereinafter referred to as the Board, is developing the Action Plan for the purpose of providing access to quality and affordable textbooks and instructional materials for students enrolled in the State University System of Florida.

II. BACKGROUND

In Fall 2018, the State University System of Florida enrolled 353,558 Educational and General students and 8,599 students in Special Units.[1]

The 2018 Student Textbook and Course Materials Survey of SUS and Florida College System students, which was conducted by the Florida Virtual Campus, found that "The cost of textbooks continues to negatively impact student access, success, and completion." The Executive Summary further explains this finding:

> The findings suggest that the cost of textbooks was negatively impacting student access to required materials and learning. The top 5 highest percentage answers as a result of the high cost of textbooks are: not purchasing the required textbook (64.2%); taking fewer courses (42.8%); not registering for a specific course (40.5%); earning a poor grade (35.6%); and dropping a course (22.9%).

Another key finding of the survey was that "Students were more and more willing to rent print and digital textbooks," as described below:

> We see trends of willingness to rent textbooks. The majority of students (59.0%) were willing to rent either print or digital textbooks, compared to 51.0% in the 2016 Survey. When asked the strategies to reduce textbook costs, renting digital textbooks jumped from 29.6% in the 2016 Survey to 41.4% in the 2018 Survey.[2]

[1] Board of Governors, Office of Data Analysis (2019). "History of Headcount Enrollment, Fall 2006 through Fall 2018." SOURCE: Enrollment datamart; extracted 2019-04-09.

[2] Florida Virtual Campus, Office of Distance Learning & Student Services (2018). "2018 Student Textbook and Course Materials Survey: Executive Summary." Retrieved from https://dlss.flvc.org/documents/210036/1314923/2018+Student+Textbook+and+Course+Materials+Survey+-+Executive+Summary.pdf/3c0970b0-ea4b-9407-7119-0477f7290a8b.

The Board, concerned about the effect that the cost of required course materials was having on students, directed that a plan be developed at the System level, so that students throughout the State may obtain materials at more affordable prices than are currently available.

III. GOAL

The goal of this initiative is to provide students with access to quality and affordable textbooks and other instructional materials, thereby increasing the likelihood of their success in higher education.

IV. PURPOSE OF THE NOTIFICATION OF THIS ACTION PLAN

The purpose of this Action Plan is to notify interested parties of the intent of the Board to pursue Letters of Commitment with publishers and university bookstore vendors to ensure that students in the State University System of Florida will be paying less for textbooks and other instructional materials than they currently pay, beginning with the Fall term, 2020, and that students throughout the System will be paying consistent prices for the same materials.

Components of the System-wide initiative that have been identified to achieve the goal include:

1. Student cost of course materials, including pricing mark-ups by university bookstore vendors, be provided for (a) $20 or less per credit hour or (b) more than $20 per credit hour, but at a noticeably lower retail cost than students would otherwise pay;
2. Identifying the format of materials that meet the pricing indicated above as print and/or digital;
3. Student access to materials on the first day of class;
4. Student access to digital materials beyond the end of the course;
5. Students not paying twice for digital access if the course is dropped and taken at a later time;
6. The option for print-on-demand for digital materials;
7. Accessibility for students with disabilities;
8. Bookstore vendors will develop mechanisms for capturing and reporting faculty use of open education resources, library materials, and other no-cost resources (e.g. generic ISBNs), which will allow these resources to be included in the official booklist and the savings can be captured in the authoritative list;
9. University access to data;

The Letters of Commitment from publishers and university bookstore vendors will acknowledge and address the components of this initiative (as applicable) to provide access

DRAFT

to quality and affordable textbooks and instructional materials for students enrolled in the State University System of Florida.

V. PROCESS

Publishers and university bookstore vendors interested in participating in the Board's Action Plan will submit an Opportunity to Participate form with contact information to Board staff, Dr. Lynn Nelson, Director of Student Affairs, Lynn.Nelson@flbog.edu, by **September 12, 2019.** Those parties interested in participating will be invited to attend a web-based introductory session with Marshall Criser, Chancellor, State University System of Florida, on **September 17, 2019.** Afterward, any questions may be submitted to Dr. Nelson at the above address no later than **September 26, 2019**; responses will be posted to (web page) within three days of receipt of the questions. Signed Letters of Commitment addressed to Chancellor Marshall Criser must be received at the Board office no later than **November 22, 2019.** By **January 20** of each year beginning in **2020**, publishers will have available for faculty review and consideration the list of materials meeting the terms of their commitment. The list must include the title, author(s), ISBN, cost, format, access, option for print-on-demand, and accessibility, and be updated as additional materials become available.

VI. REPORTING

Each institution will report the number of course sections that ~~met the pricing goal of~~ provided required course materials for $20 or less per credit hour ~~for required course materials~~ in the annual Textbook and Instructional Materials Affordability report due to the Chancellor by September 30, beginning with the ~~2020~~ 2021 report.

DRAFT

OPPORTUNITY TO PARTICIPATE

Action Plan for the Pricing of Textbooks and Other Instructional Materials
Florida Board of Governors
State University System of Florida

I, ___(Name)____, a representative of ____(Name of Company)_____, acknowledge receipt of the *Action Plan for the Pricing of Textbooks and Other Instructional Materials* and express my interest in participating in the initiative.

My interest in participation does not obligate my company to participate, but does place me on the distribution list to receive additional information regarding the web-based introductory session with Chancellor Marshall Criser.

DRAFT

_____
Name

_____
Company

_____
Email address

_____
Phone number

_____
Date

Note: This form must be completed and returned to Dr. Lynn Nelson at Lynn.Nelson@flbog.edu by September 12, 2019, in order to participate in the web-based session with Chancellor Criser.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Innovation and Online Committee
August 28, 2019

SUBJECT: Mid-course Correction of the *SUS 2025 Strategic Plan for Online Education's* Affordability Metrics

PROPOSED COMMITTEE ACTION

Discuss proposed revisions to the Affordability metrics in the *2025 Strategic Plan for Online Education*.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The *2025 Strategic Plan for Online Education* was adopted by the Board in November 2015 and has several performance indicators and goals for each of the three elements in the *Plan* (Quality, Affordability, and Access). Two of these metrics – one Quality and one Access – are also reflected in the SUS *2025 Strategic Plan.*

The *2025 Strategic Plan for Online Education* provides that the Board "will periodically evaluate these performance indicators and their corresponding 2025 goals." The Quality metrics were reviewed by the Committee at its June meeting; the Affordability metrics will be reviewed at its August meeting; and the Access metrics will be reviewed at its October meeting. In October, all revisions will be approved and forwarded to the full Board for its consideration.

The Steering Committee, six provosts and a non-voting member of the Board staff, was created by the Chancellor to provide guidance for the implementation of the *2025 Strategic Plan for Online Education*. The Steering Committee reviewed and approved the proposed suggested revisions to the Affordability metrics, which staff will present to the Innovation and Online Committee for discussion during the August meeting.

Supporting Documentation Included: Affordability Metrics

Facilitators/Presenters: Dr. Nancy McKee

DRAFT 8/28/2019

Affordability

Performance Indicators and Goals

Performance Indicators	*2025 Goals*
Current: Availability of reduced cost electronic textbooks or accepted open educational resources (OERs) **Proposed:** *TBD*	**Current:** Annual increase in the percentage of online courses using electronic textbooks or open educational resources **Proposed:** *TBD. Waiting for PBF metric on textbook affordability. The Steering Committee supports expanding this goal from online courses to all courses.*
Current: SUS and FCS institutions collaborate on course design and development **Proposed:** *[Combine this indicator with the one below.]*	**Current:** 50% of SUS institutions are working collaboratively with institutions in the Florida College System to share online course development tasks and resources **Proposed:** *[Combine this goal with the one below.]*
Current: SUS institutions collaborate on course design and development **Proposed:** No change	**Current:** 50% of SUS institutions are working collaboratively with each other and/or with other universities to share online course development tasks and resources **Proposed:** All universities offering online education work collaboratively to share online course development tasks and resources.
Current: Competency-based and adaptive learning approaches reduce time-to-degree and associated cost **Proposed**: Innovative strategies, which may include but are not limited to competency credit and adaptive learning, will reduce time-to-degree and enhance student success.	**Current:** 50% of SUS institutions offer competency-based or adaptive learning courses that accelerate student time-to-degree **Proposed:** SUS institutions will utilize online education or innovative strategies to enhance student success.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Innovation and Online Committee
August 28, 2019

SUBJECT: Recognition of Exemplary Online Student

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

To promote the impact of online education in the State University System and to recognize the accomplishments of individual online students, the Committee will recognize Ms. Kathleen Smith and Ms. Kristina King, both completers of the Master of Public Administration degree through FGCU's online MPA program.

Ms. Kathleen Smith: After completing her Law Degree at the University of Florida, Ms. Smith began her law practice as an assistant Public Defender in 1990, and then in 2008 she was elected Public Defender for the 20th Judicial Circuit. Motivated to be both an outstanding public manager and an innovative leader, she enrolled in FGCU's online Master of Public Administration program and completed her degree in 2013.

Putting her MPA degree to good use, Ms. Smith has championed innovations that have won her office the prestigious Prudential Davis Productivity Award recognizing major government improvement initiatives.

Ms. Smith will attend today's meeting to briefly describe her completion of a Master of Public Administration degree through FGCU's online MPA program, as well as the ways in which her degree has enhanced her innovative management of the 20th Judicial Circuit's Public Defender's Office.

Ms. Kristina King: Having completed an undergraduate degree, Ms. King began her career in the non-profit sector as a Quality Assurance Manager for an early childcare education agency. After becoming Business Manager for Sarasota County's Solid Waste Division, she sought to strengthen her professional prospects even further through graduate work in Public Administration. Precluded by her substantial professional responsibilities from participating in a traditional campus-based program, she did so by

enrolling in FGCU's online Master of Public Administration program. She completed her degree in 2015.

Since receiving her online MPA degree from FGCU, Ms. King has moved on to become Business Manager for North Port's Department of Public Works. She also has been a recipient of the Florida City/County Management Association's "Emerging Leaders Award."

Ms. King will attend today's meeting to briefly describe her completion of a Master of Public Administration degree through FGCU's online MPA program, as well as the ways in which her degree has supported her professional advancement.

Supporting Documentation Included: None

Facilitators/Presenters: Ms. Kathleen Smith
Ms. Kristina King

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

AGENDA
Facilities Committee
Ballroom
Cohen Center
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965
August 28, 2019
2:15 p.m. - 3:00 p.m.
or
Upon Adjournment of Previous Meetings

Chair: Mr. H. Wayne Huizenga, Jr.; Vice Chair: Mr. Syd Kitson
Members: Felton, Jordan, Lautenbach, Lydecker, Morton, Silagy

1.	**Call to Order and Opening Remarks**	**Governor H. Wayne Huizenga, Jr.**
2.	**Minutes of Committee Meeting** Minutes, June 12, 2019	**Governor Huizenga**
3.	**Funding Allocation; 2019-2020 Capital Improvement Fee**	**Mr. Chris Kinsley** *Assistant Vice Chancellor for Finance & Facilities*
4.	**Review of the Space Needs Calculation Methodology**	**Dr. Jon Rogers** *Assistant Vice Chancellor for Special Projects*
5.	**Approve the 2020-2021 FCO LBR; Update on PECO Points**	**Mr. Kinsley**
6.	**Proposed Amendment to Board Regulation 14.0025 Action Required Prior to Fixed Capital Outlay Budget Request**	**Mr. Kinsley**
7.	**Concluding Remarks and Adjournment**	**Governor Huizenga**

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
August 28, 2019

SUBJECT: Minutes of Meeting held June 12, 2019

PROPOSED COMMITTEE ACTION

Approve the minutes from the meeting held on June 12, 2019.

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 meeting held on June 12, 2019, at the University of South Florida.

Supporting Documentation Included: Minutes: June 12, 2019

Facilitators/Presenters: Governor H. Wayne Huizenga, Jr.

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
FACILITIES COMMITTEE
UNIVERSITY OF SOUTH FLORIDA
TAMPA, FLORIDA
JUNE 12, 2019

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

Governor H. Wayne Huizenga, Jr., Chairman, convened the meeting of the Board of Governors Facilities Committee meeting at 4:23 p.m., June 12, 2019. The following members were present: Shawn Felton, Darlene Jordan, Sydney Kitson, Ned Lautenbach, Edward Morton, and Eric Silagy. Other Board members present included: Tim Cerio, Richard Corcoran, Zenani Johnson, Brian Lamb, Alan Levine, Steven Scott, Kent Stermon, and Norman Tripp.

1. Call to Order and Opening Remarks

Chairman Huizenga expressed appreciation for the contributions and services to the Facilities Committee made by Governors Patel and Valverde and recognized the new member of the Committee, Governor Silagy.

Chairman Huizenga called the meeting to order.

2. Minutes of Committee Meeting: Governor Huizenga

Governor Felton moved that the Committee approve the minutes of the Facilities Committee meeting held March 27, 2019, at the Florida Agricultural and Mechanical University (FAMU). Governor Silagy seconded the motion, and it passed unanimously.

3. USF College of Medicine – Space Lease with Tampa General Hospital

Chairman Huizenga explained that the USF Board of Trustees, on June 6, 2019, authorized the university to lease space to Tampa General Hospital in the still under construction College of Medicine building in Downtown Tampa. The Chairman further explained that while the lease with Tampa General Hospital does not need Board approval, USF is bringing the proposed lease forward to keep the Board informed on the impact of the lease on the state's investment in the new College of Medicine facility. Currently, the State of Florida has provided over $110M in state support for the project.

University of South Florida (USF) then presented a brief history of the project to the Committee and explained that the project is on target to open January 13, 2020. USF explained that Tampa General Hospital (TGH) has been a clinical partner, education partner, research partner, and now it is becoming a financial partner as TGH has proposed to lease approximately 25,000 square feet in the building. Approximately 6,500 square feet on the first floor will become an urgent care and imaging center with an MRI that will also be used by the researchers. The 9th floor will be part of heart health and will be part of the Heart Institute. The space on the 12th floor will be for executive health. The base rent for the initial term is $20,000,000, to be prepaid to USF on or before July 1, 2019. USF believes it has a fair value lease, and retains rights and responsibilities of a landlord.

Chief Medical Officer at USF, Dr. Mark Moseley, explained that it is no coincidence that all of the top 20 medical schools partner with top 20 academic medical centers per US News & World Report. The rise of USF Health's reputation is tied to the quality of the clinical programs, educational programs, and research programs, many of which are done in partnership with Tampa General. For the four years of medical school, 60% of students do a portion of their clinical time at Tampa General. 70% of all of the clinical trials done by USF faculty are done at Tampa General. TGH provided over $30M of support for faculty for joint medical programs that benefit the community in Tampa and our students through their growth. TGH supports over $65M in graduate medical education. That's almost 336 trainees that USF wouldn't be able to do without their assistance. Dr. Moseley explained that TGH is intertwined and linked with USF and stressed the importance of linking TGH to the Medical School and Heart Institute which ultimately builds on the collaborative collegial relationship that builds and enhances upon USF's clinical, educational, and research platforms.

When asked if this would impact residencies, Dr. Moseley advised that TGH supports 336 residents for USF at their training program and it has increased funding so it could provide more opportunities and more sites, but that the increase in residencies is not directly tied to the lease of the space.

Chairman Huizenga explained medical center's background. He further stated that, in order to make this project happen, President Genshaft committed to raising $40M privately, because this was above and beyond the scope of what was originally proposed in moving the project downtown. When it was originally proposed, USF was going to have two floors of shelled space for future use. Then an opportunity came to add two more floors to the building and that was going to be roughly $20.3M to fund the two floors. Governor Levine further explained that the lease was a routine lease between a hospital and an owner of a building and that, since the lease is long term and TGH is at total risk for the maintenance of the space, USF has offloaded some of the carrying cost to the building. Chairman Huizenga made the point that the Board of

Governors agreed the location was great and that USF honored the raising of the $40M, that they are paying for the two additional floors through a lease with Tampa General Hospital that was at market value, and that they have one and a half to two floors of shell space to be built-up for future use.

Chairman Huizenga explained that the goal was to be transparent and explain what was going on. Chairman Huizenga asked if there were any questions. There being none, the Chairman explained that they are all in agreement that the location was great and an elimination of traveling for the medical students made sense.

4. University of Florida Educational Plant Survey

Chairman Huizenga recognized Assistant Vice Chancellor for Finance and Facilities, Mr. Chris Kinsley, to present University of Florida's (UF) Educational Plant Survey. Mr. Kinsley advised that the Educational Plant Surveys (EPS) are fully vetted, not only by Board staff, but also staff from other universities, not just the institution being surveyed.

Mr. Kinsley highlighted the development of an application which has created a common platform and has changed the process from a manual process to a more consistent process. Mr. Kinsley also explained that the application is flexible, which will assist in satisfying the requirements of Senate Bill 190 to produce a report for improvements, efficiencies, and changes to the EPS process. This software has enabled the review of various modeling and scenarios. The EPS reports provide a lot of great data and we continue to work to make the report more digestible and more useful to the Board of Trustees. Mr. Kinsley advised that his next goal, now that we have really strong data, is to make it available for executive decision making.

For the UF Survey, Mr. Kinsley highlighted the Site Improvement recommendations, Remodeling recommendations, and one big continuing survey recommendation (the Data Science and Information Technology Building) which has received two years of funding from the Legislature. Mr. Kinsley pointed out the Music Building, the Utility Plant, the Florida Natural Museum, the Whitney Center, and the Demolition recommendations. Mr. Kinsley also noted that UF has to wrestle with how it deals with very diverse matters and that the prior survey five years ago contained a much more extensive list, weighted more toward new projects, with far fewer demolition and renovations. Mr. Kinsley commended UF for moving in a different direction on this survey with a smaller list, more focused on something that is going to be, in the long term, more sustainable.

Chairman Huizenga discussed additional information related to the EPS Process. There being no further discussion, Chairman Huizenga called for a motion to approve the University of Florida Educational Plant Survey. Governor Lautenbach moved to

approve, Governor Jordan seconded, and the motion passed with approval by all members present.

5. New College of Florida Educational Plant Survey

Chairman Huizenga recognized Mr. Kinsley to present New College of Florida's (NCF) Educational Plant Survey. Mr. Kinsley discussed the Site Improvements recommendation, which includes a Land Acquisition recommendation. Additionally, Mr. Kinsley noted more Remodeling and Renovation recommendations, starting with the Old Caples House. Mr. Kinsley noted that the core of the campus at New College of Florida is a collection of 1930's and 1940's era facilities originally built for private residential use by some of the Ringling Brothers, which is now New College of Florida. The types of properties at NCF require extensive upkeep and some do need extensive remodeling and renovation. Mr. Kinsley noted that New College may appear overbuilt, and also noted that probably over 50% of the college is in need of remodeling and renovation as the space was not purposely built for education, however, it is unique, but it does need work. Lastly, Mr. Kinsley advised that we continue to recommend the Multi-Purpose Building to provide a large assembly area, as well as demolition of Palmer Court.

Chairman Huizenga opened the floor for questions. There being none, the Chairman called for a Motion to Approve the New College of Florida Educational Plant Survey. Governor Kitson moved to approve, Governor Jordan seconded, and the motion passed with approval by all members present.

6. Shared Initiatives Update

Chairman Huizenga stated that the Shared Initiatives Update will be deferred to the August meeting.

7. Modification of the 2020-21 LBR Process

Chairman Huizenga advised that Senate Bill 190 requires, among other things, that the Board adopt a points-based methodology for scoring the State University System (SUS) SUS Public Education Capital Outlay (PECO) projects in preparing the SUS three-year PECO list. The new law provides for considerable flexibility to the Board in establishing its methodology, however, it will effectively replace the PECO project presentation in the traditional Board project selection process. The university PECO lists are due July 1 and staff can score and develop a draft ranking for initial consideration by the Facilities Committee in August. The October Workshop will then be the final lockdown for the points system and the LBR.

Governor Huizenga called on Mr. Kinsley to explain the draft methodology. Mr. Kinsley explained that the points system was applied to the 2018 PECO, creating a Preliminary Selection Test Group to determine how the results compared to the projects the Board prioritized. Mr. Kinsley explained in detail the six criteria established by Senate Bill 190 and how the ranking for each of the criteria was developed and applied. Mr. Kinsley also explained that projects can only get on the list if it has been previously funded by the Legislature, if it is the number one or number two priority listed in each university's Capital Improvement Plan and if projects have an educational plant survey recommendation.

Mr. Kinsley explained that the goal in doing this process was to create something that was simple, included objective items that involved scoring based on verifiable data that we already have, and was comparable for each school, thereby creating consistency in the way the process is completed. The formula has therefore been created to assess each of the criteria and space needs met. Mr. Kinsley stated that Board staff is currently taking feedback from the universities and that more will be reported to the committee in the future, particularly once the lists of projects are received from the universities.

Mr. Kinsley stated that this project is still underway and that this would have been recommended as a workshop topic but, due to the limited timeframe, this must be expedited since the PECO list should be adopted at the October meeting.

Mr. Kinsley made additional remarks regarding the structure of the Preliminary Selection Test Group sheet, pointing out the correlation and differences in comparison to last year's priority selection, adding that no attempt was made to replicate any prior processes.

Chairman Huizenga opened the floor for comments. He noted that Mr. Kinsley is available for any further discussion outside of the meeting and noted that this year's submission of projects will be used and presented in the August meeting. Mr. Kinsley, in response to a question, pointed out that there has been an exchange of thoughts between staff from the Division of Colleges and the Board of Governors. While the methodology is not going to be the same between the two, we would like to keep them similar where it makes sense. Mr. Kinsley pointed out that for the past four or five years there has been a workshop where the universities presented their projects. Due to the points system, the presentations will not be as necessary. Governor Huizenga explained that it would be worthwhile to obtain presentations on the new projects once the new list is complete. Further discussion ensued regarding the points system, visiting projects, and the potential outcomes of the selection group and funding.

8. Florida International University (FIU) Biscayne Bay Campus Pool Repairs

Chairman Huizenga called on Mr. Kinsley to provide some background into this CITF project. Mr. Kinsley explained that this is to authorize the reimbursement of up to $2,000,000 in Activity and Service (A&S) fee funds; expended for repairs to FIU's Aquatic Center from the Capital Improvement Trust Fund (CITF) fees allocation and corresponding reduction of the same amount in CITF fees previously approved for by the Board for the Graham University Center expansion. The university became aware of the need for emergency repairs on the pool. Mr. Kinsley advised that this is a student activity, so this is appropriate for CITF, and that the action that is being requested is to authorize FIU to fund shift from A&S to the Aquatic Center project.

Chairman Huizenga called for a Motion to Approve the use of Capital Improvement Trust Fund (CITF) funds for the Florida International University Aquatic Center Repairs and Renovation and amend the Board's prior CITF project list to include this project. Governor Jordan moved to approve, Governor Lautenbach seconded, and the motion passed unanimously.

9. Concluding Remarks and Adjournment

There being no further business, Chairman Huizenga adjourned the meeting at 5:21 p.m. (ET), on June 12, 2019.

Chris Kinsley, Assistant Vice Chancellor
Facilities

H. Wayne Huizenga, Jr., Chair

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
August 28, 2019

SUBJECT: 2019-20 Capital Improvement Fee Trust Fund (CITF) Allocation

PROPOSED COMMITTEE ACTION

Approve the 2019-20 university CITF project allocations and authorizing the Chancellor to approve adjustments within a university's CITF allocation as may be requested by the university board of trustees.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Senate Bill 2500 General Appropriations Act

BACKGROUND INFORMATION

The 2019 General Appropriations Act included funding of $44,000,000 for projects to be funded from the Capital Improvement Fee Trust Fund, with proviso specifying that:

> *Funds in Specific Appropriation 17 shall be allocated by the Board of Governors to the universities on a pro rata distribution basis in accordance with the Board of Governors Legislative Budget Request for funding from the Capital Improvements Fee Trust Fund, as approved January 31, 2019. Each board of trustees shall report to the Board of Governors the funding it allocates to each specific project.*

Attached is a draft pro rata distribution for Board consideration and the specific project(s) being requested by the university at this time.

In some instances, completion of the desired project may require additional funding. The Board has not yet determined what amount will be requested during the 2020-21 Legislative Budget Request cycle.

Supporting Documentation Included: 2019-20 Capital Improvement Fee Project List

Facilitators/Presenters: Mr. Chris Kinsley

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS

2019-20 CAPITAL IMPROVEMENT FEE PROJECT LIST

University	CITF Project Selection	GAA Pro rata Amount	Project Amount
University of Florida			
	Rebuild of the Institute of Black Culture (IBC), and the Institute of Hispanic/Latino Culture (La Casita)		1,030,000
	Peabody Hall Dean of Students Renovations		3,985,500
	Maguire Field Synthetic Turf Installation		1,200,000
	J. W. Reitz Union Ground Floor Roof Repair		280,000
	Maguire Storage/Restrooms Expansion and ADA Upgrade		235,000
	Flavet Field Fencing		225,000
	Lake Wauburg North Waterfront ADA Pathways		130,000
	J. W. Reitz Union South Terrace Renovation		79,608
	University Press Building Renovation		14,750
		$7,179,858	**$7,179,858**
University of Florida Online			
	UF-Online Improvements		884,028
		$884,028	**$884,028**
Florida State University			
	Oglesby Student Union Replacement		3,869,074
		$3,869,074	**$3,869,074**
Florida A&M University			
	Student Amphitheater		1,299,172
		$1,299,172	**$1,299,172**
University of South Florida			
	USF Wellness Center Complex Phase I		4,561,040
	USF Health Student Resource Center Phase 1		904,553
	USFSP Coquina Hall Student Space Modification Phase II		624,575
	USFSM Co-Curricular and Wellness Support Facilities Phase VII		286,972
		$6,377,141	**$6,377,140**
Florida Polytechnic University			
	Advanced Research Center Enhancements		208,433
		$208,433	**$208,433**
Florida Atlantic University			
	Student Union Expansion/Renovation (BT685)		3,211,593
		$3,211,593	**$3,211,593**
University of West Florida			
	Recplex Restroom and Storage Facility		300,000
	University Park Center Canopies		90,000
	University Commons Phase 2 Renovation and Renewal Projects		806,466
		$1,196,466	**$1,196,466**
University of Central Florida			
	John C. Hitt Library Renovation Phase II		9,337,817
		$9,337,817	**$9,337,817**
Florida International University			
	Graham University Center Expansion - MMC		6,319,109
		$6,319,109	**$6,319,109**
University of North Florida			
	Student Recreational Venues		2,080,550
		$2,080,550	**$2,080,550**
Florida Gulf Coast University			
	Student Health and Life Fitness Center - Phase 1 (Prev. Student Recreation Center)		1,906,348
		$1,906,348	**$1,906,348**
New College of Florida			
	Caples Boat Pavilion life safety improvement, minor renovations Hamilton Center and Four Winds		130,411
		$130,411	**$130,411**
University CITF Projects Total		$44,000,000	**$43,999,999**

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
August 28, 2019

SUBJECT: Legislative Report on Space Needs Calculation Methodologies

PROPOSED COMMITTEE ACTION

For Information Only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Senate Bill 190 (2019)

BACKGROUND INFORMATION

The 2019 Legislature passed Senate Bill 190 and Governor DeSantis signed the bill into law. Related to the State University System, Senate Bill 190, Section 12(e), requires that:

> *The Board (Board of Governors) shall review its space need calculation methodology developed pursuant to section 1013.31, Florida Statutes, to incorporate improvements, efficiencies, or changes. Recommendations shall be submitted to the chairs of the House of Representatives and Senate Appropriations Committees by October 31, 2019, and every three years thereafter.*

To assist Board staff in conducting this review, a survey has been developed to gather information on each university's policies and procedures for the assignment and usage of space and to receive recommendations to improve and make more efficient the Board's existing space need calculation methodology. In addition, Board staff have visited four representative universities and conducted face-to-face interviews with university leadership in academic affairs, facilities, and space management to further learn about the university processes and current and projected space needs.

Dr. Jon Rogers will provide an update on this study to the Committee. A draft report will be available for discussion during the October 3 meeting of the Facilities Committee, with the final report being presented for Board approval at its October 30, 2019, meeting.

Supporting Documentation Included: Space Needs Calculation Methodology Survey

Facilitators/Presenters: Dr. Jon Rogers, Assistant Vice Chancellor for Special Projects

Space Needs Calculation Methodology in the State University System
2019 Survey

The 2019 Legislature directed the Board of Governors to: *review its space needs calculation methodology, developed pursuant to section 1013.31, Florida Statutes, to incorporate improvements, efficiencies, or changes.* To assist the Board in this work, please respond to the following questions:

Policy / Efficiency Questions

1. Do board of trustees or institution policies exist relating to space assignment and usage? Are there institution goals relating to optimizing the use of space? If yes, provide a brief description.

2. Should Board of Governors regulations specify space management policies and procedures, including metrics and benchmarks, that will optimize the use of instructional and research space and promote efficiency in the State University System (SUS)? Explain your answer.

3. Each SUS institution is currently assigned the same space need factor for each of the nine education & general (E&G) space categories, regardless of mission. Should the Board of Governors adopt a policy allowing each university to establish unique space factors based on mission? Explain your answer.

4. Describe any technological tools that are used to monitor the use of academic space.

5. Describe challenges that exist at your university in the assignment of space and efforts to optimize space usage.

Process / Educational Plant Survey Questions

6. In the assignment of E&G space at your university, what is the role of:
   a. The university provost?
   b. The college/division deans?
   c. The department heads?
   Briefly describe the process.

7. The Educational Plant Survey:
   a. How should the Educational Plant Survey be utilized to more effectively determine the adequacy of quality E & G space for current and projected student needs?

b. Describe how the Educational Plant Survey findings are reflected in your university's Accountability Plan in relation to the goals of the university.
c. Should the SUS adopt the national standard for measuring FTE for the Educational Plant Survey? (This would result in increasing the space needs formula by 25%)? Explain your answer.

National Standards and Definitions

NOTE: Definitional references below are taken from the 2006 edition of the *"Postsecondary Education Facilities Inventory and Classification (FICM) Manual."* See attached section.

8. Should the SUS adopt the national standard definition of "Unsatisfactory" space and exclude such space from the inventory of "Satisfactory" space? Explain your answer.

9. Should the SUS adopt the national "suitability" criteria for buildings, and allow institutions to optionally record the suitability of space as a data point? Explain answer.

Space Needs Calculation Methodology

10. You are invited to provide recommendations regarding the current space needs calculation methodology to make the process more accurate, efficient, and meaningful.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
August 28, 2019

SUBJECT: 2020-2021 State University System (SUS) Fixed Capital Outlay (FCO) Legislative Budget Request (LBR)

PROPOSED COMMITTEE ACTION

Review and approve the 2020-2021 SUS Fixed Capital Outlay Legislative Budget Request; Update on the Initial Public Education Capital Outlay (PECO) Points List.

Approval is recommended by the Chancellor

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The requested budget provides the State University System of Florida continued capital outlay support and has been prepared in accordance with statutory requirements and guidelines adopted by the Board of Governors. All university fixed capital outlay legislative budget requests have been approved by the institutional boards of trustees.

In summary, the staff recommendation to the Board is adoption of a lump sum budget as the initial budget request for 2020-2021. The proposed amounts are in accordance with the official estimated amounts as provided by Florida law. A workshop is scheduled for October 3, 2019, at the University of Central Florida. At the workshop, the Committee will review the PECO projects using the preliminary selection group process pursuant to Senate Bill 190 (the points process).

SB 190 Process:

SB 190 requires the use of a points-based project ranking system, and establishes 6 ranking criteria. However, SB 190 leaves it up to the Board to determine the actual point values assigned to each metric. The staff recommended point scale is as follows:

	Maximum Points
1. Prior Legislative Funding	20 Points
2. Maintenance and Infrastructure	15 Points
3. Space Needs Met	25 Points
4. University Priority	5 Points
5. Renovation or Replacement	15 Points
6. Eligibility Points	20 Points
Total Points	100 Points

Per SB 190, Criteria 1 and Criteria 6 are mutually exclusive. The Space Needs Met metric and Renovation/Replacement/Maintenance are not typically found in the same project. These and other factors indicate that the maximum project score is around 50 points.

As both the process and points values assigned are preliminary, each university has been given the opportunity to amend their Capital Improvement plans. Importantly, this public and transparent process allows for the correction of any out-of-date or incorrect information on the part of either Board or university staff.

The Facilities Committee will review both the 1) methodology and 2) all PECO point projects at its meeting scheduled for October 3, 2019. In as much as the methodology drives the points values, the Committee may (or may not) need to meet briefly later in the month to recommend a final comprehensive LBR for full Board approval October 30th.

Specific Fixed Capital Outlay Appropriation Requests

- **[ADOPT $110,155,073M] The PECO 2020-2021 SUS Five-Year Fixed Capital Outlay Request -**

  [ADOPT $44M] Request for Capital Improvement Trust Fund (CITF) Allocation - represents an amount based on current CITF revenue projections, with a base assumption of no future fee increases. The pro-rata distribution will be adopted at a future meeting of the Board.

- **[Information] Preliminary Selection Group -** represents an assessment of: 1) projects deemed potentially eligible for funding; and 2) the preliminary points assigned to eligible projects.

Supporting Documentation:	**June Draft Points Methodology** **August Revised Methodology** **PECO Points Calculation** **PECO Points Draft Results; AKA Draft Preliminary Selection Group per SB 190**
Facilitators/Presenters:	Mr. Chris Kinsley

PUBLIC EDUCATION CAPITAL OUTLAY (PECO) PROJECTS

Preliminary Selection Group

FY 2020-21

Points-based prioritization, per SB-190

Rev. 8/9/2019

Univ. Name	Project Name	Year First Funded	Total Project Cost	Prior PECO Funding	Non-PECO Funding **	Remaining PECO Need	Eligible? (Y/N)	Comments	**Criteria 1** Prior Legis. Funding and % needed to finish const.	**Criteria 2** Maintenance, Infrastructure & Operations	**Criteria 3** Space Needs Met [confirm EPS recommendation before scoring]	**Criteria 4** University Priority	**Criteria 5** Cost effective replace/renov. of exist. bldg.	**Criteria 6** New construction, remodel or renovation without prior ($) appropriation	**Total Points**	University 2020-21 request
									Pts	Pts	Pts	Pts	Pts	Pts		
FPU	Applied Research Center	FY16-17	$40,627,802	$7,000,000	$20,873,150	$12,754,652	Y		14	-	25	5	-	-	**44**	12,754,652
NCF	Multipurpose Facility (bldg. replacement)	n/a	$50,400,000	$0	$0	$50,400,000	Y		-	-	23	5	7	4	**39**	6,000,000
UF	Data Science and Information Technology Building	FY18-19	$135,000,000	$75,000,000	$25,000,000	$35,000,000	Y		20	-	13	5	-	-	**38**	35,000,000
UWF	Building 54, Fire Mitigation (fire safety retrofit)	n/a	$6,250,000	$0	$0	$6,250,000	Y		-	14	-	3	15	2	**34**	6,250,000
FGCU	School of Integrated Watershed and Coastal Studies	FY16-17	$57,930,000	$39,553,504	$0	$18,376,496	Y		10	-	19	5	-	-	**34**	11,877,935
FSU	Interdisciplinary Research Commercialization Bldg (IRCB)	FY17-18	$88,000,000	$20,507,914	$44,000,000	$23,492,086	Y		18	-	11	5	-	-	**34**	22,725,899
FIU	Engineering Building Phase I & II	FY17-18	$150,000,000	$30,641,537	$45,000,000	$74,358,463	Y		6	-	21	5	-	-	**32**	35,500,000
UCF	Biological Sciences Bldg Renovation	n/a	$21,630,000	$0	$0	$21,630,000	Y		-	9	-	5	14	-	**28**	2,163,000
UCF	Howard Phillips Hall Renovation	n/a	$12,400,000	$0	$0	$12,400,000	Y		-	11	-	3	13	-	**27**	12,400,000
FAU	Jupiter STEM/Life Sciences Bldg.	FY16-17	$35,027,247	$23,881,247	$0	$11,146,000	Y		12	-	9	5	-	-	**26**	11,146,000
FSU	College of Business	FY17-18	$88,000,000	$13,500,000	$44,000,000	$30,500,000	Y		8	-	15	3	-	-	**26**	17,000,000
UF	PK Yonge Lab School (secondary school facility)	FY19-20	$28,000,000	$11,500,000	$8,200,000	$8,300,000	Y	District, not Univ.	16	-	-	-	8	-	**24**	8,300,000
UNF	Roy Lassiter Hall Renovations	n/a	$5,000,000	$0	$0	$5,000,000	Y		-	15	-	5	-	2	**22**	5,000,000
NCF	Old Caples House & Carriage House Renovation and Remodel	n/a	$10,300,000	$0	$0	$10,300,000	Y	No PECO request 20-21	-	12	-	3	6	-	**21**	0
FAU	Boca Library Renovation	n/a	$40,400,000	$0	$0	$40,400,000	Y		-	6	-	3	12	-	**21**	3,920,000
FGCU	Health Sciences Building	n/a	$59,193,144	$0	$0	$59,193,144	Y		-	-	17	3	-	-	**20**	3,700,000
UNF	Coggins College of Business Remodel & Renovation	n/a	$24,000,000	$0	$0	$24,000,000	Y		-	8	-	3	9	-	**20**	24,000,000
USF	Renovate System Central Plants (boilers, chillers)	n/a	$8,063,098	$0	$0	$8,063,098	Y		-	13	-	3	-	-	**16**	8,063,098
UF	Music Building Renovation	n/a	$38,400,000	$5,927,338	$0	$32,472,662	Y		2	-	-	3	11	-	**16**	10,000,000
FAMU	Central Plant Improvements (boiler, chiller, etc.)	n/a	$21,126,000	$0	$0	$21,126,000	Y		-	10	-	5	-	-	**15**	5,141,000
UWF	Capital Renewal Infrastructure (roadway, sewer, alarm syst., bldg envelopes)	n/a	$29,500,000	$0	$0	$29,500,000	Y		-	7	-	5	-	2	**14**	5,700,000
FAU	AD Henderson Lab School (K-8 replacement facility)	FY19-20	$52,553,700	$11,500,000	$3,000,000	$38,053,700	Y	District, not Univ.	4	-	-	-	10	-	**14**	37,450,900
FIU	C.A.S.E. Building Renovation	n/a	$7,150,000	$0	$0	$7,150,000	N	If not PECO, then CF	-	-	-	-	-	-	**0**	7,150,000
FPU	Student Achievement Center *not survey recommended*	n/a	$24,788,389	$0	$0	$24,788,389	N	Not EPS Recomnd.	-	-	-	-	-	-	**0**	0
USF	Morsani College of Medicine and Heart Health Institute	FY12-13	$153,000,000	$110,293,118	$40,451,882	$2,255,000	N	Univ. funding via C/F	-	-	-	-	-	-	**0**	0
USF	TPA-Interdisciplinary Science Research Lab Build Out (refit)	FY 13-14	$83,763,787	$74,732,583	$0	$9,031,204	N	Univ. funding via C/F	-	-	-	-	-	-	**0**	0
USF	Judy Genshaft Honors College *not survey recommended*	n/a	$59,789,669	$0	$26,995,800	$32,793,869	N	Not EPS Recomnd.	-	-	-	-	-	-	**0**	32,793,869
FAMU	Interdisciplinary Research Build-out *not survey recommended*	n/a	$14,388,433	$0	$0	$14,388,433	N	Not EPS Recomnd.	-	-	-	-	-	-	**0**	14,388,433

***** In the event of a tie score between projects, the project with the lowest Remaining PECO Need will be given priority.

****** Includes private gifts/donations, funding raising, etc., generally speaking. In the case of FPU's Applied Research Center, the Non-PECO funding represents Carryforward funds, as authorized by F.S. 1013.74(6).

Footnotes

1) A new construction, remodeling or renovation project that has not received prior appropriation will not be considered for inclusion on the prioritized PECO list unless:
   1. A plan is provided to reserve funds in an escrow account, specific to the project, into which is annually deposited 1% of the total value of the building for future maintenance;
   2. Sufficient capacity within cash and bonding estimate (per Revenue Estimating Conference) to accommodate the project within the 3-year PECO funding cycle; and
   3. The project has been recommended by an Ed Plant Survey (s. 1013.31).
2) In the case of multiple projects per university, the cumulative Total Needs Met should not exceed the university's Total Unmet Space Need.

PUBLIC EDUCATION CAPITAL OUTLAY (PECO) PROJECTS

Preliminary Selection Group

FY 2020-21

Points-based prioritization, per SB-190

Rev. 8/9/2019

Univ. Name	Project Name	Year First Funded	Total Project Cost	Prior PECO Funding	Non-PECO Funding **	Remaining PECO Need	Eligible? (Y/N)	Comments	**Criteria 1** Prior Legis. Funding and % needed to finish const.		**Criteria 2** Maintenance, Infrastructure & Operations		**Criteria 3** Space Needs Met [confirm EPS recommendation before scoring]				**Criteria 4** University Priority		**Criteria 5** Cost effective replace/renov. of exist. bldg.		**Criteria 6** New construction, remodel or renovation without prior ($) appropriation						**Total Points**	University 2020-21 request
									Answer	Pts	Answer	Pts	3a % increase in Space on Students	3b New NASF added by Project	(3a x 3b) Answer	Pts	Answer	Pts	Answer	Pts	Qualifications: Funding from private sources toward TPC (≥ 25% of TPC)	Preserve safety of persons using facility	Consistent with Legislative initiative	Consistent with Board initiative	University funding; 6%, 4% or 2%	Pts		
FPU	Applied Research Center	FY16-17	$40,627,802	$7,000,000	$20,873,150	$12,754,652	Y		31%	14	N	-	50.83%	60,786	30,898	25	1	5	n/a	-	0	0	0	0	0	-	**44**	12,754,652
NCF	Multipurpose Facility (bldg. replacement)	n/a	$50,400,000	$0	$0	$50,400,000	Y		n/a	-	N	-	30.26%	35,409	10,714	23	1	5	$1,022	7	0	0	2	2	0	4	**39**	6,000,000
UF	Data Science and Information Technology Building	FY18-19	$135,000,000	$75,000,000	$25,000,000	$35,000,000	Y		26%	20	N	-	2.18%	90,720	1,978	13	1	5	n/a	-	0	0	0	0	0	-	**38**	35,000,000
UWF	Building 54, Fire Mitigation (fire safety retrofit)	n/a	$6,250,000	$0	$0	$6,250,000	Y		n/a	-	Y	14	0.00%	0	0	-	2	3	$136	15	0	2	0	0	0	2	**34**	6,250,000
FGCU	School of Integrated Watershed and Coastal Studies	FY16-17	$57,930,000	$39,553,504	$0	$18,376,496	Y		32%	10	N	-	6.85%	77,670	5,320	19	1	5	n/a	-	0	0	0	0	0	-	**34**	11,877,935
FSU	Interdisciplinary Research Commercialization Bldg (IRCB)	FY17-18	$88,000,000	$20,507,914	$44,000,000	$23,492,086	Y		27%	18	N	-	1.93%	68,302	1,318	11	1	5	n/a	-	0	0	0	0	0	-	**34**	22,725,899
FIU	Engineering Building Phase I & II	FY17-18	$150,000,000	$30,641,537	$45,000,000	$74,358,463	Y		50%	6	N	-	4.35%	161,655	7,027	21	1	5	n/a	-	0	0	0	0	0	-	**32**	35,500,000
UCF	Biological Sciences Bldg Renovation	n/a	$21,630,000	$0	$0	$21,630,000	Y		n/a	-	Y	9	0.00%	0	0	-	1	5	$185	14	0	0	0	0	0	-	**28**	2,163,000
UCF	Howard Phillips Hall Renovation	n/a	$12,400,000	$0	$0	$12,400,000	Y		n/a	-	Y	11	0.00%	0	0	-	2	3	$192	13	0	0	0	0	0	-	**27**	12,400,000
FAU	Jupiter STEM/Life Sciences Bldg.	FY16-17	$35,027,247	$23,881,247	$0	$11,146,000	Y		32%	12	N	-	2.10%	37,400	785	9	1	5	n/a	-	0	0	0	0	0	-	**26**	11,146,000
FSU	College of Business	FY17-18	$88,000,000	$13,500,000	$44,000,000	$30,500,000	Y		35%	8	N	-	3.72%	131,585	4,895	15	2	3	n/a	-	0	0	0	0	0	-	**26**	17,000,000
UF	PK Yonge Lab School (secondary school facility)	FY19-20	$28,000,000	$11,500,000	$8,200,000	$8,300,000	Y	District, not Univ.	30%	16	N	-	0.00%	0	0	-	-	-	$377	8	0	0	0	0	0	-	**24**	8,300,000
UNF	Roy Lassiter Hall Renovations	n/a	$5,000,000	$0	$0	$5,000,000	Y		n/a	-	Y	15	0.00%	0	0	-	1	5	$334	-	0	2	0	0	0	2	**22**	5,000,000
NCF	Old Caples House & Carriage House Renovation and Remodel	n/a	$10,300,000	$0	$0	$10,300,000	Y	No PECO request 20-21	n/a	-	Y	12	0.00%	0	0	-	2	3	$1,263	6	0	0	0	0	0	-	**21**	0
FAU	Boca Library Renovation	n/a	$40,400,000	$0	$0	$40,400,000	Y		n/a	-	Y	6	0.00%	0	0	-	2	3	$253	12	0	0	0	0	0	-	**21**	3,920,000
FGCU	Health Sciences Building	n/a	$59,193,144	$0	$0	$59,193,144	Y		n/a	-	N	-	6.80%	77,100	5,243	17	2	3	n/a	-	0	0	0	0	0	-	**20**	3,700,000
UNF	Coggins College of Business Remodel & Renovation	n/a	$24,000,000	$0	$0	$24,000,000	Y		n/a	-	Y	8	0.00%	0	0	-	2	3	$351	9	0	0	0	0	0	-	**20**	24,000,000
USF	Renovate System Central Plants (boilers, chillers)	n/a	$8,063,098	$0	$0	$8,063,098	Y		n/a	-	Y	13	0.00%	0	0	-	2	3	n/a	-	0	0	0	0	0	-	**16**	8,063,098
UF	Music Building Renovation	n/a	$38,400,000	$5,927,338	$0	$32,472,662	Y		85%	2	N	-	0.00%	0	0	-	2	3	$324	11	0	0	0	0	0	-	**16**	10,000,000
FAMU	Central Plant Improvements (boiler, chiller, etc.)	n/a	$21,126,000	$0	$0	$21,126,000	Y		n/a	-	Y	10	0.00%	0	0	-	1	5	n/a	-	0	0	0	0	0	-	**15**	5,141,000
UWF	Capital Renewal Infrastructure (roadway, sewer, alarm syst., bldg envelopes)	n/a	$29,500,000	$0	$0	$29,500,000	Y		n/a	-	Y	7	0.00%	0	0	-	1	5	n/a	-	0	2	0	0	0	2	**14**	5,700,000
FAU	AD Henderson Lab School (K-8 replacement facility)	FY19-20	$52,553,700	$11,500,000	$3,000,000	$38,053,700	Y	District, not Univ.	72%	4	N	-	0.00%	0	0	-	-	-	$347	10	0	0	0	0	0	-	**14**	37,450,900
FIU	C.A.S.E. Building Renovation	n/a	$7,150,000	$0	$0	$7,150,000	N	If not PECO, then CF	n/a	-	Y	-	0.00%	0	0	-	2	-	$64	-	0	0	0	0	0	-	**0**	7,150,000
FPU	Student Achievement Center ***not survey recommended***	n/a	$24,788,389	$0	$0	$24,788,389	N	Not EPS Recomnd.	n/a	-	n/a	-	n/a	n/a	n/a	-	2	-	n/a	-	0	0	0	0	0	-	**0**	0
USF	Morsani College of Medicine and Heart Health Institute	FY12-13	$153,000,000	$110,293,118	$40,451,882	$2,255,000	N	Univ. funding via C/F	n/a	-	n/a	-	n/a	n/a	n/a	-	n/a	-	n/a	-	0	0	0	0	0	-	**0**	0
USF	TPA-Interdisciplinary Science Research Lab Build Out (refit)	FY 13-14	$83,763,787	$74,732,583	$0	$9,031,204	N	Univ. funding via C/F	n/a	-	n/a	-	n/a	n/a	n/a	-	n/a	-	n/a	-	0	0	0	0	0	-	**0**	0
USF	Judy Genshaft Honors College ***not survey recommended***	n/a	$59,789,669	$0	$26,995,800	$32,793,869	N	Not EPS Recomnd.	n/a	-	n/a	-	n/a	n/a	n/a	-	1	-	n/a	-	0	0	0	0	0	-	**0**	32,793,869
FAMU	Interdisciplinary Research Build-out ***not survey recommended***	n/a	$14,388,433	$0	$0	$14,388,433	N	Not EPS Recomnd.	n/a	-	n/a	-	n/a	n/a	n/a	-	2	-	n/a	-	0	0	0	0	0	-	**0**	14,388,433

***** In the event of a tie score between projects, the project with the lowest Remaining PECO Need will be given priority.

****** Includes private gifts/donations, funding raising, etc., generally speaking. In the case of FPU's Applied Research Center, the Non-PECO funding represents Carryforward funds, as authorized by F.S. 1013.74(6).

Footnotes

1) A new construction, remodeling or renovation project that has not received prior appropriation will not be considered for inclusion on the prioritized PECO list unless:
   1. A plan is provided to reserve funds in an escrow account, specific to the project, into which is annually deposited 1% of the total value of the building for future maintenance;
   2. Sufficient capacity within cash and bonding estimate (per Revenue Estimating Conference) to accommodate the project within the 3-year PECO funding cycle; and
   3. The project has been recommended by an Ed Plant Survey (s. 1013.31).
2) In the case of multiple projects per university, the cumulative Total Needs Met should not exceed the university's Total Unmet Space Need.

Point System for PECO Funding (pursuant to SB 190) METHODOLOGY (Original, as of 5/23/19)

Criteria #	Criteria Name	Eligibility for Criteria Category [1]	Max. Points	Calculation	Ranking / Scores										
1	Prior Legislative Funding	The project was previously funded by the Legislature and the funds needed for completion constitute a relatively low percentage of total project costs.	20	100% - [(State Appropriations + Local Funds) / Total Project Cost]	10th Lowest %	9th Lowest %	8th Lowest %	7th Lowest %	6th Lowest %	5th Lowest %	4th Lowest %	3rd Lowest %	2nd Lowest %	Lowest %	
				Points	2	4	6	8	10	12	14	16	18	20	
2	Maintenance, Infrastructure & Operations	Building maintenance, repair of utility infrastructure or a project necessary to maintain the operation of a university site. [Must demonstrate no funds available after BOG approval of the Carry Forward spending plan; s. 1011.45]	15	The 10 lowest ($) amount requested per project	N/A	10th Lowest	9th Lowest	8th Lowest	7th Lowest	6th Lowest	5th Lowest	4th Lowest	3rd Lowest	2nd Lowest	Lowest request
				Points	0	6	7	8	9	10	11	12	13	14	15
3	Space Needs Met	Project addresses the greatest current year need for space as indicated by increased instructional or research capacity for the greatest number of students or the university's mission.	25	[Total Unmet Space Need (%) - Increase (%) in Need Met per Project] x Total New NASF [2]	N/A	10th Highest	9th Highest	8th Highest	7th Highest	6th Highest	5th Highest	4th Highest	3rd Highest	2nd Highest	Highest #
				Points	0	7	9	11	13	15	17	19	21	23	25
4	University Priority	The project reflects the top two (2) priorities of the submitting university.	5	Board of Trustees' Project Priority Ranking	N/A	#2 priority	#1 priority								
				Points	0	3	5								
5	Renovation or Replacement	The project represents the most practical and cost effective replacement or renovation of an existing building.	15	PECO funding / Gross Sq. Ft.	N/A	10th Lowest	9th Lowest	8th Lowest	7th Lowest	6th Lowest	5th Lowest	4th Lowest	3rd Lowest	2nd Lowest	Lowest Cost per GSF
				Points	0	6	7	8	9	10	11	12	13	14	15
6	New construction, remodel or renovation without prior ($) appropriation.	The project has funding from private sources; is needed to preserve the safety of persons using the facility; is consistent with legislative or board initiative; or [BOG specific] the university has allocated funding (as a % of Total Project Cost) of no less than 6% (preeminent), 4% (emerging preeminent) and 2% (neither).	20	Points awarded for each relevant qualification (max. 20 points per project)	N/A	Funding from private sources toward TPC (≥ 25% of TPC)		Preserve safety of persons using the facility		Consistent with Legislative initiative		Consistent with Board initiative		University Funding; 6%, 4% or 2%	
				Points	0	12		2		2		2		2	

Total: **100**

Footnotes

1) A new construction, remodeling or renovation project that has not received prior appropriation will not be considered for inclusion on the prioritized PECO list unless:

1. A plan is provided to reserve funds in an escrow account, specific to the project, into which is annually deposited 1% of the total value of the building for future maintenance;
2. Sufficient capacity within cash and bonding estimate (per Revenue Estimating Conference) to accommodate the project within the 3-year PECO funding cycle; and
3. The project has been recommended by an Ed Plant Survey (s. 1013.31).

2) In the case of multiple projects per university, the cumulative Total Needs Met should not exceed the university's Total Unmet Space Need.

Rev. 5.23.19

I:/Facilities/Working/PECO/Points System/Methodology

Point System for PECO Funding (pursuant to SB 190) METHODOLOGY (Revised, as of 7/23/19)

Criteria #	Criteria Name	Eligibility for Criteria Category [1]	Max. Points	Calculation	Ranking / Scores										
1	Prior Legislative Funding	The project was previously funded by the Legislature and the funds needed for completion constitute a relatively low percentage of total project costs.	20	100% - [(State Appropriations + Local Funds) / Total Project Cost]	10th Lowest %	9th Lowest %	8th Lowest %	7th Lowest %	6th Lowest %	5th Lowest %	4th Lowest %	3rd Lowest %	2nd Lowest %	Lowest %	
				Points	2	4	6	8	10	12	14	16	18	20	
2	Maintenance, Infrastructure & Operations	Building maintenance, repair of utility infrastructure or a project necessary to maintain the operation of a university site. [Must demonstrate no funds available after BOG approval of the Carry Forward spending plan; s. 1011.45]	20	The 10 lowest ($) amount requested per project	N/A	10th Lowest	9th Lowest	8th Lowest	7th Lowest	6th Lowest	5th Lowest	4th Lowest	3rd Lowest	2nd Lowest	Lowest request
				Points	0	2	4	6	8	10	12	14	16	18	20
3	Space Needs Met	Project addresses the greatest current year need for space as indicated by increased instructional or research capacity for the greatest number of students or the university's mission.	25	(%) Increase (%) in Total Space Needs NASF per Project x Total New NASF [2]	N/A	10th Highest	9th Highest	8th Highest	7th Highest	6th Highest	5th Highest	4th Highest	3rd Highest	2nd Highest	Highest #
				Points	0	7	9	11	13	15	17	19	21	23	25
4	University Priority	The project reflects the top two (2) priorities of the submitting university.	5	Board of Trustees' Project Priority Ranking	N/A	#2 priority	#1 priority								
				Points	0	3	5								
5	Renovation or Replacement	The project represents the most practical and cost effective replacement or renovation of an existing building.	20	PECO funding / Gross Sq. Ft.	N/A	10th Lowest	9th Lowest	8th Lowest	7th Lowest	6th Lowest	5th Lowest	4th Lowest	3rd Lowest	2nd Lowest	Lowest Cost per GSF
				Points	0	2	4	6	8	10	12	14	16	18	20
6	New construction, remodel or renovation without prior ($) appropriation.	The project has funding from private sources; is needed to preserve the safety of persons using the facility; is consistent with legislative or board initiative; or [BOG specific] the university has allocated funding (as a % of Total Project Cost) of no less than 6% (preeminent), 4% (emerging preeminent) and 2% (neither).	10	Two (2) points given for each relevant qualification (max. 10 points per project)	N/A	Funding from private sources		Preserve safety of persons using the facility		Consistent with Legislative initiative		Consistent with Board initiative		University Funding; 6%, 4% or 2%	
				Points	0	2		2		2		2		2	
			Total:	**100**											

Footnotes

1) A new construction, remodeling or renovation project that has not received prior appropriation will not be considered for inclusion on the prioritized PECO list unless:

1. A plan is provided to reserve funds in an escrow account, specific to the project, into which is annually deposited 1% of the total value of the building for future maintenance;
2. Sufficient capacity within cash and bonding estimate (per Revenue Estimating Conference) to accommodate the project within the 3-year PECO funding cycle; and
3. The project has been recommended by an Ed Plant Survey (s. 1013.31).

2) In the case of multiple projects per university, the cumulative Total Needs Met should not exceed the university's Total Unmet Space Need.

Rev. 7/26/19

I:/Facilities/Working/PECO/Points System/Methodology

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
August 28, 2019

SUBJECT: Proposed Amendment to Board of Governors Regulation 14.0025 Action Required Prior to Fixed Capital Outlay Budget Request

PROPOSED COMMITTEE ACTION

Action - Notice of Intent to Amend Board Regulation 14.0025

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

This regulation was amended on March 27, 2008, to specify that budgets approved by the board of trustees, rather than the Chancellor, and would serve as the basic planning documents for facility construction:

> *Building programs approved by the university president, and budgets approved by the ~~Chancellor~~ university board of trustees, shall serve as the basic planning documents for development of plans and specifications for construction.*

The proposed amendments re-establishes a role for the Chancellor and provides for Board approval of fixed capital outlay budgets in parallel to the approval of university operating budgets as provided in Board Regulation 9.007, State University Operating Budgets:

- Specifies that projects requested for inclusion on the the Board of Governors' three-year Public Education Capital Outlay (PECO) Priority List must be supported by an educational plant survey.
- Specifies that the Chancellor's Office will provide a format for the fixed capital outlay budget to be approved by the university board of trustees.
- Provides that the fixed capital outlay budget approved by the trustees must be submitted to the Board for approval (parallels the process for the operating budget).
- Authorizes the Chancellor to approve fixed capital outlay amendments up to $5,000,000.

The proposed draft has been provided to the universities for feedback.

Supporting Documentation Included: Regulation 14.0025

Facilitators/Presenters: Mr. Chris Kinsley

14.0025 ~~Action Required Prior to~~ Fixed Capital Outlay Budget ~~Request~~

(1) All fixed capital outlay projects ~~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 must have ~~without being recommended in~~ an educational plant survey. Fixed capital outlay ("FCO") is a budgeting category which includes 1) authorized PECO projects; 2) CITF projects; 3) authorized projects from E&G carryforward; 4) projects authorized pursuant to the Board of Governors Debt Management Guidelines; and any other FCO projects as designated in Florida Statutes.

(2) 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.

(3) The university president shall have the responsibility for the 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.

(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) Effective for the 2020-2021 fiscal year, each university president will prepare a fixed capital outlay budget for approval by the board of trustees in accordance with the instructions, guidelines, and standard formats provided by the Chancellor. The fixed capital outlay budget must include both new construction and previously approved projects which have not yet been completed. Each university board of trustees shall adopt an annual fixed capital outlay budget that must be presented to the Board of Governors for approval by the date established by the Chancellor.

(6) Fixed capital outlay project expenditures may be made by the university, subject to approval of the board of trustees. Budget approval by the Board of Governors, or budget amendment approval by the Chancellor as provided in section (7) is required.

Such approvals remain in effect for the life of the project; and do not expire at the end of the fiscal year.

(7) The Chancellor is hereby authorized to approve amendments to the fixed capital outlay budget as approved by the university board of trustees in a cumulative amount not to exceed $5,000,000. Cumulative amendments in excess of $5,000,000 require approval of the Board of Governors.

(8) The fixed capital outlay budget must include provisions for any new construction; construction work in progress; and the maintenance, repair, remodeling and renovation of the existing educational plant; ancillary plant and auxiliary facilities subject to the following definitions:

(a) "New construction" means any construction of a building or unit of a building in which the entire work is new or an entirely new addition connected to an existing building or which adds additional square footage to the space inventory.

(b) "FCO Maintenance and Repair" means those funds designated for the upkeep of university facilities, site and site improvements In many instances, planned expenditures may be appropriately budgeted from either the FCO Maintenance and Repair category or the Plant Operations and Maintenance category.

Roof or roofing replacement short of complete replacement of membrane or structure; repainting of interior or exterior surfaces; resurfacing of floors; repair or replacement of glass; repair of hardware, furniture, equipment, electrical fixtures, and plumbing fixtures; and repair or resurfacing of parking lots, roads, and walkways are all examples of the types of expenses that could be charged to either FCO Maintenance and Repair or Plant Operations and Maintenance.

The term "FCO maintenance and repair" does not include custodial or grounds-keeping functions, or recurring utility charges such as electricity, these are more appropriately charged to Plant Operations and Maintenance.

~~or renovation except for the replacement of equipment with new equipment of equal systems meeting current code requirements, provided that the replacement item neither places increased demand upon utilities services or structural supports nor adversely affects the function of safety to life systems.~~

(c) "Remodeling" means the changing of existing facilities by rearrangement of spaces 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. The university may not use current year E&G Operating funds for remodeling projects.

(d) "Renovation" means the rejuvenating or upgrading of existing facilities by installation or replacement of materials and equipment and includes, but is not limited to, interior or exterior reconditioning of facilities and spaces; air-conditioning, 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. The university may not use current year E&G operating funds for renovation projects.

(9) University boards of trustees may budget the following fixed capital outlay categories at a summary level by fund source, not to exceed $1,000,000 per project:

(a) FCO Maintenance and Repair Projects
(b) Remodeling Projects
(c) Renovation Projects

If the university opts to budget at the summary level, it must provide a detailed update on actual spending by project on an annual basis in connection with the FCO Budget approval; or as may be otherwise requested by the Board or the Chancellor.

~~(10) Notwithstanding any other provision of Board regulations, fixed capital outlay project budgets approved by the Board of Governors prior to the effective date of this regulation remain in effect until June 30, 2021.~~

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, _____.

AGENDA
Audit and Compliance Committee
Ballroom
Cohen Center
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965
August 28, 2019
3:15 – 5:15 p.m.
or
Upon Adjournment of Previous Meeting

Chair: Mr. Tim Cerio; Vice Chair: Mr. H. Wayne Huizenga, Jr.
Members: Frost, Levine, Lydecker, Morton, Silagy, Stermon

1.	**Call to Order and Opening Remarks**	**Governor Tim Cerio**
2.	**Minutes of Committee Meeting** Minutes: June 13, 2019	**Governor Cerio**
3.	**SUS Audits Summary, Fiscal Year 2018-2019**	**Ms. Julie Leftheris** *Inspector General and Director of Compliance*
4.	**USF Carryforward Funds Corrective Actions Follow-up from June 2019 Meeting**	**Ms. Leftheris**
5.	**Board of Governors Investigative Report, UCF E&G Funds Misuse**	**Mr. Joey Burby,** *Lead Investigator and Partner, Bryan Cave Leighton Paisner*

6.	**UCF Corrective Actions and Response to Investigative Reports**	**Ms. Beverly Seay,** *Chair, UCF Board of Trustees*
7.	**FAMU Misuse of Auxiliary Funds for Athletics, Investigative Report Update**	**Mr. Kelvin Lawson,** *Chair, FAMU Board of Trustees*
8.	**FAMU Intercollegiate Athletics Cash Deficit Update**	**Mr. Lawson**
9.	**Board of Governors Investigative Report, NCF Admissions Practices**	**Ms. Leftheris**
10.	**OIGC Updates**	**Ms. Leftheris**
11.	**Concluding Remarks and Adjournment**	**Governor Cerio**

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
August 28, 2019

SUBJECT: Minutes of Committee Meeting held June 13, 2019

PROPOSED COMMITTEE ACTION

Approval of the June 13, 2019, Committee meeting minutes.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Committee members will consider approval of the minutes of the June 13, 2019 Committee meeting.

Supporting Documentation Included: Minutes: June 13, 2019

Facilitators/Presenters: Governor Cerio

MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
AUDIT AND COMPLIANCE COMMITTEE MEETING
UNIVERSITY OF SOUTH FLORIDA
TAMPA, FL
June 13, 2019

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

Chair Tim Cerio convened the meeting of the Audit and Compliance Committee on June 13, 2019, at 8:34 a.m., in the Marshall Student Center Ballroom on the campus of the University of South Florida in Tampa, Florida. The following Audit and Compliance Committee members were present: Tim Cerio, H. Wayne Huizenga Jr., Patricia Frost (phone), Alan M. Levine, Ed A. Morton, Eric Silagy, and Kent Stermon. The following members of the Board were also present: Shawn Felton, Zenani D. Johnson, Sydney Kitson, Brian Lamb, Ned C. Lautenbach, Steven Scott, and Norman D. Tripp.

1. Call to Order

Mr. Cerio called the meeting to order.

2. Approval of Minutes

Mr. Morton motioned that the Committee approve the minutes of the Audit and Compliance Committee meeting held March 28, 2019, as presented. Mr. Huizenga seconded the motion. The minutes were approved.

3. OIGC Risk Assessment and Audit Work Plan 2019-2020

Ms. Leftheris presented the Committee with the draft *Office of Inspector General and Director of Compliance 2019-2020 Work Plan*, which is required to be developed and presented annually for the Board's consideration and approval.

Ms. Leftheris explained the work plan is risk-based to provide the most effective coverage of Board office operations and Office of the Inspector General and Director of Compliance (OIGC) System responsibilities. It will guide OIGC staff activities for the upcoming fiscal year and contains two planned audit projects. The first is a compliance audit of Take Stock in Children funding, and the second is an operational audit of the academic approval process with the Board of Governors. The OIGC intends to continue outreach to promote itself as a resource to report abuse, fraud, and waste within the

universities as recommended by the Florida House of Representatives Public Ethics and Integrity Committee. The OIGC is also seeking accreditation for its investigative function from the Florida Commission on Law Enforcement Accreditation.

Mr. Huizenga motioned to approve the work plan, and Mr. Levine seconded it. The Committee approved the OIGC's 2019-2020 Annual Work Plan and moved it to the full Board of Governors for their approval consideration.

4. UCF E&G Funds Misuse Investigative Report Update

Mr. Cerio provided the background on the continued investigation into the University of Central Florida's (UCF) misuse of Education and General (E&G) Funds. He stated that during the January 31st Committee meeting, Committee members approved a second investigation into the university's use and/or transfer of E&G funds for capital projects beyond that of the Trevor Colbourn Hall construction project. Mr. Cerio noted that this investigation is in progress and being conducted by the law firm, Bryan Leighton Cave Paisner (BCLP) with oversight by Board of Governors' Inspector General, Julie Leftheris. Ms. Leftheris introduced BCLP's lead investigator, Joey Burby, so that he could provide an update on the investigation.

Mr. Burby noted that BCLP is being assisted by the firm PricewaterhouseCoopers (PwC) in the investigation. He cautioned that the information he was reporting was preliminary and subject to change. Mr. Burby expressed that there has been significant progress since the previous Committee meeting because UCF staff have provided substantial amounts of both financial data and internal correspondence. He said that BCLP has begun reviewing this documentation and commended UCF for their cooperation. Mr. Burby explained that witness interviews had begun and that over 25 interviews had been conducted to date. He noted that, however, the people with the most knowledge regarding the subject matter of the investigation were uncooperative by either ignoring or declining BCLP's request for interviews. These included former staff members: former President John Hitt, former President and Provost Dale Whittaker, former Provost Tony Waldrop, former CFO Bill Merck, former Associate Vice President for Finance Tracy Clark, and former Associate Vice President for Facilities and Safety Lee Kernek. He explained that this lack of cooperation could prevent the investigators from fully finding out how the capital projects under investigation came to be improperly funded.

Mr. Burby noted that he expected to have his report completed before the next Committee meeting in August. He explained that he consulted with Ms. Leftheris and Chris Kinsley, the Board of Governors Assistant Vice Chancellor for Finance and Facilities, to create the methodology for the investigation. The methodology involved an analysis of all fund transfers of any type to any UCF construction project during the

period under review. Cumulative transfers totaling two million dollars or more was the threshold to determine in-scope capital projects.

In referring to the table of "Preliminary Findings: List of Projects in Scope" (provided in the meeting materials), Mr. Burby explained that eleven capital projects were determined to be in scope; five completed, and six still in progress. Mr. Burby explained that the amount of E&G dollars spent and when those dollars were spent was still being determined, and would be included in BCLP's final report. Seven of the projects involved new construction as opposed to renovation projects. Mr. Burby noted that the Global UCF project was not initially identified as in scope, but after considering the improperly distributed investment earnings from E&G funds to the project, it became in scope. Mr. Burby noted that the Heating and Power Plant project used an internal loan of E&G funds that was intended to be paid back from future "energy" savings according to a memorandum of understanding signed by former CFO Bill Merck and Interim Provost Diane Chase in 2014. He explained that this matter is still being investigated.

Mr. Burby explained that regarding the eleven capital projects, there was approximately 61.3 million dollars in E&G funds transferred. He noted that these were almost all carryforward funds and that some transfers seemed to be timed so that UCF did not have to report them to the Board. Mr. Burby explained that including Trevor Colbourn Hall, approximately 100 million dollars in E&G funds were improperly transferred to capital projects. He said that BCLP is reviewing documentation and conducting interviews to determine how the use of E&G funds was determined, who made these determinations, and why. BCLP is also seeking to determine if E&G funds were replaced or returned with the appropriate funds.

When asked, Mr. Burby explained that without the ability to compel former staff members to interview, the full depth of the misuse would be difficult to determine. Committee members discussed the Board's authority over this situation and discussed seeking subpoena authority in the future.

In response to the discussion, Mr. Burby noted that UCF's Board of Trustees' members were being cooperative and supportive. He reiterated that he expects the BCLP report will be completed before the August Committee meeting.

5. <u>USF Report of Findings, Review into Use of Carryforward Funds in the Construction of the Dr. Kiran C. Patel Center for Global Solutions (Patel Center)</u>

Ms. Leftheris introduced USF's Board of Trustees Audit and Compliance Committee Chair, Nancy Watkins, and USF's Chief Audit Executive, Virginia Kalil, to provide an

update on the review into the use of carryforward funds for the construction of the Patel Center. Ms. Leftheris noted that Ms. Kalil conducted the review under Ms. Watkins' oversight.

Ms. Watkins presented the review findings and explained the three reports were released. The first report was conducted to confirm the Patel Center's misallocation of funds. This report revealed that approximately 5.7 million dollars of E&G funds were transferred for the Patel Center project. Ms. Watkins noted that due to the projects' age and the lack of contact with employees who had worked on them, they relied on empirical rather than anecdotal evidence. Ms. Watkins noted that the accounting system from the period the Patel Center was built has been replaced and explained that this misuse of funds occurred due to lack of checks and balances between departments. She noted that this lack of internal control has been corrected. Ms. Watkins explained that the funds have been repaid and that there was no evidence of intentional misuse or personal or private inurement from the misuse of funds.

Ms. Watkins explained that the second report reviewed all capital projects. She noted that there were 51 capital projects; 30 of those were in scope. She explained that the auditing department validated the funding source for all 51 projects.

The third report reviewed the current procedures and internal controls in place at USF as a preventative measure. Ms. Watkins noted that the report deemed the controls adequate and that there will be follow-up on seven medium risk items (listed in Appendix B). When asked, Ms. Kalil explained that all corrective actions have begun and should be completed within three to six months. Mr. Lamb and other Committee members encouraged USF to complete their corrective actions before the August Committee meeting.

6. Florida Agricultural and Mechanical University Intercollegiate Athletics Cash Deficit

Ms. Leftheris provided a history of the OIGC's monitoring activities regarding the athletics program cash deficit. She introduced FAMU's Board of Trustees Chair, Kelvin Lawson, to update the Committee.

Mr. Lawson explained that FAMU's Vice President of Audit, Joe Maleszewski, was also in attendance to answer Committee members' questions. Mr. Cerio noted the presentation provided by Mr. Lawson and Mr. Maleszewski had been updated and was not the same version as the one in the meeting materials. Mr. Lawson explained that the presentation was changed to reflect the most recent events that occurred regarding the athletics cash deficit.

Mr. Lawson provided a background of the athletics cash deficit. He noted that FAMU was in the midst of a 12-year repayment plan, which began in September 2016, to repay seven million dollars to their auxiliary programs. The corrective action plan includes a three-year review process. Every month for the first year, Chair Lawson, President Robinson, the university's CFO, and the university's athletics director met internally to review the athletics program budget. Then they met with Board of Governors staff to review it with them.

Year two of the corrective action plan requires a less aggressive review process, but they still meet with Board of Governors staff, which now includes Mr. Cerio as the Audit and Compliance Committee Chair. Additionally, the plan requires the CFO and the President to approve any transfers from auxiliaries to athletics should there be a reason to do so.

Mr. Lawson explained that the control of the athletics budget was removed from the athletics department to the financial leadership team. He noted that the overall athletics budget is 10 million dollars and that there is currently a $313,000 gap between the plan's budget and the plan's incoming revenue. He explained FAMU's four-part plan to close the gap. They are still pursuing their athletics fund-raising tour; they are continuing the Investing in Champions campaign; they are working with the Boosters to generate additional revenue; and they are collecting on outstanding debts such as royalty payments, Investing in Champions commitments, and outstanding sponsorships. The goal is to zero-out the budget at the end of the academic year.

Regarding the internal audit staff's recent discovery of unauthorized funding sources still being used to cover the athletics cash deficit, Mr. Lawson explained that this is unrelated to the recent news about FAMU's NCAA penalties. He said that corrective actions related to the former include the resignation of FAMU's CFO and the replacement of positions from the CFO to the budget officer. He noted that there were additional safeguards put into PeopleSoft, the university's accounting system, and that FAMU is hiring an outside firm to perform an extensive audit. He estimated that 1.5 to 3 million dollars of auxiliary funds have been misused for this purpose. Although they had a good plan in place, as he had described earlier, that required the CFO and President to sign off on any transfers from auxiliary operations to athletics, Mr. Lawson said the funds were transferred without obtaining the required signatures. President Larry Robinson stated that he did not why the approvals did not follow the established procedures.

Mr. Maleszewski explained that the external firm they select to conduct additional audit or investigative work will have the final report completed by August 1st. He noted that this practice could have been happening since the first year the corrective plan was put into place and added they have put a notification system in place so that he will be automatically notified of any auxiliary funds transfers. Mr. Stermon stated that this

occurrence was unacceptable. Mr. Lawson concurred with Mr. Stermon's statement and noted that leadership is taking swift corrective action.

7. OIGC Updates

Due to time constraints, Mr. Cerio asked Ms. Leftheris to provide her report regarding OIGC updates at the next Audit and Compliance Committee meeting in August.

8. Concluding Remarks and Adjournment

Mr. Cerio asked Board members if anyone had any questions or comments. Hearing none, the Audit and Compliance Committee was adjourned at 9:45 a.m.

_____
Timothy Cerio, Chair

_____
Lori Clark, Compliance and Audit Specialist

DRAFT

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
August 28, 2019

SUBJECT: State University System of Florida Audits Summary

PROPOSED COMMITTEE ACTION

Information only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Board of Governors Inspector General and Director of Compliance, Julie Leftheris, will provide Committee members with a summary of the audit coverage for fiscal year 2018-2019 for State University System of Florida universities.

Supporting Documentation Included: PowerPoint Presentation

Facilitators/Presenters: Ms. Julie Leftheris

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
August 28, 2019

SUBJECT: USF Carryforward Funds Follow-up

PROPOSED COMMITTEE ACTION

Information only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Inspector General and Director of Compliance, Julie Leftheris, will provide Committee members with an update of the University of South Florida's corrective actions implementation in response to the medium-risk recommendations from the review of the misuse of E&G funds for the Dr. Kiran C. Patel Center for Global Solutions (the Patel Center). The university reported that corrective actions on those items might take three to six months to implement. Committee members urged the university to fully implement corrective actions by the August meeting.

Supporting Documentation Included: Follow-up Status Table

Facilitators/Presenters: Ms. Julie Leftheris

UNIVERSITY OF SOUTH FLORIDA
CONSTRUCTION ACCOUNTING AND CONTROL STRUCTURE
RECOMMENDATION STATUS
AUGUST 2019

	Statement of Risk	Recommendation	Status	Comments
1	Further guidance was needed regarding the allowable uses of Education & General (E&G) funds on construction projects.	The university should seek formal written clarification from the Board of Governors (BOG) as to exactly what types of E&G carryforward expenditures, and in what amounts, are viewed as allowable on construction projects by both the BOG and the legislature, and develop and implement procedures accordingly so that the university can ensure strict compliance with all requirements.	In Progress 10/1/19	The Chief Financial Officer has requested formal written clarification from the BOG and is awaiting finalization of an update to BOG regulation 9.007 State University Operating Budgets. This update is expected to provide more guidance and clarity as to what types and amounts of E&G carryforward expenditures are viewed as allowable on construction projects by both the BOG and the legislature. Upon finalization of the updated regulation, the university will develop and implement procedures accordingly to ensure compliance with all requirements.
2	Financial Accounting System (FAST) functionality was not being utilized to associate related projects in the project costing (PC) module.	The university should implement a means of identifying and tracking all of a construction project's financial transactions within FAST.	Complete 7/1/19	All new capital projects are established using a singular FAST PC Project ID to associate related appropriations and alternate funding sources.
3	Tracking of costs by Activity ID and fund needs to be improved.	The university should develop and implement procedures for budget to actual tracking of all construction costs by both Activity ID and funding source.	Complete 7/1/19	Procedures for budget to actual tracking of all construction costs by both Activity ID and funding source have been developed and implemented.
4	Monitoring authorization of expenditure transfers, subject to USF System Policy 0-100, needs to be improved.	The university should ensure all expenditure transfers are subject to BOT approvals consistent with the intent of USF System Policy 0-100.	Complete 7/1/19	Procedures have been established and implemented to ensure expenditure transfers are subject to approvals consistent with the intent of USF System Policy 0-100.
5	Monitoring of expenditures outside of the Construction Fund should be performed to ensure a Project ID is associated with all construction expenditures.	The university should develop and implement procedures which require that all construction costs, regardless of funding source, be associated with an appropriate FAST PC Project ID. Monitor for compliance with this procedure.	Complete 7/1/19	The university has procedures that require all construction costs, regardless of funding source, be associated with an appropriate FAST PC Project ID. Compliance monitoring protocols have been developed.
6	There was no formal communication of roles and responsibilities for construction projects accounting among the various decentralized facilities units.	The university should establish a consistent control structure for construction accounting activities throughout the USF System.	Complete 5/1/19	The university has established a consistent control structure for construction accounting activities throughout the USF System. Each decentralized construction administration unit is responsible to ensure fiscal control in accordance with the established structure.
7	Financial controls over projects being managed by USF Health (USFH) Operations and Facilities Management needs to be improved.	The university should enhance the College of Medicine Business Office construction accounting control structure, or else transfer USFH construction accounting functions to ASBC.	Complete 5/1/19	Training on the consistent control structure referenced in recommendation 6 above was provided to the College of Medicine Business Office and other decentralized construction administration units in March, 2019. The College of Medicine Business Office will ensure fiscal control in accordance with the established structure.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
August 28, 2019

SUBJECT: UCF E&G Funds Misuse Investigative Report Update

PROPOSED COMMITTEE ACTION

Information Only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Joey Burby, the lead investigator and partner at the Bryan, Cave, Leighton, Paisner law firm, will present the Committee with the results of the Board of Governors' investigation of UCF's misuse of education and general (E&G) Funds. This investigation focused on additional E&G funds transfers for capital projects beyond the funds used for the construction of Trevor Colbourn Hall. At the January 31, 2019, Committee meeting Mr. Burby had reported the results of the previous investigation he conducted for the UCF Board of Trustees into the misuse of E&G funds for the TCH building construction project.

Supporting Documentation Included: Report of Investigation

Facilitators/Presenters: Mr. Joey Burby

REPORT OF INVESTIGATION

PRESENTED TO THE STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS

August 21, 2019

Bryan Cave Leighton Paisner LLP

TABLE OF CONTENTS

I. BACKGROUND AND SCOPE OF INVESTIGATION....1

A. Prior Investigation and Engagement of BCLP....1

B. Engagement of PwC....2

C. Scope of the Investigative Work....2

1. General Overview....2

2. Witnesses Interviewed....3

3. Witnesses Not Interviewed....4

4. Documents Received and Considered....5

5. Forensic Analysis of Hard Drive....5

6. Other Information Considered....5

II. METHODOLOGY FOR IDENTIFYING IN-SCOPE PROJECTS....7

III. SUMMARY OF FINDINGS....9

A. Improperly Funded Projects and Related E&G Transfers....9

B. Involvement of UCF Employees and the Board of Trustees....11

C. Concerns about the Timing of E&G Carryforward Transfers....12

D. Status of Repayment of Improperly Transferred E&G Funds....14

IV. FINDINGS REGARDING IN-SCOPE PROJECTS....15

A. Relevant Background....15

1. About E&G Funds and Their Use....15

2. E&G Carryforward Funds and Reporting Obligations to the BOG..16

B. College of Medicine Building - Furniture, Fixtures & Equipment....17

1. Overview....17

2. Timeline of Significant Events....18

a) UCF's College of Medicine....18

b) Original funding for purchases of FF&E.....18

c) E&G carryforward funds are used to replace auxiliary funds already spent on FF&E.....19

d) Involvement of the President and BOT.....21

e) Knowledge and understanding of relevant regulations.....22

f) Timing concerns.....22

C. CREOL Building Roof.....23

1. Overview.....23

2. Timeline of Significant Events.....23

a) Problems with the CREOL building roof.....23

b) Transfers of E&G funds for the roof replacement project....24

c) The CREOL building roof is not replaced, the E&G funds are not returned, and some of the E&G funds are used for repairs to other buildings.....25

d) The CREOL roof is repaired rather than replaced using non-E&G funds.....26

e) Conclusions regarding the funding decision for the project.....26

f) Knowledge and understanding of relevant regulations.....27

g) Timing concerns.....27

D. Combined Heating and Power Plant.....27

1. Overview.....27

2. Background on Energy Savings Contracts and Related Statute.....29

3. Timeline of Significant Events.....30

a) Initial Plans for CHP.....30

b) 2011 Modifications to Financing.....31

c) Decision to Replace Auxiliary Funds with E&G.....32

d) "Repayments" Begin....33

e) Neither the BOT nor the BOG Approved the CHP's Funding....35

f) Knowledge and Understanding of Relevant Statutes and Regulations....35

g) Timing Concerns....36

E. Global UCF Building....37

1. Overview....37

2. Timeline of Significant Events....38

a) UCF's investment program....38

b) Deviations from the distribution methodology and relation to Global UCF....40

(1) 2012 withdrawal of $2 million....40

(2) 2012 - 2014 distributions to pay debt service....41

(3) 2013 movement of $10 million to the central reserve....42

c) Origins of Global UCF funding plan....42

d) Approval by the BOT and spending history....43

e) Knowledge and Understanding of Relevant Regulations....44

F. CREOL Building Expansion....45

1. Overview....45

2. Timeline of Significant Events....46

a) The CREOL building....46

b) Reconstitution of the UBC in fall 2014 and decision to reallocate excess E&G carryforward funds....47

c) The UBC approves the CREOL Phase II expansion project for carryforward funding....47

d) President Hitt approves the use of E&G funds for the CREOL Phase II expansion and the funds are transferred...49

e) Additional plans and budget for the CREOL Phase II expansion project....50

f) BOT involvement in the project....51

g) Construction and actual costs of the CREOL Phase II expansion....53

h) Knowledge and understanding of relevant regulations....53

G. Research I Building - Furniture, Fixtures & Equipment and Lab Buildouts....56

1. Overview....56

2. Timeline of Significant Events....57

a) The Research I building....57

b) Initial plans to secure funding....57

c) The University opts to use E&G funds for the FF&E and lab buildouts....58

(1) 2014-15 fiscal year (July 2014 through June 2015)...58

(2) 2015-16 fiscal year (July 2015 through June 2016)...59

(3) 2016-17 fiscal year (July 2016 through June 2017)....61

(4) 2017-18 fiscal year (July 2017 through June 2018)...64

d) Construction of Research I is substantially completed....66

e) Knowledge and understanding of relevant regulations....66

f) Timing concerns....66

H. Downtown Campus Projects....67

1. Overview....67

a) The use of E&G carryforward funds for the CEM project....67

b) The use of E&G carryforward funds for the Energy Plant, Student Center and Infrastructure projects....68

2. Timeline of Significant Events....70

a) Early plans to renovate the CEM building and secure funding....70

b) The University decides to build the Downtown Campus....71

c) Initial plans for and approval of the Downtown Campus, and alternative plans in response to Governor veto 72

d) The University opts to use E&G carryforward funds to renovate CEM....73

e) The University loans E&G carryforward funds to pay for the Energy Plant, Student Center and Infrastructure projects ...75

(1) The Energy Plant, Student Center and Infrastructure projects....76

(2) University officials consider using auxiliary funds for the Energy Plant but have no funding plans for the other projects....77

(3) University officials consider using E&G carryforward funds for the Energy Plant, Student Center and Infrastructure projects....80

(4) University officials decide to fund all three projects using E&G carryforward loans....81

(5) University officials develop plans to repay the E&G loans, but no plan is ever finalized or implemented, and no repayments occur 85

f) Knowledge and understanding of relevant regulations....89

g) Timing concerns....90

V. REPAYMENT OF IMPROPERLY TRANSFERRED E&G FUNDS 91

Appendix A – List of Witnesses Interviewed

Appendix B – List of In-Scope Projects

Appendix C – Summary of E&G Transfers to In-Scope Projects

Appendix D – Summary of Expenditures for In-Scope Projects

I. BACKGROUND AND SCOPE OF INVESTIGATION

A. Prior Investigation and Engagement of BCLP

In September 2018, the University of Central Florida ("UCF") Board of Trustees ("BOT") engaged the law firm of Bryan Cave Leighton Paisner LLP ("BCLP") to conduct an independent[1] investigation into the University's use of state appropriated Education and General ("E&G") funds for capital projects, including the construction of a new academic building called Trevor Colbourn Hall ("TCH"). The BOT directed the Chair of its Audit and Compliance Committee, Beverly J. Seay, to oversee the investigation. Following a three month investigation with assistance from the accounting firm of PricewaterhouseCoopers Advisory Services LLC ("PwC"), BCLP issued a report of investigation on January 17, 2019 ("TCH Report") and presented it to the BOT on the following day, January 18, 2019.

The TCH Report concluded, among other things, that between 2013 and 2016, UCF allocated over $38 million of E&G funds, nearly all of which were "E&G carryforward funds" (i.e. E&G funds that were not spent during the fiscal year for which they were appropriated), to a project that began as the renovation of an existing building, Colbourn Hall, but which resulted in the construction of a new building, TCH, in violation of state law and regulations. The TCH Report found that most of these funds were not spent until fiscal year 2017-18, such that millions of dollars in E&G carryforward funds had been moved from carryforward accounts, the balance of which must be reported to state officials, to a construction account for the project, where they would not have to be reported, long before the funds were actually needed or spent.

The TCH Report focused exclusively on the funding of TCH and not on any other capital projects where E&G funds may have been inappropriately used, even though other such projects had been identified by UCF during its own internal investigation. UCF staff presented this information, which we understand was initially based on a five-year review but ultimately expanded to ten years, at various BOT meetings, including on September 20, 2018, when the Board retained BCLP. To be clear, BCLP had no involvement in the identification of these other, potentially improperly funded projects. On January 24, 2019, the BOT voted to accept the TCH Report but not to extend the BCLP investigation to examine the additional projects that UCF staff had identified.

The State University System of Florida ("SUS") Board of Governors ("BOG") invited BCLP and PwC to present the TCH Report at its January 31, 2019 meeting. After hearing the report, the BOG voted to continue the investigation into the transfer and/or use of E&G funds at UCF for capital projects beyond the funds used for the construction of TCH, and for the investigation to be paid for by UCF. The Board directed Julie Leftheris, the BOG Inspector General and Director of Compliance, to oversee the investigation. On February 8, 2019, BOG Chair Ned Lautenbach wrote to BCLP and asked to retain the firm to conduct this broader investigation. Specifically, he asked for BCLP "to identify all E&G funds transferred into UCF construction accounts since July 1, 2010, to determine the usage or intended usage of those funds and their earnings, and

[1] BCLP did not then and does not currently represent UCF or the BOT in any other matters.

the current status of those funds. Additionally, we are asking you to determine how this was done, at whose direction, and for what purpose." (Exhibit 1). BCLP subsequently terminated its representation of the BOT (with the BOT's consent), and on February 26, 2019, Chair Lautenbach signed an engagement letter on behalf of the BOG, formally engaging BCLP to conduct this investigation. (Exhibit 2).

The BCLP investigative team was once again led by R. Joseph Burby, a partner in the firm's Atlanta office and the leader of its Higher Education Internal Investigations and Compliance team. Prior to joining BCLP, Burby was employed by the United States Department of Justice, serving as an Assistant U.S. Attorney in the U.S. Attorney's Office for the Northern District of Georgia for nearly five years. As a federal prosecutor, Burby investigated and prosecuted a wide range of fraud offenses and other financial crimes, including crimes involving government funds. Burby's practice at BCLP focuses on, among other things, conducting internal investigations for large, complex organizations and their boards, including for colleges and universities.

B. Engagement of PwC

BCLP engaged PwC to assist it with the investigation and provide forensic accounting and other services. (Exhibit 3). The PwC team was once again led by Robert E. Gallagher, a CPA and Certified Fraud Examiner with substantial experience conducting complex, internal investigations involving accounting fraud and regulatory matters and the leader of the firm's Southeast Forensic Services practice group. PwC also has the largest higher education practice in the country, with over 1,500 higher education industry professionals in accounting and auditing, regulatory compliance and education advisory services, among others. Gallagher drew upon this wealth of higher education expertise as needed during the investigation. PwC had not, prior to the TCH investigation, provided any professional services to UCF, the BOT or the BOG.

C. Scope of the Investigative Work

1. General Overview

BCLP conducted the investigation with assistance from PwC over a period of approximately six months, between February and August 2019. As previously stated, our work was overseen by BOG Inspector General Julie Leftheris, to whom we provided regular updates. Inspector General Leftheris in turn provided updates to the BOG's Audit and Compliance Committee, and we also provided an interim report to the Committee on June 13, 2019.

The initial phase of the investigation involved developing a methodology for identifying capital projects at UCF that had received improper transfers of E&G funds since July 1, 2010.[2] We developed this methodology in consultation with BOG staff, as discussed in Section II of this Report, and then applied it using various financial and construction data provided by UCF, resulting in the identification of ten capital projects for further investigation. During this initial phase, we also gathered information

[2] We did not want to rely on UCF's own internal investigation or the projects they had identified through that process; rather, we wished to perform our own independent analysis and reach our own conclusions.

regarding UCF's investment portfolio and process for allocating investment gains, as questions had arisen concerning UCF's investment of E&G funds and use of investment gains for capital projects. This effort resulted in the identification of an eleventh capital project that appeared to have been improperly funded with E&G, the Global UCF building. Specifically, the project appeared to have been funded with investment earnings derived in part from the investment of E&G funds. When the E&G portion of those earnings was considered, the project qualified for inclusion under the methodology agreed upon with BOG staff.

Next, we investigated each of the 11 identified capital projects to determine how the decision was made to use E&G funds for them, why it was made and who at UCF was involved. As part of that process, BCLP interviewed over 40 witnesses, some more than once. Most of these interviews were conducted in person, although some were done by telephone. Inspector General Leftheris participated in most of the witness interviews, including nearly all of the in-person interviews. BCLP also requested extensive documents and other information from the University, including emails and detailed financial and accounting records, which were then reviewed and analyzed. The total number of documents collected and reviewed during the investigation is estimated to be in the tens of thousands. This is in addition to the estimated tens of thousands of documents collected and reviewed during the TCH investigation, many of which were also relevant to this investigation.

2. Witnesses Interviewed

BCLP conducted over 46 interviews with 42 different witnesses, including many current and former UCF administrative officers and staff, faculty members, BOT members, BOG staff and others having information about the matters within the scope of the investigation. Inspector General Leftheris and representatives from PwC were present for, and participated in, most of these interviews.

Senior UCF administrators who were interviewed include Interim University President Thad Seymour; Vice President and General Counsel W. Scott Cole; former Interim Chief Financial Officer Kathy Mitchell; and Chief of Staff to President Seymour and Vice President for Communications and Marketing Grant J. Heston.

A number of senior staff from the University's Finance & Accounting department also made themselves available for interviews, including former Assistant Vice President and University Controller Christy Tant; Interim University Controller Brad Hodum; Assistant Controller Bert Francis; Director of University Budget, Planning & Administration Donna DuBuc; and Director of Budget Initiatives Lynn Gonzalez. Gonzalez also served as Associate Vice President for Academic Affairs during some of the relevant period.

BCLP also interviewed a number of employees from the University's Facilities & Safety department, including Director of Facilities, Planning and Construction Bill Martin; former Director of Downtown Campus Facilities Allen Bottorff; Associate Director, Business Office, Facilities and Safety Resource Management, Lashonda Brown-Neal; and Construction Specialist Gina Seabrook.

BCLP interviewed the current Chair and Vice Chair of the BOT's Finance and Facilities Committee ("FFC"), Alex Martins and Robert Garvy, as well as former FFC Chairs Marcos Marchena and Conrad Santiago. Mr. Marchena also previously served as Chair of the BOT, and Mr. Garvy served as Interim Chair. BCLP also interviewed trustee David Walsh, who serves as a member of the FFC.

Finally, BCLP also interviewed staff of the Florida Board of Governors, including Vice Chancellor for Finance and Administration and Chief Financial Officer Tim Jones, Assistant Vice Chancellor for Finance and Facilities Chris Kinsley and Budget Director Dale Bradley, and consulted with General Counsel Vikki Shirley.

A complete list of the individuals interviewed during this investigation, and the dates of their interviews, is included at Appendix A.

3. Witnesses Not Interviewed

Perhaps more noteworthy than who was interviewed during the investigation is who was not. All of the key individuals who made or participated in the funding decisions for the capital projects that were the focus of this investigation declined to be interviewed, some through their counsel and others by simply ignoring our written interview requests. The lack of cooperation from these individuals significantly hindered the investigation and in some cases prevented us from fully ascertaining how and why the decisions were made to fund the projects. As these individuals were no longer employed by UCF, and the BOG and Inspector General Leftheris lack subpoena power, BCLP had no ability to compel them to cooperate or provide an interview.

The following former senior UCF officials declined our request for an interview:

- John C. Hitt (President, 1992-2019)
- Dale Whittaker (President, 2018-2019; Provost, 2014-2018)[3]
- William ("Bill") F. Merck, II (VP for Administration and Finance and Chief Financial Officer, 1996-2018)
- Tony G. Waldrop (Provost, 2010-2014)
- Diane Chase (Interim Provost, 2010 & 2014; Executive Vice Provost, 1984-2016)[4]
- Tracy Clark (Assoc. Provost and VP for Finance, 2007-2019)
- Priscilla L. ("Lee") Kernek (Assoc. VP for Facilities and Safety, 2007-2019)
- Vanessa Fortier (Assoc. VP for Administrative Affairs, 1998-2013)

Relevant correspondence with these individuals and/or their counsel is included as collective Exhibit 4.

[3] Whittaker declined to be interviewed about the capital projects at issue and his involvement in the funding decisions relating to them, but did offer to discuss policy and process improvements.

[4] Chase provided certain information by email but declined to answer questions or give a formal interview.

4. Documents Received and Considered

BCLP submitted numerous written document requests to the University, resulting in the receipt of thousands of documents. Former Interim CFO Kathy Mitchell initially coordinated the collection of documents (including financial and accounting records as well as emails) in response to BCLP's requests, but this was later handled by current Interim CFO Dennis Crudele. Employees in the University's Office of the General Counsel and Facilities & Safety department coordinated the collection of other types of documents in response to BCLP's requests. BCLP also requested documents and emails directly from some employees.

As discussed in the TCH Report, in October 2018, BCLP collected from the University the entire email accounts of John Hitt, Dale Whittaker, Bill Merck, Tracy Clark, Lee Kernek and Christy Tant. BCLP also collected text messages from all of these individuals except for Merck. These emails and text messages (totaling over 300 GB of data) were loaded into an e-discovery document review platform at BCLP to permit complex searches to be performed of the data and to facilitate document review. During the current investigation, BCLP performed additional searches of these emails and texts for documents relating to the capital projects of interest. BCLP also requested emails directly from some employees, and the University also collected emails from employees in response to the document requests it received from BCLP.

5. Forensic Analysis of Hard Drive

As discussed in the TCH Report, the audio recording of the FFC's April 3, 2014 meeting abruptly cut off during the portion of the meeting when the TCH project was discussed. (TCH Report at p. 24). This meeting was also relevant to this investigation, as information about one of the in-scope projects (Global UCF) was presented at the meeting, although the recording captured that discussion. As part of this investigation, we obtained from UCF a copy of a forensic image of the hard drive for the laptop computer that may have been used to record the April 3, 2014 FFC meeting. We were informed by UCF that the laptop was used to record BOT and FFC meetings during the time period in question, and that following a meeting, recording software would be used to create an MP3 audio file that would be copied to a CD and provided to University staff to maintain as part of the official record of the meeting. We were also informed that it was common practice to delete the audio file from the laptop after it had been copied to the CD. PwC performed a forensic analysis of the hard drive image but was unable to locate an audio file for the meeting in question.

6. Other Information Considered

In conducting this investigation and preparing this Report, BCLP considered documents and other information collected during the earlier TCH investigation for the BOT, including information provided by witnesses during interviews.

Additionally, BCLP considered information collected during an investigation by the Florida House of Representatives' Public Integrity & Ethics Committee ("PIE

Committee"), including the sworn testimony of witnesses taken in depositions[5] conducted by attorneys for the PIE Committee as well as the PIE Committee's final report titled, "Report of Investigation Into Unauthorized Use of Appropriated Funds for Fixed Capital Outlay Projects at the University of Central Florida."

[5] Unlike BCLP and BOG Inspector General Leftheris, the PIE Committee had the authority to serve subpoenas on witnesses, compelling them to provide sworn testimony.

II. METHODOLOGY FOR IDENTIFYING IN-SCOPE PROJECTS

As part of this engagement, BCLP was asked to identify all capital projects at UCF that were improperly funded, in whole or in part, with E&G funds between the dates of July 1, 2010 and December 31, 2018 ("Review Period"), excluding Trevor Colbourn Hall ("In-Scope Projects"). The In-Scope Projects would then be investigated further to determine how the decision was made to use E&G funds, who made it and why. BCLP consulted with BOG staff, including Assistant Vice Chancellor for Finance and Facilities Chris Kinsley, on how to identify capital projects that were improperly funded with E&G and ultimately developed an agreed upon methodology. The methodology was designed to be conservative and to only focus on clear-cut instances of improper spending.

The methodology involved, as an initial step, obtaining from UCF a complete listing of all transfers of any types of funds into unique construction project accounts during the Review Period. Construction project accounts that did not receive *any* transfers of E&G funds were considered outside the scope of this review, as the projects associated with those accounts were presumed to have been properly funded. The remaining construction project accounts which did receive E&G transfers in some amount were then separated into accounts involving a "New Facility" project and accounts involving an "Existing Facility" project. A "New Facility" was defined as any new, stand-alone building, or any work done to an "Existing Facility" that adds 10,000 or more gross square feet to such facility that was not in service prior to the date of the first transfer of E&G funds to the project. An "Existing Facility" was defined as a building that was operational prior to the date of the first transfer of E&G funds to the project. BOG staff requested this step in the methodology in order to better understand the nature of the projects at issue, although as will be shown the distinction between "New Facility" and "Existing Facility" construction accounts did not affect the final determination of the In-Scope Projects.

Next, those New Facility construction accounts and Existing Facility construction accounts that received cumulative transfers of E&G funds totaling $2 million or less were removed from the list and considered out-of-scope, without further analysis. BOG staff indicated that for purposes of this investigation, they were willing to treat the E&G transfers to such construction accounts as permissible, and the projects associated with those accounts as properly funded. BOG staff explained that in prior guidance they had advised SUS institutions that up to $2 million of E&G funds could be used for so-called "minor projects." Accordingly, this step in the methodology was intended to eliminate projects that may have been funded with E&G up to $2 million in favor of larger, more clear-cut instances of improper funding.

The projects associated with the remaining New Facility and Existing Facility construction accounts (i.e., those accounts that had received cumulative E&G transfers in excess of $2 million during the Review Period) were then examined more closely to determine the overall scope of each project. In order to analyze overall scope, both the budgeted and actual Planning & Design costs and Construction costs were considered. Notably, the Furniture, Fixtures and Equipment ("FF&E") costs were not considered in

this step of the methodology.[6] This was done using project budget information received from UCF's Facilities department and project expenditure detail received from the Finance & Accounting department. BOG staff elected to exclude FF&E costs in this step to ensure that projects would not cross the $2 million threshold and therefore be included in the In-Scope Projects due solely to the addition of FF&E costs on top of Planning & Design and Construction costs.

The final step in the methodology was intended to ensure that projects whose budgets were less than $2 million but that ultimately cost more than $2 million were included in the In-Scope Projects. Accordingly, if either the budgeted or actual Planning & Design and Construction costs for a project were greater than $2 million, the E&G transfers associated with the project were considered to be impermissible. All such projects were considered "In-Scope Projects" which would be subject to further investigation to determine how the improper funding occurred. If neither the budgeted nor actual Planning & Design and Construction costs for a project were greater than $2 million, then the E&G transfers associated with the project were considered to be permissible, and the project was considered to be properly funded with E&G. All such projects were considered outside the scope of this investigation.

[6] BOG staff defined FF&E for us as property that is movable, such as desks and chairs, and attached, such as lab equipment, fume hoods, safety equipment, cubicles, and the like. It also includes painting, carpet and signage. It does not include walls, doors, windows or elevators.

III. SUMMARY OF FINDINGS

A. Improperly Funded Projects and Related E&G Transfers

Applying the methodology agreed upon with BOG staff (discussed in Section II of this Report), we identified ten capital projects at UCF that were improperly funded, in whole or in part, with E&G funds between the dates of July 1, 2010 and December 31, 2018 ("Review Period"), excluding Trevor Colbourn Hall. We identified an eleventh improperly funded project, the construction of the new Global UCF building (together with the other ten projects, the "In-Scope Projects"), after determining that it was funded with investment earnings derived in part from the investment of E&G funds.[7]

In Appendix B, we list the 11 In-Scope Projects and summarize the amount and timing of E&G funds transferred to each project. More detailed information about the E&G transfers made to each project is provided in Appendix C. As you can see, the total amount of E&G funds transferred to the In-Scope Projects was $ 61.3 million. We found that nearly all of the $61.3 million ($55.3 million) was E&G carryforward funds. If the $38.2 million of E&G funds transferred to Trevor Colbourn Hall are also considered, the total amount of E&G funds improperly transferred by UCF to capital projects during the Review Period is over $99 million. In Appendix D, we summarize the expenditures incurred by UCF over time towards the In-Scope Projects, identifying for each the general timing, amount and type of expense.

The 11 In-Scope Projects and the E&G funding they received are discussed in detail in Section IV of the report but are briefly summarized as follows:

1. College of Medicine - Furniture, Fixtures & Equipment. Between 2009 and 2012, UCF purchased furniture, fixtures and equipment ("FF&E") for the College of Medicine's new Medical Education Building using approximately $2.4 million in unrestricted auxiliary funds. In late June 2012, University officials decided to substitute E&G carryforward funds for these auxiliary funds even though the money had already been spent.

2. CREOL Building Roof. In late June 2012, UCF transferred $2.6 million in E&G funds to replace the roof of the existing Center for Research and Education in Optics and Lasers ("CREOL") building. These funds were not ultimately used for the project, however, and the roof of the CREOL building was never actually replaced. Instead, a portion of the funds were returned to E&G accounts and the balance was used for other deferred maintenance projects involving other buildings, which we found to be appropriate uses of E&G.

3. Combined Heating and Power Plant. In January 2011, UCF made an internal loan of auxiliary funds to fund the construction of a Mitsubishi-built cogeneration power plant housed within a 5,000 square foot building

[7] As will be discussed, BOG regulations provide that interest from the investment of E&G funds are subject to the same restrictions on use as the E&G principal. When we considered the portion of the investment earnings used to fund the Global UCF project that should have been allocated to E&G, the project met the requisite criteria for inclusion in the In-Scope Projects.

on UCF's main campus. The loan was to be repaid using future energy savings derived from UCF's reduced dependence on electricity from outside providers. In September 2012, after the project was nearly completed, University officials decided to substitute $10.8 million of E&G carryforward funds for the auxiliary funds that had been loaned and partially spent. Additional E&G funds were transferred to the project throughout 2012, increasing the total amount to $11.1 million.

4. Global UCF. In 2014, UCF transferred $10 million in investment earnings from an auxiliary account to fund the construction of this new, 52,000 square foot building for international students and international-focused programs. The investment earnings, however, were derived in part from the investment of E&G funds, and officials elected not to treat the E&G portion of those earnings as E&G, even though UCF's normal practice was to allocate all investment earnings pro-rata so that E&G departments would receive their proportionate share. Had UCF allocated these earnings according to the methodology in place at the time of each transfer, an estimated $3.8 million would have been credited to E&G accounts. Additionally, in June 2016, UCF transferred approximately $1.6 million in E&G carryforward funds to pay for the building's FF&E.

5. CREOL Building Expansion. In July 2015, UCF transferred $4 million of E&G carryforward funds to fund a 14,000 square foot expansion of the existing CREOL building that includes new labs and offices, along with the shell for an auditorium to be completed at a later date.

6. Center for Emerging Media. In November 2016, UCF transferred $5 million of E&G carryforward funds to renovate an existing academic building located in downtown Orlando, consisting of a 28,000 square foot remodel of approximately one half of the building.

7. Research I - FF&E. In May 2017, UCF transferred $3 million of E&G carryforward funds to pay for the FF&E for the Research I building, a new, three-story, nearly 106,000 square foot interdisciplinary research building located on UCF's main campus.

8. Research I - Lab Buildouts. In May 2017, UCF transferred $6 million of E&G funds (all but $100,000 of which was E&G carryforward funds) for the design, construction and customization of certain labs located in the new Research I building.

9. Downtown Energy Plant. In October 2017, UCF loaned $11.5 million of E&G carryforward funds for the construction of a new, 9,500 square foot central energy plant designed to meet the chilled water needs of the new Downtown campus.

10. Downtown Student Center. In October 2017, UCF loaned $5.4 million of E&G carryforward funds for the design and buildout of approximately 47,000 square feet of leased space in the UnionWest at Creative Village

building, a privately owned and developed building that includes student residences. The leased space for the Student Center includes the Office of Student Services for the Downtown campus and other student resources.

11. Downtown Infrastructure. In October 2017, UCF loaned $4.8 million of E&G carryforward funds for the construction of telecommunications, data network systems, plumbing, sanitation, landscaping and other infrastructure needs for the new Downtown campus buildings.

UCF recorded the E&G transfers to 4 of the 11 capital projects (the Combined Heating and Power Plant, Downtown Energy Plant, Downtown Student Center and Downtown Infrastructure) as internal loans. However, we found that *none* of these loans had been repaid, *in any amount*, as of late August 2018 when the University's use of E&G funds for the construction of Trevor Colbourn Hall came under scrutiny. UCF collected loan payments in the form of energy cost savings for one of the projects, the Combined Heating and Power Plant, but elected to transfer those payments to an auxiliary account rather than repaying them to the E&G account that funded the loan. No loan payments were collected for the other three loans which were associated with projects located at UCF's new Downtown campus, nor had the University settled on an official plan to repay the loans as of late August 2018.

B. Involvement of UCF Employees and the Board of Trustees

In Section IV of this Report, we discuss in detail how each of the In-Scope Projects came to be funded with E&G, including the relative involvement of individual UCF employees and the Board of Trustees ("BOT"). The specific employees involved varies by project, which is not surprising given that the Review Period covered a span of ten years, and we do not intend to list all of them here.

Nevertheless, several former senior UCF officials approved the use of E&G funds for multiple In-Scope Projects and therefore warrant mention. Chief among them is the University's former Vice President of Administration and Finance and Chief Financial Officer, William ("Bill") F. Merck, II, who served in that role for over 20 years, from 1996 to 2018. We found that Merck approved (or jointly approved) the funding for many of the In-Scope projects, and was involved, in one way or another, in the funding decisions for all of the projects. Former Provosts Tony Waldrop (2010-2014) and Dale Whittaker (2014-2018) also played significant roles. We found that Waldrop approved the E&G funding for the College of Medicine FF&E and the Combined Heating & Power Plant, while Whittaker approved the funding for the Research I lab buildouts and Center for Emerging Media renovation, likely approved the funding for the Downtown Energy Plant, Downtown Student Center and Downtown Infrastructure, and was heavily involved (along with Merck) in the funding of the CREOL building expansion. We found that former President John Hitt (1992-2018) had only limited involvement in the funding of the In-Scope Projects but did approve the funding for the CREOL building expansion and the FF&E for the Research I building.

While she did not approve any funding, we found that, like Merck, former Associate Provost and Vice President for Finance Tracy Clark (2007-2019) participated in the funding decisions for every In-Scope Project with the exception of the CREOL

Roof project, in many instances identifying if not recommending the specific funding sources, including E&G. Other senior employees who did not approve funding but were also involved in funding decisions for multiple projects, meaning they exchanged emails or attended meetings where the funding with E&G was discussed, directed the funding transfers, etc., include former Associate VP for Administrative Affairs Vanessa Fortier (1998-2013), former Associate Vice President for Facilities & Safety Priscilla L. ("Lee") Kernek (2007-2019), and former University Controller Christy Tant, who has been employed at the University since 2011 and remains employed today.

Significantly, none of the individuals listed above, with the exception of Tant, agreed to be interviewed or otherwise cooperated with this investigation.

To be clear, the fact that an individual approved of the transfer of E&G funds to an In-Scope Project, or was involved in the funding decision, does not mean they knew it was improper at the time. Evidence we found as to the relative knowledge and understanding individuals had of the relevant BOG regulations, including the limits on the use of E&G funds, are discussed within the Report and will not be repeated here. In many instances, however, we could not determine what individuals were thinking at the time of these funding decisions or their motivations, due in part to the lack of cooperation we received from them. However, at least Merck and Clark, if not others, had reason to question the use of E&G funds for some of the In-Scope Projects, particularly those involving new construction. Evidence collected during the TCH investigation and presented in that report also supports this conclusion.

We found that the BOT did not formally approve of the use of E&G funds for any of the In-Scope Projects. Indeed, the BOT only approved of the funding for 2 of the 11 In-Scope Projects, Global UCF and the CREOL building expansion, and in neither instance was the BOT told that E&G funds were being used or that there was anything potentially improper about the source of funds for the projects. In the case of Global UCF, the BOT was not informed that the $10 million in investment earnings they approved to fund the project was derived in part from the investment of E&G funds, and that BOG regulations prohibit the use of the E&G portion of such earnings for the construction of a new facility. As for the CREOL building expansion, the project was listed on the University's Capital Outlay Budget for fiscal year 2017-18 as being funded with funds from "other state sources," but the specific source of funds was not disclosed or discussed during the meeting when the budget was approved. We found that the BOT was not informed at all about some of the In-Scope Projects; others they were informed of, but the information they received, particularly as to funding sources, was limited and often vague and contradictory.

C. Concerns about the Timing of E&G Carryforward Transfers

In addition to finding that UCF improperly transferred E&G funds to the In-Scope Projects, we found that the timing of some transfers of E&G carryforward funds was concerning and potentially improper, as the timing appeared to be driven by a desire to reduce the University's carryforward balance prior to reporting it to the BOG in a fiscal year-end or interim carryforward report, rather than by a legitimate need for the

funds in the construction accounts for the projects at that time.[8] By moving E&G carryforward funds from E&G carryforward accounts, such as the University's central E&G reserve account, to construction accounts, UCF could avoid including the funds in the total carryforward balance it reported to the BOG. As will be discussed, the BOG shares E&G carryforward balance reports with the Legislature, which considers the balances in deciding how much funding to provide to SUS institutions, and may reduce funding to institutions that have large balances (an indication such institutions are not spending, and therefore do not need, all of the operating funds they have been appropriated). According to some UCF employees we interviewed, concerns about reporting large E&G carryforward balances influenced the timing of some of the transfers to the In-Scope Projects.

The E&G transfer data for the In-Scope Projects clearly indicates a pattern of timing E&G transfers around known or expected carryforward fund balance reporting dates. For example, in reviewing the E&G transfers to the In-Scope Projects, which are summarized in Appendix B and broken down into individual transfers by project in Appendix C, it is striking how many were made at or near the end of the fiscal year, such as for the College of Medicine FF&E (June 26, 2012), CREOL Roof (June 28, 2012), Global UCF (June 30, 2016), Research I FF&E (May 25, 2017) and Research I lab buildouts (May 25, 2017). Equally striking is the length of time between many of the fund transfers shown in Appendix C, on the one hand, and the material expenditure of the funds as shown in Appendix D, suggesting that the transfers were not precipitated by a specific need for the funds.

We also found more direct evidence that UCF transferred E&G carryforward funds to In-Scope Projects at least in part to avoid reporting them. For example, in the case of the College of Medicine project, we found that initial discussions about replacing auxiliary funds that had already been spent on the building's FF&E with E&G carryforward funds coincided with the Legislature's discussion of major state budget cuts that were ultimately allocated to the universities based on their pro-rata share of total E&G carryforward balances. Further, the final decision to swap out the spent auxiliary funds with E&G carryforward funds took place right before the end of the fiscal year, the next year's fund balance report was almost due to the BOG, and the funds were obviously not needed at the time of the transfer (indeed, the expenditures had already occurred, in some cases *years* earlier).

The Combined Heating and Power Plant ("CHP") and Downtown Campus projects (excluding the Center for Emerging Media renovation) present even more blatant examples, as the fund transfers were made by UCF shortly after the BOG requested interim E&G carryforward balance reports. In the case of the CHP project, in early September 2012, BOG staff notified all universities they would need to report their E&G carryforward balances in October as of September 30, 2012. Less than ten days later, on September 21, 2012, UCF decided to substitute nearly $11 million of E&G carryforward funds for auxiliary funds that had been loaned to the CHP project in the previous year and partially spent, even though the project was already fully funded and

[8] As will be discussed, universities are required to report their starting balance of E&G carryforward funds to the BOG each fiscal year along with their operating budgets.

there was no apparent need to change the funding source. With respect to the Downtown Energy Plant, Downtown Student Center and Downtown Infrastructure projects, in mid-October 2017, BOG staff notified all universities they would need to report their E&G carryforward balances in November as of October 31, 2017. On November 1, 2017, UCF decided to loan $21.7 million of E&G carryforward funds to the aforementioned three projects, but made the transfers effective as of October 31. The decision to loan the funds at this particular time does not appear to have been based on any immediate need for the funding.

To be clear, there is no statute or regulation that prohibited UCF from reviewing its E&G carryforward balance at the end of the fiscal year or prior to an interim report and adjusting its carryforward balance as necessary to reflect legitimate commitments of E&G funds. But our review found that these adjustments were made to account for commitments that were not permitted under the regulations and, at least in some cases, were motivated by the desire to report a lower carryforward balance to the BOG rather than by an immediate need to fund construction costs. As a result, the BOG was not provided with accurate balance information which it relied upon in making funding requests to the Legislature on behalf of the entire SUS system.

D. Status of Repayment of Improperly Transferred E&G Funds

As discussed above, we found that UCF improperly transferred a total of $61.3 million of E&G funds to the In-Scope Projects. Pursuant to the analysis described in Section V of this Report, we confirmed that UCF has either returned or replaced $41.3 of the $61.3 million in improperly transferred E&G funds, and that any replacement of spent E&G funds was done using non-E&G funds. Additionally, we found that of the $2.6 million that was transferred for the CREOL building roof, a portion was returned to E&G accounts, while the balance was ultimately spent on deferred maintenance projects, an appropriate use of E&G funds. Accordingly, it is our conclusion that approximately $17.4 million of E&G funds still need to be returned or replaced by UCF as of the date of this Report.

IV. FINDINGS REGARDING IN-SCOPE PROJECTS

As discussed earlier, applying the methodology agreed upon with BOG staff resulted in the identification of 11 In-Scope Projects (i.e., UCF capital projects during the Review Period that were funded with more than $2 million of E&G funds and otherwise met the requisite criteria, excluding Trevor Colbourn Hall). Below we discuss each of these projects and how the E&G funding occurred, beginning with an overview section and then providing a detailed timeline discussion. As requested by the BOG Chair, we have attempted to address, with respect to each project's E&G funding, "how this was done, at whose direction, and for what purpose." First, though, we provide relevant background information on E&G funds, applicable BOG regulations and state statutes, and university reporting obligations concerning E&G carryforward balances.

A. Relevant Background[9]

1. About E&G Funds and Their Use

E&G funds are public funds through which the State of Florida supports the operations of the twelve universities that make up the State University System of Florida ("SUS"). E&G funds are used to support various operating activities such as academic instruction, research, public service, plant operations and maintenance, student services, libraries and administrative support. The Florida Legislature appropriates E&G funds annually to each SUS institution following extensive consultation with the BOG, who in turn works with each institution to identify and assess its funding needs for the upcoming fiscal year.

After E&G funds are distributed by the State, universities are required to separately account for and track the use of such funds. The use of E&G funds is governed by regulations promulgated by the BOG pursuant to authority granted to it by Article 9, Section 7, of the Florida Constitution and Fla. Stat. §§ 1001.706 and 1011.40.[10] BOG Regulation 9.007(3)(a)(1) provides, in pertinent part, that "[u]nless otherwise expressed 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, student services, libraries, administrative support, and other enrollment-related and stand-alone operations of the universities." (Emphasis added).[11]

---

[9] Additional relevant background information may be found in the TCH Report at pp. 12-14, as well as the Florida Auditor General's January 2019 report regarding its operational audit of UCF and the PIE Committee's March 2019 "Report of Investigation into Unauthorized Use of Appropriated Funds for Fixed Capital Outlay at the University of Central Florida."

[10] The use of E&G and other appropriated funds is also subject to Fla. Stat. § 216.292.

[11] The BOG adopted this regulation in December 2007 and has since amended it twice, in November 2013 and September 2016, although the latter amendments were immaterial. The original regulation provided that the E&G budget "funds the general instruction, research, public service, plant operations and maintenance, student services, libraries, administrative support, and other enrollment-related and stand-alone operations of the universities." The November 2013 amendments revised subparagraph 3(a)(1) to include the current language which expressly limits the use of E&G funds to "E&G operating activities only... ." These amendments were circulated to SUS institutions on July 11, 2013, in a redline showing proposed amendments and soliciting comments from SUS chief financial officers, budget officers and

Interest earnings from investing current-year E&G funds are also considered E&G funds and subject to the same restrictions, under BOG Regulation 9.007(5), which states that "E&G interest earnings are not to be utilized for non-E&G related activities or for fixed capital outlay activities except where expressly allowed by law."

Under BOG Regulation 9.007, E&G funds cannot be used to construct new facilities, although E&G can be used for repair and maintenance of existing facilities. According to BOG staff, E&G funds may be used for building renovations, but only up to a limit of $2 million. There is no regulation that explicitly sets forth this limit. According to BOG staff, the limit arises from Fla. Stat. § 255.103(4), which imposes a $2 million limit on a governmental entity's authority to enter into a continuing contract for construction projects, and Fla. Stat. § 1013.74, which provides that a university may undertake construction or remodeling projects without the need for educational plant survey approval, up to a limit of $1 million.

Funding sources for fixed capital outlay, on the other hand, include Public Education Capital Outlay ("PECO") appropriations, Capital Improvement Trust Fund ("CITF") financing, bonding, private sources including donations, and the Courtelis challenge grant program.[12] The PECO program is funded through a gross receipts tax on utilities, including electricity, telecommunications and cable. Historically, PECO revenues have been used to secure the issuance of tax-exempt bonds, used to finance construction and maintenance projects for education facilities, including facilities at SUS member institutions.[13] However, PECO revenues have not been bonded for many years, significantly reducing the amount of state funds available for capital projects.

Florida law governs expenditures by SUS institutions on fixed capital outlay. Pursuant to Fla. Stat. § 1013.61, university trustees must adopt a capital outlay budget for the ensuing fiscal year which is part of the annual budget and designates the proposed capital outlay expenditures by project for the year from all fund sources. The BOT may not expend funds on any project not included in the budget or amendments thereto.

2. E&G Carryforward Funds and Reporting Obligations to the BOG

E&G funds that are not spent during the fiscal year for which the funds were appropriated by the State are referred to as "E&G carryforward funds." Under the regulations in place throughout the relevant period, SUS institutions were entitled to

---

general counsels. (Exhibit 82). As will be discussed, the amendments were received by CFO Bill Merck, Associate VP of Finance Tracy Clark and University Controller Christy Tant, among others at UCF.

[12] Fixed capital outlay is defined as real property and permanent fixtures and includes "repairs, renovations to real property which materially extend its useful life or materially improve or change its functional use." Fla. Stat. § 216.011(1)(p).

[13] Fla. Stat. § 1013.01(16) defines "Public education capital outlay (PECO) funded projects" to include "renovation, remodeling, construction projects, and site improvements necessary to accommodate buildings, equipment, other structures, and special educational use areas that are built, installed, or established to serve primarily the educational instructional program of the…university board of trustees."

keep their E&G carryforward balances for use in later fiscal years.[14] The use of E&G carryforward funds, however, remains subject to the same restrictions as other E&G funds. Specifically, BOG Regulation 9.007(6) states that "[a]ny unexpended E&G appropriation carried forward to the fund balance in a new fiscal year shall be utilized in support of E&G operating activities only except where expressly allowed by law."

SUS institutions are required to report their starting balance of E&G carryforward funds to the BOG each fiscal year along with their operating budgets. This is done every August using a document titled "Operating Budget - Beginning Fund Balance Composition" but more commonly called the "Fund Balance Composition Report" ("FBCR"). The document follows a standard form and reports a university's E&G carryforward balance at the beginning of the year and also the date of the report, followed by its predicted use of the balance broken down into two categories: (1) Restricted/Contractual Obligations and (2) Commitments, i.e., funds that have been allocated by the University for a particular purpose. Each of these categories are further broken down into numerous subcategories whose names reflect various permitted uses of E&G funds, such as "Campus Security-Safety Issues," "Building Maintenance and Repairs," and "Financial Aid." As E&G funds cannot be used for fixed capital outlay, there is no such subcategory on the FBCR form.

According to BOG staff, the BOG uses the FBCRs in preparing its Legislative Budget Request ("LBR"). The LBR is the BOG's request for state funding for the entire university system, which the BOG submits each October to the Florida House, Senate and Governor's Office. The BOG also forwards the FBCRs to the House and Senate for their consideration (and also to the Governor's Office, if requested) after they are received in August. Additionally, the Legislature sometimes requests updated E&G carryforward balance information during the fiscal year, often at the end of the calendar year or in the spring during session. BOG staff explained that the Legislature considers these E&G carryforward balances in deciding how much funding to provide to each university, and may reduce funding to universities that have large balances (an indication such universities are not spending, and therefore do not need, all of the operating funds they have been appropriated).[15] According to BOG staff, universities are therefore dis-incentivized to maintain a large carryforward balance and instead are incentivized to spend carryforward funds (for permissible purposes, of course, and based on legitimate funding needs) before the fiscal year-end or an interim carryforward report is due.

B. College of Medicine Building - Furniture, Fixtures & Equipment

1. Overview

UCF's College of Medicine (COM) includes a four-story, 170,000 square foot Medical Education Building which opened in August 2010. Between 2009 and 2012, the

[14] *See also* Fla. Stat. § 1011.45. Universities are expected, however, to keep an amount equal to 5% of their E&G revenues as a minimum reserve. Fla. Stat. § 1011.40(2).

[15] As will also be discussed herein, at least one past state budget cut was effectuated pro-rata based on each university's balance of carryforward funds.

COM purchased various furniture, fixtures and equipment ("FF&E") for the building using approximately $2.4 million in unrestricted auxiliary funds. In late June 2012, University officials decided to replace these spent auxiliary funds with E&G carryforward funds. The E&G transfers that enabled this "funds swap" are detailed in the chart at Appendix C.

We found that Provost Tony Waldrop approved the transfer of all but a small portion of these E&G funds. Other senior University officials involved in the transaction include CFO Bill Merck, Vanessa Fortier, Tracy Clark, Judith Monroe and Lee Kernek. The precise extent of each person's knowledge and participation could not be determined. This was due in part to the fact that none of these individuals agreed to be interviewed and was compounded by the fact that we received limited documents from the University regarding the transaction. We found no evidence indicating that President John Hitt or the BOT were involved in any way.

The decision to swap out the spent auxiliary funds for E&G carryforward funds appears to have been motivated by a desire to decrease the balance of carryforward funds that the University would have to report to the BOG at the start of the next fiscal year on July 1, 2012. It may also have been based on a genuine belief by those involved that E&G funds could be used for FF&E purchases, even if those purchases exceeded $2 million and were intended for a newly constructed building. The swap also freed up for the University's use approximately $2.4 million in unrestricted auxiliary funds.

2. Timeline of Significant Events

a) *UCF's College of Medicine*

UCF decided to open a medical school, which was established as the COM, in 2006. The COM is located on UCF's Health Sciences Campus at Lake Nona. It includes a four-story, 170,000 square foot Medical Education Building, which cost approximately $68 million to build and opened in August 2010. Construction of the Medical Educational Building was primarily funded by private donations and the Florida Department of Education's Alec P. Courtelis Capital Facilities Matching Trust Fund ("Courtelis Funds").

After its official opening, work continued for the next two years on outfitting the Medical Education Building. Various FF&E for the building was purchased and installed between 2009 and 2012. We identified two different construction accounts for the Medical Education Building. The relevant account for this investigation is the UCF552-COM ADDL RESOURCES account (COM Additional Resources), which was created May 1, 2009 and used to fund construction and also purchase the aforementioned FF&E for the building.

b) *Original funding for purchases of FF&E*

The original funding for the Medical Educational Building fell short of covering the completion and furnishing of the building when Courtelis Funds ceased to be made available in 2009. *See* Fla. Stat. § 1013.79. The University identified alternative funding, specifically auxiliary funds from the University's sale of excess broadband

capacity for internet services (the "broadband funds") and funds from bond proceeds. These funds were transferred to the COM Additional Resources account and were used to cover remaining costs, including the FF&E costs.

UCF purchased FF&E for the Medical Education Building between 2009 and 2012 using the non-E&G funds from the COM Additional Resources account. Including installation costs, these FF&E purchases totaled $2,384,676. (Exhibit 5 at p. 3). We were not able to determine exactly which types of funds were used for the specific FF&E purchases, although the total balance of auxiliary funds transferred into the COM Additional Resources account more than covered the cost of the FF&E.

c) *E&G carryforward funds are used to replace auxiliary funds already spent on FF&E*

In 2012, the decision was made to replace the nearly $2.4 million of auxiliary funds that had already been spent on the aforementioned FF&E purchases for the Medical Educational Building with E&G carryforward funds. Internal emails and other documents indicate this was first considered in February 2012, although the funds swap did not actually occur until June 2012.[16]

On February 2, 2012, Associate Vice President for Administrative Affairs Vanessa Fortier sent an email to Associate Vice President for Facilities and Safety Lee Kernek, copying CFO Bill Merck, Associate Vice President of Administrative Affairs Judith Monroe and Assistant Vice President for Finance and University Controller Tracy Clark.[17] The email confirmed a discussion the prior day between Fortier, Merck and Monroe regarding the use of E&G carryforward funds and raised questions about expenditures already made from non-E&G sources that could have been made from E&G, including for the COM building. Fortier asked Kernek if her team could "look at the expenditures for those buildings to see if E&G carry forward funds could be used instead of the auxiliary funds for some of these amounts," further noting that Fortier, Merck and Monroe thought there were "at least some furniture and equipment expenditures that could be justified [as E&G-related expenses] and perhaps others." (Exhibit 6).[18]

This apparent effort by University officials to reduce their E&G carryforward balances may be explained by the state budget for fiscal year 2012-13 that was being discussed at the time and ultimately approved in April 2012. The budget included $300

[16] The planned use of E&G carryforward funds for this purpose was not included in the University's FY 2011-12 Fund Balance Composition Report (FBCR), submitted to the BOG on August 17, 2011, indicating that the decision was not made until sometime later.

[17] Although having the same titles, Fortier oversaw Finance Accounting, University Budgets, and Purchasing, while Monroe oversaw Human Resources, Parking and Transportation Services, and Business Services. Fortier retired from UCF in March 2013, while Monroe left the University in August 2012.

[18] We were not provided with any responses to this email, or any other documents revealing contemporaneous communications or discussions regarding this request or the issue.

million in cuts to the state's eleven universities existing at the time, including UCF.[19] It is our understanding that these cuts were effectuated pro-rata based on each university's balance of carryforward funds. Each university's share of the budget cuts was calculated based on a series of factors. We understand that half of the $300 million reduction in funding was allocated to the universities based on their pro-rata share of available E&G carryforward balance compared to the total E&G carryforward balance across all the universities. In other words, the higher the balance of unspent E&G carryforward funds on a university's books, the more that university would be impacted negatively from the statewide budget cut of $300 million.

What happened next, including what Kernek's team concluded and why, could not be determined due to the lack of cooperation from witnesses and available documents.[20] However, on June 21, 2012, Clark emailed Scott Sumner, COM's Faculty Administrator, a spreadsheet and asked him to call her to discuss it. The spreadsheet included a list of 23 different expenditure categories plus other transactions involving the COM Additional Resources account between 2009 and 2012. Twenty different line item entries for various FF&E expenditures were highlighted in yellow, with a total sum for those entries already calculated as $2,384,676. The only expenditure categories not included in the highlighted group were for professional services, construction contracts, and "TSFR TO UCF FINANCING CORP DSO." On June 24, 2012, Sumner forwarded this email and spreadsheet to Steven Omli, Assistant Dean - Medical School Finances, and indicated that he wanted to discuss it at a meeting they had scheduled the next day. (Exhibit 5).

Sumner is no longer employed at the University, having left in February 2013, and was not interviewed. Omli was interviewed but did not recall the June 25, 2012 meeting referenced in the email. What Omli did recall was that by the time of these emails, the University had already decided to use E&G carryforward funds to "pay back" certain expenses related to the Medical Educational Building that had originally been paid for using auxiliary funds. Omli confirmed that the highlighted expenses on the spreadsheet were all FF&E expenses for the building that had already been paid for using auxiliary funds and comprised the expenses to be "repaid" with E&G, and further that the spreadsheet also included proposed journal entries to effectuate the funds swap. Omli did not recall who actually prepared the spreadsheet. Omli indicated he was not aware at that time of any restrictions on the use of E&G funds and as a result this transaction did not raise any red flags with him or cause him any concerns.

On June 25, 2012, University officials transferred $2,384,676 of E&G carryforward funds—the same amount that appeared on the spreadsheet Clark sent to Sumner—from the University's central E&G reserve account (which holds unallocated

[19] According to Dale Bradley, Florida BOG Budget Director, the Florida Legislature reduced overall funding to the State University Systems by $300 million ahead of the 2012-2013 Fiscal Year. *See* Florida Legislature "Fiscal Analysis in Brief 2012 Legislative Session", page 23 "ALIGN APPROPRIATIONS WITH REVENUE ESTIMATES", attached as Exhibit 7.

[20] Merck, Kernek and Clark declined to be interviewed through their attorney, while Fortier and Monroe did not respond to our request for an interview.

carryforward funds) to the COM's E&G carryforward account. The next day, on June 26, 2012, the same amount was transferred from the COM carryforward account to the COM Additional Resources account. (Appendix C at p.1).

Clark initiated the request for this transfer on June 25, 2012 by email to Provost Waldrop, attaching a Budget Transfer Request form and asking him to approve the transfer. In her requesting email, Clark told Waldrop the transfer was from the University's E&G carryforward reserve, the transferred funds would "be applied toward the telecom, furniture and equipment expenditures at the Lake Nona campus operations," and the transfer would "be recorded as a temporary increase." Waldrop approved the transfer about an hour after Clark's request, with Fortier, Lynn Gonzalez (Associate Vice President Academic Affairs) and Christy Tant (at the time, Sr. Associate Controller for Budget, Contracts and Grants, and Compliance) copied on his reply email. (Exhibit 8). We found no evidence that any other information regarding the transfer was provided to Waldrop. As previously mentioned, Waldrop declined to be interviewed, and therefore his rationale for approving the transaction, including his understanding of the restrictions on the use of E&G funds, is unknown.

A few days later, on June 28, 2012, Clark emailed Gonzalez and asked her to approve a transfer of $23,873 from the University's central E&G reserve account to the COM's E&G carryforward account. As with the earlier request to Waldrop, Clark told Gonzalez that the amount transferred would "be applied toward the furniture and equipment purchase at the Lake Nona campus operations" and would "be recorded as a temporary increase." Gonzalez approved the request within an hour. (Exhibit 9). That same day, UCF transferred $23,873 from the central E&G reserve account to the COM-BSD carryforward account, and then from the COM-BSD account to the COM Additional Resources account. Gonzalez was interviewed but did not recall this transaction or her rationale for approving it. However, Gonzalez indicated that at the time she was not aware of any restrictions or limits on the use of E&G funds for FF&E.[21]

d) *Involvement of the President and BOT*

We found no evidence that President Hitt was apprised of this transaction, let alone approved it. The planned use of E&G carryforward funds for this purpose was not, for example, included in the FY 2011-12 Allocation Document[22] that he signed on August 25, 2011, nor did we find any other documents contemporaneous with the transaction that reflected his knowledge or approval of it. (Exhibits 10 & 11). We also found no evidence that this transaction was shared with, or approved by, the BOT.

[21] According to journal entry support, the purpose of this additional transfer of $23,827 on June 28, 2012 was to reconcile a negative cash balance in the account related to FF&E purchases. The record does not explain why Gonzalez was asked to approve this transfer instead of Provost Waldrop, although it was likely due to the small amount.

[22] The Allocation Document sets forth the University's plans to commit E&G funds during the current fiscal year, is used as written authorization to carry out budget transfers of E&G funds, and must be recommended by the Provost and approved by the President (which is evidenced by their signatures).

The evidence does clearly show that Provost Waldrop approved the use of E&G carryforward funds to purchase FF&E for the COM's Medical Educational Building on June 25, 2012. The transfer request email clearly informed Waldrop that over $2 million in E&G funds were being requested for FF&E, but it is unclear what other specific knowledge he had at the time. Clark's email did not clearly explain that these E&G funds would *replace* auxiliary funds that had *already* been spent on the FF&E. The evidence also indicates that CFO Merck was aware of the transaction and involved in the decision, even if he did not specifically approve it, given his participation in the February 2012 meeting and inclusion on Fortier's follow-up email. The evidence further shows that Clark, Kernek and Fortier were involved in discussions on the topic, and knew that swapping out auxiliary funds for E&G funds for the COM FF&E expenditures was being considered.

e) *Knowledge and understanding of relevant regulations*

The key individuals involved with the reclassification of funds used for the COM's FF&E purchases declined to be interviewed, including Waldrop, Merck, Clark, Fortier, Monroe and Kernek. As a result, it is difficult to reach any conclusions regarding their rationale for replacing the nearly $2.4 million in already-spent auxiliary funds with E&G carryforward funds. It may be that the individuals involved genuinely believed it was proper to use E&G funds for FF&E in any amount (including over $2 million), and even for a newly constructed building, and as a result the funds swap presented a legitimate (if unconventional) opportunity to decrease the University's E&G carryforward balance at fiscal year-end.

While Merck and Clark declined to be interviewed as part of our investigation, both were subpoenaed by the PIE Committee to provide sworn testimony during its investigation. While neither specifically addressed the funding for this project, both testified that they believed E&G funds could be used for FF&E. (*See* Exhibit 12 at p. 78; Exhibit 13 at pp. 68-69). They were not asked, however, whether they understood there to be any limits on such FF&E expenditures, such as a $2 million "cap" that other witnesses have indicated they understood to exist. We found no evidence that directly contradicts this testimony by Merck and Clark, although as will be discussed elsewhere in this Report, both were clearly aware of the BOG regulation that limited the use of E&G funds to operating activities. Kernek also declined to be interviewed but was interviewed during the earlier TCH Investigation and also was deposed by PIE Committee investigators. While her testimony did not cover this project or the propriety of using E&G funds for FF&E, she claimed in both her interview and deposition to be unaware of any restrictions on the use of E&G funds. (Exhibit 14 at pp. 26-27).

f) *Timing concerns*

The decision to replace spent auxiliary funds with E&G carryforward funds took place right before the end of the fiscal year, the next year's FBCR was almost due to the BOG, the funds were obviously not needed at the time of the transfer (indeed, the expenditures had already occurred, in some cases *years* earlier), and this specific use of E&G funds had not been included in relevant budget planning documents for the current fiscal year. Based on this, and our findings with regard to the timing of E&G

transfers for other projects discussed in this Report, it is fair to conclude that these transfers took place when they did at least in part to reduce the University's E&G carryforward balance that would be reported to the BOG in the August FBCR. This conclusion is further corroborated by witnesses who described a general concern that the Legislature may take back unspent E&G funds that carry forward to the next fiscal year, particularly if a large balance of such funds is reported. Indeed, the state budget passed in 2012 cut $300 million from UCF and other universities in part based on their unallocated E&G carryforward balances at the time.

C. CREOL Building Roof

1. Overview

In 2012, the roof of the Center for Research and Education in Optics and Lasers (CREOL) building, located on UCF's main campus and home to the College of Optics and Photonics (COP), was leaking and deemed to be in need of repair. Facilities personnel considered different fixes but ultimately commissioned a roof condition study by an outside firm which recommended replacing the roof. Bids were solicited for the project which indicated it would cost approximately $1.8 million to replace the roof; however, for unknown reasons, Facilities personnel added another $725,000 as a contingency amount, bringing the total estimated cost of the project to nearly $2.6 million. In late June 2012, that amount of E&G funds was transferred to a construction account for the project from 39 different E&G accounts within the University's Administration and Finance division, including from several E&G carryforward accounts. These transfers are shown in the chart at Appendix C.

These E&G funds were not ultimately used for the project, however, and the roof of the CREOL building was never actually replaced. Instead, the project was briefly abandoned, then in 2014 Facilities decided to repair the roof rather than replace it at a cost of just $592,525 using PECO funds. Despite this, most of the E&G funds budgeted for the CREOL roof replacement project were not returned to their original E&G accounts. Instead, the funds remained in the construction account for the project where they were later used for other critical deferred maintenance involving other buildings, which appear to have been appropriate uses for E&G.

Details about this project are relatively scant and largely based on accounting records and a handful of witness interviews. Nevertheless, the available information indicates that Lee Kernek, the Associate Vice President for Facilities and Safety, made the decision to transfer the $2.6 million in E&G funds to the CREOL roof replacement project with the knowledge and approval of CFO Bill Merck. We found no evidence that President John Hitt, Provost Tony Waldrop or the BOT approved of the project or the source of funds for it, or were even aware of the project.

2. Timeline of Significant Events

a) *Problems with the CREOL building roof*

The CREOL building was constructed in 1996 and by early 2012 was experiencing problems with its roof, including leaks. UCF's Facilities department began looking at

ways to address these issues. The earliest evidence we identified relating to the roof conditions, from March 2012, was a proposed scope of work to repair the roof by spraying it with a protective coating. (Exhibit 15). Shortly thereafter, Facilities hired an outside firm, Construction Moisture Consulting, Inc., to perform a study of the roof's condition and determine how best to address the leakage issues. In May 2012, Facilities transferred $57,200 of E&G funds from a carryforward account to a construction project account it had set up for the project (the "CREOL Roof Account"). (Exhibit 16). The funds were intended to pay for the roof study, and the University issued a Purchase Order for that study in the amount of $57,200. (Exhibit 17). Facilities eventually paid Construction Moisture Consulting a total of $25,865 for this study.

The roof study recommended replacing the CREOL roof rather than repairing it, and bids were solicited for the project. (Exhibit 18). On June 13, 2012, Delphini Construction submitted a written proposal to replace the roof for $1.84 million, which included a 10% contingency amount. That same day, Facilities personnel opened a Facilities Improvement Work Order to replace the CREOL roof. The amount of the work order was $2,565,523, however, because it included an additional contingency amount of $725,523 on top of the $1.84 million estimate. (Exhibit 19). The added contingency was approximately 40% of the project cost (which as mentioned already included the contractor's built-in 10% contingency), and is the exact difference between the total amount of E&G funds transferred to the project minus the original amount of the work order.[23]

According to Facilities employees we interviewed, it is common practice to add contingency amounts to the estimated cost of capital projects, but those typically range from between 3% and 10% of the total estimated project cost. We were unable to determine why such a higher contingency amount was included for the CREOL roof project, but witnesses speculated it may have been due to the fact that the building housed expensive lab equipment on the roof used for ongoing research, and Facilities was concerned about possible damage to the equipment or additional costs to move it. Lashanda Brown Neal, Associate Director of the Facilities Business Office (part of the Resources Management Department), advised us that she believes Lee Kernek decided on the amount of the work order, including the contingency amount, and that she suspects Kernek was unsure exactly how much the project would cost and just wanted to make sure they had enough money for it. Kernek, as has been discussed, declined to be interviewed as part of this investigation.

b) *Transfers of E&G funds for the roof replacement project*

On June 28, 2012, the University transferred a total of $2,565,523 of E&G funds to the CREOL Roof Account for the purpose of replacing the CREOL roof. (Appendix C at pp. 1-2). These E&G funds came from 39 different E&G accounting departments within the University's Administration & Finance division, accounts controlled by Merck as the division's Vice President. (Exhibit 16). Four of these accounts were E&G

[23] $2,565,522.54 of E&G transfers minus $725,522.54 written in "contingency" equals $1,840,000 amount in original proposed work order.

carryforward accounts, from which $767,488 was transferred to the project. The transfers were made by a former accountant in the Facilities Business Office.

According to Brown-Neal and other witnesses, Kernek directed the funding of the CREOL roof project in this manner pursuant to an arrangement she had with Merck to use excess E&G funds in the Administration and Finance division for critical deferred maintenance projects. Brown-Neal described how periodically, including prior to the end of each fiscal year, Kernek would ask someone to review the balances in the division's E&G accounts, compare the available funds to each department's budget, and then roll any excess funds into Facilities accounts for deferred maintenance projects.

The unusually large contingency (40% of the project cost), coupled with the timing of the transfer (two days before the end of the fiscal year) and the fact that the project was discontinued just two months later (as discussed further below), raises the question of whether the nearly $2.6 million transfer was motivated at least in part by a desire to decrease the University's E&G carryforward balance prior to reporting the balance to the BOG in August. As indicated, $767,488 of the $2.6 million transferred came from E&G carryforward accounts. Additionally, assuming the remaining E&G funds had not been transferred or spent by June 30, 2012 (i.e., prior to the end of the 2011-12 fiscal year), these funds would have rolled over into the 2012-13 fiscal year as E&G carryforward funds, and therefore would have been reported in the beginning balance of E&G carryforward in the FY 2012-13 FBCR due in August 2012.

c) *The CREOL building roof is not replaced, the E&G funds are not returned, and some of the E&G funds are used for repairs to other buildings*

Just two months later, in August 2012, the University abruptly decided not to move forward with the plan to replace the CREOL roof. This decision was made by Kernek, purportedly due to budget constraints, even though the project was fully funded. The decision was confirmed in an email to Construction Moisture Consulting from Facilities employee Frank Ballentine, a maintenance superintendent who worked closely with Kernek. Ballentine also asked Construction Moisture Consulting to close out the CREOL roof project but keep its records in case funding for the project became available in the future. (Exhibit 20). We were not provided any similar communications with Delphini, but the University made no payments to Delphini in 2012 in connection with the CREOL roof project.

Between September 2012 and May 2013, the University returned some of the approximately $2.6 million of E&G funds originally transferred to fund the CREOL roof project. Specifically, Facilities transferred back $416,765 of the E&G funds from the CREOL Roof Account to the original source departments via 13 separate transfers, according to General Ledger data we received. Facilities left the remaining E&G funds in the CREOL Roof Account to be used for other deferred maintenance projects associated with other buildings. None of the individual deferred maintenance projects that were later funded from this account, however, exceeded $2 million or even came close to that amount.

d) *The CREOL roof is repaired rather than replaced using non-E&G funds*

In May 2014, the University received PECO funds for "critical deferred maintenance projects" which had been requested in 2012.[24] Witnesses reported that Kernek decided which deferred maintenance projects would receive these PECO funds and chose to allocate $592,151 for repairing the CREOL building roof. Apparently sometime between 2012 and 2014, Kernek determined that the roof could be repaired rather than replaced, as originally recommended. The decision to finally move forward with the project appears to have also been prompted by new complaints about water leaks in the building including from the COP Dean. Witnesses reported that Kernek made the decision to repair the roof rather than replace it and to pay for the repair costs using some of the PECO funds that were received rather that the E&G funds that had already been transferred to the construction account for the project. As Kernek declined to be interviewed, her reasons for these decisions are unknown.

The CREOL roof was repaired in stages between fall 2015 and spring 2017. The main repair involved recoating the roof with a protective sealant, which was completed in April 2016. Including the 2012 roof study, the University spent a total of $592,525 on the CREOL roof project. (Exhibit 21).

e) *Conclusions regarding the funding decision for the project*

As discussed, it appears that Kernek, the Associate VP for Facilities and Safety, made the decision to fund the CREOL roof project, and indeed the fund transfers were performed by a Facilities accountant. It further appears that CFO Merck knew about and approved of the transfers, based on where the funds came from (E&G accounts within the Administration and Finance division, which he oversaw) and what witnesses told us about an arrangement he had with Kernek to aggregate and transfer excess E&G funds within the Administration and Finance division at the end of each fiscal year for use on deferred maintenance projects. We found no evidence indicating that the F&A department was otherwise involved in this decision or the transaction itself, and F&A employees we interviewed were not familiar with this project or the transfers.

Additionally, we found no evidence that President Hitt, Provost Waldrop or the BOT approved of the CREOL roof project or its source of funds or were otherwise aware of, or involved in, the project. We found no evidence, for example, that the project was discussed in "budget chats" at the time between the Provost and CFO and their respective staffs. Nor was the project identified in the FY 2011-12 Allocation Document, signed by both the President and Provost, as a planned use of E&G funds, or included in the FY 2011-12 Capital Outlay Budget approved by the BOT in May 2011. (Exhibits 11 & 23).

[24] The University's PECO request had apparently included $1.3 million for the CREOL roof project.

f) *Knowledge and understanding of relevant regulations*

Kernek declined to be interviewed as part of this investigation and therefore her explanation of the CREOL roof transaction is unknown. She was not asked about this specific project in her only interview for the TCH investigation and she did not discuss it in her PIE Committee testimony, but in both she claimed not to be aware of any restrictions on the use of E&G funds for capital projects. (TCH Report at p. 9; *see* Exhibit 14 at p. 26-27). Chris Kinsley, the BOG's Assistant Vice Chancellor for Finance and Facilities, expressed skepticism about Kernek's claim, given her long tenure at the University (over 11 years) and her frequent interaction with him and other BOG staff regarding capital project funding. Indeed, Kernek acknowledged in her PIE Committee testimony that she frequently spoke with Kinsley about whether E&G funds could be used to fund particular projects, suggesting some awareness of limits on their use. (Exhibit 14 at pp. 41-42, 48). Nevertheless, we found no direct evidence that Kernek knew E&G funds carried restrictions prior to May 2015 when she heard statements by Merck about potential issues with the use of such funds for TCH. (Exhibit 14 at p. 27).

Merck also declined to be interviewed for this investigation but in his PIE Committee testimony stated that he thought E&G funds could be used for renovation projects. (Exhibit 12 at p. 37). His testimony did not address the CREOL roof project specifically or the use of E&G funds for deferred maintenance projects generally, or if he understood there to be any limits on the amount of E&G funds that could be used for deferred maintenance projects.

g) *Timing concerns*

Due to the limited information available, including the unavailability of key witnesses, we could not determine why these E&G transfers to the CREOL roof project occurred on June 28, 2012. While the cost proposal for the project had just recently been received, no construction contract had been signed and in fact just two months later a decision was made not to go forward with the project. There is also the unusually large contingency amount. The transfers may have been part of an end-of-year process for reallocating excess E&G funds to deferred maintenance that was carried out by Kernek and the Facilities department, with Merck's approval, as discussed earlier. However, the timing also suggests that the transfers may have been part of an effort to spend down carryforward funds before the end of the fiscal year in order to report a lower carryforward balance to the BOG in the University's August FBCR, which appears to have been the case with the similar transfers in late June 2012 to the COM Additional Resources construction account and with transfers to other projects, as discussed throughout this Report.

D. Combined Heating and Power Plant

1. Overview

The Combined Heating & Power Plant (CHP) is a Mitsubishi-built "cogeneration" power plant housed within a 5,000 square foot building on UCF's main campus. The equipment for the plant cost approximately $6.3 million, and the entire project

(including construction of the building) cost approximately $12.9 million. Construction began in December 2010 and the plant became operational in January 2013.

The project was planned as an energy conservation measure authorized by the Guaranteed Energy, Water, and Wastewater Performance Savings Contracting Act. *See* Fla. Stat. § 1013.23. Energy savings contracts are allowed if they meet certain statutory criteria, but as will be discussed, it does not appear such requirements were ever satisfied for CHP. The statute is silent as to whether universities can use E&G funds to meet their debt service obligations under energy savings contracts and also whether they can self-finance such projects through internal loans. The statute does not expressly prohibit using external loans on such projects, and BOG staff has indicated that BOG practice is to allow such loans to be repaid using energy savings dollars comprised partly of E&G funds. The BOG Debt Management Guidelines further enable state universities to finance energy savings contracts with only BOT approval, provided that the total contract is less than $10 million. Contracts that exceed $10 million, however, require approval by the BOG. As will be discussed, because the CHP project was funded by an internal loan of greater than $10 million, BOG approval was required. Additionally, the project never received BOT approval as required by the Debt Management Guidelines.

The CHP project was mostly funded through an internal loan of around $10.8 million in E&G carryforward funds from the University's central E&G reserve to the CHP construction account, which was to be repaid with funds generated from energy savings in annual installments through 2025. Neither the BOT nor the BOG specifically approved the project or this financing arrangement. The University has collected $7.3 million in installment payments to date. However, significantly, the installment payments were not paid into the E&G account from which the loan was made, but instead were paid into a non-E&G auxiliary account from which funds may be spent without restriction. Thus the construction of CHP was effectively paid for using E&G funds that were supposed to be repaid with funds generated through energy savings but in fact never were. The chart at Appendix C, page 2, shows the timing and amounts of the E&G transfers to the project. The chart at Appendix D, page 2, shows the timing and type of construction spending on the project.

Approval of an initial internal loan to fund the construction of the CHP plant was provided by President John Hitt and CFO Bill Merck, who entered into a memorandum of understanding (MOU) to document the loan in January 2011. The original loan amount was $6.8 million but later increased to $10.7 million. The source of the loaned funds was initially all auxiliary funds. In 2012, a decision was made to substitute E&G carryforward funds for the auxiliary funds that had been loaned and partially spent, even though the project had already been fully funded and there was no apparent need to change the funding source. The transfer of carryforward funds for this purpose was approved by Provost Tony Waldrop in September 2012 at the apparent recommendation of Merck and Vanessa Fortier (Associate Vice President for Administrative Affairs).

The timing of this substitution of funds strongly suggests that it was motivated by a desire to reduce the University's E&G carryforward balance prior to an anticipated request from the BOG to report that balance. Specifically, in early September 2012, BOG staff notified SUS institutions that they would need to report their E&G

carryforward balances in October as of September 30, 2012. We found no evidence that the substitution of E&G funds for the loaned auxiliary funds was ever discussed prior to this e-mail, and the decision to transfer the E&G funds was made shortly thereafter. Additionally, internal emails reflect an intention to execute the transfer in time for the reduction in the E&G carryforward balance to be reflected in the anticipated report to the BOG.

For reasons that are unclear, this new loan of E&G funds was not formally documented for nearly two years, until July 2014. At that time, Merck and Interim Provost Diane Chase signed a new MOU, setting the loan amount at approximately $10.2 million. The BOT was generally aware of the CHP project and in July 2010 approved a minor amendment to the 2010 Campus Master Plan to allow for it. Nevertheless, the BOT does not appear to have given individual approval to proceed with construction or to have been apprised of the funding arrangement, including specifically the internal loan of E&G funds.

From the beginning, it was contemplated that the loan would be repaid with "energy savings" generated by the new plant; i.e., the amount that UCF would save because it could now generate power that it previously had to purchase from a third-party provider. As noted, these energy savings were actually paid into a non-E&G account rather than the E&G account that had made the loan. Our review of the manner in which the energy savings were calculated indicates that UCF counted energy savings from both E&G and non-E&G departments, meaning that some of the energy savings applied to repay the loan (but in fact diverted to an auxiliary account) came from E&G departments. As such, the "color" of these energy savings-related E&G funds was effectively changed from E&G to auxiliary. The amount of such affected E&G funds could not be determined.

2. Background on Energy Savings Contracts and Related Statute

One of the main selling points of the CHP project was its potential to generate substantial energy savings for the University over time. Florida law specifically authorizes and encourages certain public agencies, including state universities, to enter into "energy savings" contracts under specified conditions. Fla. Stat. § 1013.23. This includes contracts for the "evaluation, recommendation, and implementation of energy conversation measures," meaning "a training program, facility alteration, or equipment to be used in new construction, including an addition to an existing facility, that reduces energy costs … ." Fla. Stat. §§ 1013.23(2)(a), (2)(c). Such measures include the purchase of "[c]ogeneration systems," like CHP. Fla. Stat. § 1013.23(2)(a)(7). The energy savings statute also presumes that the energy savings contracts may sometimes "be used in new construction," Fla. Stat. § 1013.23(2)(b)(2), and thus arguably authorizes the construction of a building to house energy savings equipment. The statute does not clearly address whether, in that scenario, the costs of construction are considered part of the energy savings contract and subject to the statute's conditions.

Among other things, energy savings contracts must contain certain mandatory contract terms, including the design and installation of energy saving equipment, the amount of annual savings exceeding contract payments, and the finance charges

incurred over the life of the contract. Fla. Stat. § 1013.23(2)(c). Prior to design or installation, the contractor must provide the Board of Trustees with a report summarizing the costs and estimates of savings. Fla. Stat. § 1013.23(3)(d). Additionally, the contract must undergo mandatory review and approval by at least one other authority: the Department of Management Services, the Department of Education or a registered professional engineer. Fla. Stat. § 1013.23(3)(d). Although the project was approved by a registered professional engineer, we found no evidence that the other statutory requirements were fulfilled with respect to the CHP project including the requirement that the costs and estimated energy savings be reported to the BOT.[25]

The Florida energy savings statute implicitly recognizes that energy savings contracts may be financed. The statute authorizes universities to enter into an "installment payment contract" for energy conservation measures, not to exceed 20 years. Fla. Stat. § 1013.23(3)(e). However, the statute does not explicitly authorize or prohibit self-financing such as through a loan from one department of the university to another, and it does not explicitly authorize or prohibit paying for the project with "energy savings"—i.e., the difference between the overhead costs for any energy a university produces and consumes itself and the market rate for the same amount of energy. The BOG Debt Management Guidelines in effect at the time of the CHP project authorized universities to finance § 1013.23 energy savings contracts of less than $10 million, provided the financing receives BOT approval. (Exhibit 24 at 3.) (BOG approval is required if that threshold amount is exceeded.)

Finally, the statute does not identify the types of funds that may or may not be used to pay for energy saving projects. Specifically, the statute does not contain any mention of E&G funds and is silent as to whether E&G funds may be used to purchase new energy saving equipment (or ancillary implementation contracts). Because of this silence, it appears that the use of E&G funds remains subject to BOG Reg. 9.007(3)(a)(1)'s restriction on the use of E&G funds for operating activities only and its nonexclusive list of examples. Although this list includes plant operation and maintenance ("PO&M"), the purchase of new cogeneration equipment and the construction of a new building to house that equipment does not appear to qualify as an operating or maintenance expenditure.

3. Timeline of Significant Events

a) *Initial Plans for CHP*

In December 2009, UCF announced an RFP for a combined heat and power facility to reduce its energy costs and support its sustainability and environmental initiatives.[26] On June 30, 2010, UCF signed a contract with Mitsubishi Power Systems Americas, Inc. ("Mitsubishi") to build a natural gas powered CHP system to produce

[25] Additionally, the CHP contract was extensively redacted prior to its production to us, based on objections from Mitsubishi in order to protect proprietary and trade secreted information. As such, a full review of the contract to determine the presence of the required terms was not possible.

[26] On May, 2009, the BOT's Facilities & Planning Committee (which predated the FFC) reviewed various energy savings initiatives, but it is unclear whether CHP was discussed at the time.

approximately 5.2 megawatts of power, sufficient to satisfy approximately one-third of UCF's electricity needs on its main campus. (Exhibits 25 & 26). Mitsubishi agreed to build and deliver the system, consisting of a natural gas engine, generator and absorption chiller, for a price capped at $6,238,661.00. (Exhibit 26). According to Assistant Vice President Dave Norvell, the total cost of the project was anticipated to be approximately $12 million, which was originally planned to be paid in six annual installments of $2 million generated from energy savings. The project, however, did not appear on the University's FY 2010-11 Capital Outlay Budget. (Exhibit 27).

On July 22, 2010, the BOT approved a minor amendment to the 2010 Campus Master Plan "to construct a new CHP facility adjacent to the South Utility Plant on Gemini Boulevard." (Exhibits 25, 28 & 29). The funding source for the project was not discussed at this meeting or the BOT's Finance and Facilities Committee ("FFC") meeting earlier that day, and the project never received specific approval from the BOT to proceed with construction or be funded in any particular manner. There is no indication that the BOT was informed of the requirements set forth in the energy savings statute or that the project itself satisfied those requirements. Construction of the plant began in December 2010 without specific approval from the BOT.

At the outset, UCF decided that it would self-finance the CHP project through an internal loan from the central auxiliary reserve to the construction account set up for the project. On January 25, 2011, President Hitt and CFO Merck signed an MOU memorializing their understanding regarding the loan, which was to be in the amount of $6.8 million. (Exhibit 30). A handful of unsigned addenda from 2011 to increase the loan amount suggest the funding sources for the project had not yet been completely finalized, potentially explaining why the original loan amount was less than the full anticipated cost of the project. According to the MOU, the funds would be used "in connection with the purchase of a Combined Heat & Power (CHP) Plant System from Mitsubishi … ." (Exhibit 30). The outstanding principal, the source of which was not clearly stated, would accrue interest at a rate of two percent per annum. The debt would be repaid in annual installments beginning on December 31, 2012 and continuing each December 31 until 2016. As outlined by the MOU, the loan was to be repaid by the Division of Administration and Finance "from savings generated from its energy account … ." (Exhibit 30). The MOU did not identify the source of those savings or to which account they would be paid.

b) *2011 Modifications to Financing*

During 2011, the principal amount of the loan increased from $6.8 million to $10,695,000. CFO Merck authorized these loan balance increases on October 3, 2011 in a document he signed entitled "Summary of CHP Funding Plan as of 10/1/11." (Exhibit 31). Internal budget documents from the period indicate that all of the money committed to the project, through loan or otherwise, would come from non-E&G auxiliary funds. (Exhibit 32). The October 3, 2011 document signed by Merck references three separate auxiliary loans: the "original" $6.8 million loan, an additional $432,000 loan from August 2011, and an additional $3,463,000 loan approved by Merck. At this point in time, the total outstanding auxiliary loan balance (including anticipated interest) was $11,350,000. (Exhibit 31). Merck later authorized a direct

transfer of an additional $1.5 million in auxiliary funds on October 5, 2011, bringing the total funds available to build the CHP plant to $12,850,000.[27] (Exhibit 32).

c) *Decision to Replace Auxiliary Funds with E&G*

In September 2012, UCF decided to change the source of the loan from auxiliary to E&G carryforward funds.[28] (Appendix C at p. 2). UCF effectively paid off the outstanding auxiliary loan balance and then transferred the full amount of the newly "loaned" E&G to the project.[29] Internal budget planning documents from immediately prior to this decision do not provide any hint that this switch was being considered. For instance, on August 15, 2012, President Hitt and Provost Waldrop signed an Allocation Document for the 2012-13 fiscal year which did not mention any anticipated use of E&G funds for the CHP project. (Exhibit 34). The transfer was similarly not listed as a commitment line item on the 2012-13 Fund Balance Composition Report ("FBCR") submitted to the BOG on August 17, 2012. (Exhibit 35). These omissions suggest the decision to transfer the funds had not been made at the time. Additionally, CHP had already secured a funding source and construction was nearing completion, indicating that the decision to use E&G carryforward was not due to a lack of other available sources of funding or a need for additional funds to complete the project.

Instead, the decision to replace the auxiliary funds loan with a loan of E&G carryforward funds was most likely made in mid-September in order to reduce the University's overall E&G carryforward balance prior to an anticipated reporting deadline to the BOG. On September 12, 2012, BOG Budget Director Kristie Harris emailed state university budget officers, stating: "In preparation for the upcoming Legislative session, our office will begin collecting unexpended E&G carryforward balance information beginning with the September 30, 2012 amounts." (Exhibit 36). On September 20, 2012, Associate Vice President for Administrative Affairs Vanessa Fortier sent an email confirming that she and CFO Merck wished to proceed with various transfers to reduce the E&G carryforward balance in advance of the September 30 deadline, including the $10.9 million CHP transfer: "Bill and I discussed these items this morning and would like to move forward with recording these expenditures **so they will be reflected in the September 30 carry forward balance we must report to the BOG in early October**." (Exhibit 37 (emphasis added)). Because both Merck and Fortier have declined to be interviewed, their explanations for this decision are unknown.

[27] This additional $1.5 million transfer of auxiliary funds was *not* added to the auxiliary loan balance to be repaid with energy savings, but rather was committed and transferred into the CHP construction account on October 25, 2011.

[28] Prior to this decision, in March and April, 2012, UCF moved small amounts of E&G (totaling $161,535) from the E&G Admin & Finance—Energy & Sustainability account to a construction account created for CHP.

[29] As of September 2012, the outstanding principal and interest balance of the auxiliary loan was $9,430,637.15. (Exhibit 33).

The following day, on September 21, 2012, then-Associate Controller Christy Tant sent an email to Provost Waldrop, copying Assistant Vice President for Finance and University Controller Tracy Clark and other Finance and Budget Office employees, stating, "Please approve the transfer of $10,853,000 from the central carry forward [to the Administration & Finance department]. This amount relates to the Combined Heat and power Plant (CHP)." (Exhibit 38). The same morning, Waldrop responded: "**I approve with the understanding that these funds will be replaced with dollars from energy savings over several years**." (Exhibit 38 (emphasis added)). Waldrop declined to be interviewed and so we do not know his rationale for approving the transfer, what else he may have been told about it, or if he even knew that loaned auxiliary funds were effectively being swapped out for E&G funds. Nevertheless, his written approval did make clear that the use of E&G funds was conditioned on their repayment through energy savings.

Tant forwarded Waldrop's response to the Budget Office as proof of authorization to make a budget transfer of the E&G carryforward funds from the central E&G carryforward reserve to the Administration & Finance department. (Exhibit 38). The budget transfer was made the same day, after which the funds were ultimately transferred to the Facilities E&G carryforward account. On September 26, 2012, the $10,853,000 was transferred from the Facilities E&G carryforward account to the CHP construction account, effectively authorizing the use of funds in that amount to pay for the remaining construction costs of CHP and replace the outstanding balance of principal and accrued interest on the auxiliary loans of $9,430,637.15. (Exhibits 33 & 39). The BOG requested a subsequent mid-year FBCR as of December 31, 2012. The E&G carryforward balance UCF reported in response did not include the $11.1 million because it had already been transferred to the CHP construction account in September. (This amount was included in the "Expenditures to Date" line as part of the roll-forward of the E&G carryforward fund balance from July 1, 2012 to December 31, 2012, which had the effect of decreasing the reported E&G carryforward balance).

d) *"Repayments" Begin*

In January, 2013, CHP was turned over to UCF. (Exhibit 40). The plant began generating energy savings in July, 2013. (Exhibit 41). On June 30, 2014, UCF made its first payment towards the loan of E&G carryforward funds in the amount of $1 million. (Exhibit 42). This payment, however, was not paid to the central E&G reserve department that had funded the loan, but rather to a central auxiliary reserve department called "University Resources," as were all future payments.

On July 23, 2014, CFO Merck and Interim Provost Diane Chase executed a second MOU reflecting an updated loan amount of $10,231,359. (Exhibit 43). Payments under the new MOU, excluding the previous June, 2014 payment, were to begin on August 31, 2014 and continue each August 31 through 2025, and interest would accrue at 2 percent annually. (Exhibit 42). The amortization schedule attached to this new MOU indicated that payments would be made to the aforementioned central auxiliary reserve department rather than to the central E&G reserve department that had made the loan. It is unclear why there was nearly a two-year delay in documenting the loan of E&G funds to finance the CHP project, though the new MOU appears to have

been prompted by the June 2014 payment. Merck of course declined to be interviewed as part of this investigation. Chase also declined to be interviewed but in an email stated that she recalled no detailed conversations about the project or its source of funding.

Since the execution of the second MOU, UCF has made six annual payments towards the CHP loan which, in addition to the June, 2014 payment, total $7.3 million. (Exhibit 42). These payments have come from funds derived from "energy savings." Under the MOU's self-financing arrangement, the University's Utilities and Energy Services ("UES") department would calculate and collect the energy savings to be applied to the loan installments by billing departments for utility costs. UES works with the Space Planning Administration ("SPA") to determine which departments occupy building space throughout campus. UES subsequently uses that information to assign a percentage of UCF's total utility costs to each department. UES enters those percentages into the "Energy Cap" system, which integrates with PeopleSoft and helps UES generate utility bills. Most departments pay their utilities bills from funds they generate during the normal course of operation (i.e., "auxiliary funds"). E&G departments, however, pay their utility bills with E&G funds specifically reserved for PO&M activity. PO&M funds must be specifically requested from and approved by the State, while any shortfall is covered by E&G carryforward funds. The kilowatt hour rate charged by the University to each department is based on the same rate billed by UCF's outside energy providers, e.g. Duke Energy. In other words, for the energy UCF produces itself through CHP, UCF bills the same kilowatt hour rate that Duke Energy would bill for the same amount of energy. For the self-produced energy, the difference between the amount billed by the University to its departments (i.e., Duke Energy's kilowatt hour rate) and the internal overhead costs constitutes the "energy savings."[30]

Each of the loan repayments funded by UCF's newly generated "energy savings" were made into the central auxiliary reserve within the University Resources Department, pursuant to the instructions in the second MOU signed by Merck and Chase. As a result, any payments from E&G departments for energy consumed from CHP were effectively reclassified as auxiliary funds to the extent the payments exceeded CHP's overhead costs (though, again, it is permissible to use E&G funds for *actual* PO&M costs). At no point has the central E&G reserve department that originally funded the CHP project ever received any portion of these payments. Although a revised MOU was circulated by Tracy Clark in July 2017 to eliminate the accrual of interest on the loan, this revised MOU was never executed and did not propose to change where the loan payments were made.

The most recent payment on the internal loan occurred on June 3, 2019. Like the previous payments, the funds were paid into the central auxiliary reserve rather than the

[30] For example, if Duke Energy charges 10 cents/kWh while UCF can generate electricity at 5 cents/kWh, UES will charge UCF's departments at the 10 cents/kWh hour for all energy consumption. If UCF generates 40% of its energy on a $100 bill, then $60 will go to pay Duke Energy, $20 will go to pay the overhead costs of UCF's energy production, and the remaining $20 will be "energy savings." These overhead costs include both the cost to generate the energy and the administrative costs of the UES department.

central E&G refund. In total, $11,137,183 in E&G funds were expended on the project, and none of these funds were ever restored to an E&G account.

e) *Neither the BOT nor the BOG Approved the CHP's Funding*

The BOT's only involvement in the CHP project was to approve an amendment to the campus master plan to add the new facility in July 2010. Thereafter, it received periodic construction updates but was not informed or consulted about the source of funding. Instead, the initial funding (i.e., the loan of auxiliary funds) was approved by President Hitt and CFO Merck at the time of the initial MOU, with subsequent funding (i.e., the replacement of the loaned auxiliary funds with E&G carryforward funds) approved by Provost Waldrop, and later memorialized in the Second MOU signed by Merck and Interim Provost Chase. Because the internal loan to fund the project met the $10 million threshold set in the BOG Debt Management Guidelines, the project and its financing were required to be submitted to the BOG for approval. BOG staff have indicated that Merck was involved in the revisions to the BOG Debt Management Guidelines and was present at related meetings in 2010. Merck therefore knew or should have known that BOG approval of the project was required.

f) *Knowledge and Understanding of Relevant Statutes and Regulations*

Some University officials claim to have believed the energy savings statute specifically authorized this financing arrangement. According to former interim CFO Kathy Mitchell, in conversations during the fall of 2018, Lee Kernek (Associate VP for Facilities and Safety) indicated that she believed the statute permitted using E&G funds to pay for energy savings projects like CHP. Kernek further stated that she had discussed the CHP project and its funding with BOG Assistant Vice Chancellor of Finance & Facilities Chris Kinsley, who had approved it. Mitchell explained that based on these conversations, she did not include CHP on the University's initial list of improperly funded projects that was presented to the BOT in September 2018.

However, as indicated, the energy savings statute is silent on the use of E&G funds for such projects, as well as on self-financing through internal loans to be repaid with "energy savings." Additionally, Kinsley was interviewed and stated that although he had early discussions with Kernek about CHP, these discussions were largely conceptual and dealt with whether to use third-party financing or an internal loan, and that no decision either way had been made at that time. Kinsley indicated he later understood that the project was funded with auxiliary funds (which was initially the case), and that he was never made aware of nor asked to approve the switch to using E&G funds as the principal for the internal loan. Kinsley further indicated he believed such a use of E&G would be improper and would not have approved it, as the purchase of cogeneration equipment for a new power plant, and the construction of a new building to house such equipment, is not an "operating activity" for which E&G funds may be used pursuant to BOG Reg. 9.007(3)(a)(1).

As has been discussed, Kernek and Clark declined to be interviewed as part of this investigation, and their PIE Committee testimony did not address the CHP project or whether they understood E&G funds could be loaned for energy savings projects. The

extent to which other UCF officials may have understood CHP's funding to have been authorized by or otherwise appropriate under the relevant statute and BOG regulations is unclear. Hitt, Merck, Waldrop and Chase also declined to be interviewed, and among them only Merck was subpoenaed by the PIE Committee to provide testimony during its investigation. However, like Kernek and Clark, Merck's testimony did not cover the CHP project or the financing arrangement for it. Nevertheless, as stated, Merck had notice of the requirements set forth in the BOG Debt Management Guidelines (and in fact was involved with the revision thereof), and thus should have known the project needed BOG approval. As Waldrop and Chase declined to be interviewed, it is unknown whether they understood the E&G transfer or the Second MOU to have been authorized by BOG Reg. 9.007(3) or whether BOG Reg. 9.007(3) was discussed at all at the time. Chase, however, did confirm by email that she recalled no detailed discussions surrounding the Second MOU.

Regardless, Provost Waldrop clearly approved the use of E&G funds for the project on the condition that they would be replenished with energy savings. (Exhibit 38). Despite this stated requirement, no repayments were ever made into the E&G carryforward account. Instead, the energy savings were transferred to the central auxiliary reserve account with the knowledge and approval of University officials. According to Mitchell, in the fall of 2018, Kernek and Clark indicated that they believed it was appropriate to use the energy savings from CHP to pay for additional energy savings projects, such as the District Energy Plant IV, a separate plant to produce both chilled and hot water for cooling and dehumidification of campus buildings, rather than repay the CHP loan.[31] However, the central auxiliary reserve department that received the energy savings payments receives funds from a variety of sources and has been used to fund many different projects and not just other energy savings projects. Additionally, as explained, the energy savings transferred into this department partly consisted of E&G funds. This effectively changed the color of the affected E&G funds to auxiliary funds, which have no restrictions on their use.[32]

g) *Timing Concerns*

The decision to replace the auxiliary funds with E&G funds coincided with an anticipated reporting deadline and was most likely motivated by that deadline rather than any actual need for the funds at that time. As noted, we have uncovered no discussion regarding the use of E&G funds for the construction of CHP (which, again, had already been fully funded with auxiliary funds) prior to September, 2012. Instead, the first discussions regarding the proposed transfer only arose *after* September 12, 2012 when the BOG informed SUS institutions that they would need to report their E&G carryforward balance as of September 30, 2012 "in preparation for the upcoming

[31] Kinsley indicated his understanding of CHP was that the energy savings would first be used to repay the loan in accordance with the amortization schedule, with only the excess savings going toward new energy saving projects.

[32] Because UES's metering system does not track the source of the energy consumed by each department (i.e, CHP or other university power-generating sources), the exact amount of energy savings (which only apply to energy consumed from CHP) derived from E&G department payments could not be determined.

Legislative session … ." Following this announcement, Fortier stated in an email that she and Merck wanted to proceed with the transfer of E&G funds to CHP *for the explicit purpose of ensuring the transfer was "reflected in the September 30 carry forward balance we must report to the BOG …* ." Again, although neither Fortier nor Merck agreed to be interviewed, the plain import of Fortier's statement is that they sought to reduce their carryforward balance so as to appear—to both the BOG and the Florida Legislature—that they had fewer E&G funds in reserve than would in fact have otherwise been available had the transfer not been made.

E. Global UCF Building

1. Overview

Global UCF is a nearly 52,000 square foot building on UCF's main campus which serves as its "international hub," with classrooms, offices, and support spaces for use by international students and internationally-focused programs. Plans for the building appear to have been first discussed in late 2013 or early 2014. Construction began in December 2014, and the building officially opened on August 31, 2016. The project was conceived from the beginning to involve the construction of a new building. The project's initial budget was approximately $15 million. Actual construction costs were $16.6 million. (*See* Appendix D at p.2).

As detailed in the chart at Appendix C, page 2, a significant portion of the funding for Global UCF came from E&G funds. In June 2014, E&G funds were first budgeted for furniture, fixtures and equipment ("FF&E") for the new building in the amount of $1.5 million for the 2015-16 fiscal year, though approximately $1.6 in E&G carryforward funds were ultimately transferred for that purpose in June 2016. Additionally, from May 2014 to December 2014, the construction account for the project was funded with $10 million in investment earnings derived from the investment of both E&G and non-E&G funds. Officials in UCF's Finance & Accounting ("F&A") Department did not allocate these investment gains to departments across the university (including E&G) in proportion to their pro rata share, as was UCF's normal practice. As a result, investment gains that would normally have been allocated to E&G accounts (and therefore unavailable for a new construction project like Global UCF) were instead included in the $10 million transferred to the project. Had the gains been allocated according to the methodology in place at the time, an estimated $3.8 million would have been treated as E&G and credited to E&G accounts. Thus, a total of approximately $5.4 million (the unallocated investment gains plus the direct transfer) of E&G funds were used to pay for the Global UCF building.

The decision not to allocate these investment earnings to E&G and other accounts and instead use them to pay for the construction of Global UCF appears to have been made by CFO Bill Merck without BOT or BOG approval and without significant BOT input. The BOT approved an amendment to the University's 2010 Campus Master Plan at its March 27, 2014 meeting, paving the way for the construction of Global UCF. Many details about the project, including its anticipated cost, were not shared with the BOT at that time, and the potential funding sources discussed during the meeting were hypothetical and ultimately not utilized. By May, however, a decision had been made to

use some E&G funds for the project (specifically, for the FF&E), and internal documents began to reflect that E&G was one of the funding sources. On May 22, 2014, the BOT granted approval to proceed with the construction of Global UCF. At that time, Merck informed the BOT about the project's estimated $15 million cost as well as the plan to use the $10 million of investment gains and $3.5 million of auxiliary funds to finance the project. However, he failed to disclose the anticipated use of E&G funds for the project or the fact that the investment gains were at least partly derived from E&G funds which, according to BOG regulations, should keep their E&G "color" and therefore may only be used for operating activities, not fixed capital outlay projects.

2. Timeline of Significant Events

a) *UCF's investment program*

Over 90% of Global UCF's construction costs were funded by investment earnings, including earnings that UCF ordinarily would have treated as E&G funds but did not in this instance. By way of background, starting in 2010, UCF assumed responsibility for investing funds that are being held to meet its current expenses in response to a devolution of authority enacted by the State in 2002. *See* Fla. Stat. §§ 218.415, 1011.42(5). (Exhibit 44). Legislation enacted in connection with the 2002 devolution gave SUS institutions the ability to direct and control their own investments if done pursuant to a written investment policy. In the absence of a written policy, the University's investment options would be largely limited to participating in the State Treasury's Special Purpose Investment Account ("SPIA"), a pooled investment program that invests in short-term liquid instruments and intermediate term fixed income securities. (Exhibit 44).

On May 22, 2008, the BOT approved the UCF Investment Policy. (Exhibits 45 & 46). UCF formed an Investment Work Group chaired by Trustee Conrad Santiago which conducted a search for potential investment advisors. (Exhibits 47 & 48). Following that search, UCF engaged Orlando-based The Bogdahn Group (now known as AndCo Consulting). (Exhibit 49). With the Bogdahn Group's assistance, UCF designed a number of internally segmented portfolios with differing investment objectives, to be administered by professional investment managers. (Exhibit 50). In January, 2010, UCF entered into a custodial agreement with BNY Mellon to serve as custodian for its investment accounts. (Exhibit 51). In March, 2010, UCF transferred $210 million from its SPIA account into its newly established custodial accounts. UCF retained some of its existing investments in SPIA, and to this day continues to maintain investments in the SPIA in addition to its custodial accounts.[33]

At all relevant times, a portion of the principal invested in the BNY Mellon accounts has derived from appropriations of E&G funds, and a portion of the investment earnings from those accounts was therefore subject to BOG Reg. 9.007(5).[34] The BOG

[33] During this period, UCF also maintained two tranches of CDARS investments with CNL Bank, which were not managed or overseen by the Bogdahn Group. (Exhibit 52).

[34] As further described below, UCF treated the makeup of the investment principal as being directly proportional to the makeup of UCF's total cash balance.

adopted BOG Reg. 9.007(5) in December, 2007, requiring "[i]nterest earnings … from the investment of current-year" E&G funds to be "subject to the same expenditure regulations" as the source E&G funds and generally prohibits their use on "fixed capital outlay projects." (Exhibit 53). The BOG proposed amending Reg. 9.007(5) in September, 2013 to clarify that "E&G interest earnings" could not be used for *any* "non-E&G related activities," in addition to fixed capital outlay projects. (Exhibit 54). These amendments were adopted in November, 2013, and also required universities to track the use of E&G interest earnings under Reg. 9.007(3). (Exhibit 54).

BOG Reg. 9.007(5) effectively requires interest generated from E&G funds to "maintain the same color" as E&G funds; that is to say, the interest is subject to the same restrictions on use as the E&G principal itself. The regulation does not explicitly state whether all types of E&G investment earnings, such as dividends and capital gains, must also maintain the same color; however, the BOG staff's interpretation of Reg. 9.007(5) is that they do. The State of Florida Auditor General shared this interpretation in a July 2019 audit report concerning Florida International University, which found that non-interest investment income (like realized gains on the sale of securities) is subject to BOG Reg. 9.007(5). (Exhibit 55). UCF's own methodology for allocating investment earnings, which we describe below, makes no distinction between different types of investment earnings, which indicates that UCF itself interpreted the regulation consistent with the interpretations of the BOG and the Auditor General.

The Investment Policy which UCF adopted shortly after the publication of BOG Reg. 9.007(5) did not prescribe any particular rules or standards regarding the investment of E&G funds and does not establish any methodology for implementing the rule. (Exhibit 46). Instead, UCF's investments were set up in a manner that contemplated that E&G and non-E&G funds would be commingled, which no law or rule prohibits. The investment portfolios held at BNY Mellon were not designed to segregate E&G funds from other funds; instead, all of the portfolios can be said to hold a mixture of E&G and non-E&G funds. UCF's agreements with its advisors and custodian do not delegate any of UCF's duties with respect to implementing Reg. 9.007(5), and in practice, UCF took upon itself the responsibility to allocate investment earnings.[35]

The Auditor General has indicated that "when restricted funds are commingled with other funds for investment purposes, it is important for records to demonstrate the equitable allocation of generated investment income to the respective funding source to ensure that restricted income is used for purposes consistent with the applicable funding restrictions." (Exhibit 55). Though UCF has no formal written policy for segregating E&G funds from other funds it invests, UCF did at all relevant times endeavor to provide E&G departments with their equitable share of investment earnings. Specifically, UCF developed a methodology for allocating investment earnings that appears to have been motivated in part by BOG Reg. 9.007(5). (Exhibits 56 & 57). Broadly stated, the goal of UCF's allocation methodology was to distribute net investment earnings (interest, dividends, and gains realized from the sale of securities,

[35] Troy Brown and Dave West, the Bogdahn Group consultants who assisted UCF, indicated that the funds were all treated as a "giant pool of money" by UCF and that E&G funds were not discussed.

minus expenses) across all major accounting departments on a pro rata basis. More precisely, on a monthly basis, F&A Department employees first determine the total cash balance held in all of its depository and investment accounts, as reflected in the statements received from the depository or investment institutions. Separately, UCF tracks how its total cash balance is allocated among its various internal departments based on what percentage of the total cash balance each department is authorized to spend. Therefore, when earnings were generated by UCF's investments, they were typically not withdrawn from the BNY account, but instead were allocated on the books as a portion of the total cash balance.[36] Details of the allocation methodology have changed over time, but this basic structure has been in place since at least 2010. The rationale for the methodology was that because each department's funds were simply treated as a portion of the total cash balance (instead of being invested in segregated accounts), each department should share equally in the risk of loss and the benefits of investment gains.

Between January, 2010 and August, 2014, UCF distributed its monthly net investment earnings across 15 to 16 different departments, including two E&G departments: Education & General - Main, and Education & General - College of Medicine. The distribution was based on a percentage of the Average Daily Cash Balance (ADB) of each department compared to the overall UCF ADB.

b) *Deviations from the distribution methodology and relation to Global UCF*

When UCF followed its distribution methodology as described above, E&G departments would be allocated a monthly distribution equivalent to their pro rata share of total realized investment earnings (interest, dividends and realized gains from securities transactions, minus expenses). The methodology, when applied faithfully, appears to have been a reasonable means of complying with BOG Reg. 9.007(5), given that UCF had decided to pool both E&G and non-E&G funds in the same investment accounts (which the regulation does not prohibit). But UCF sometimes deviated from this methodology. Between 2012 and 2014, there were at least three significant deviations that effectively deprived E&G departments of the portion of monthly earnings to which they would otherwise be entitled under the methodology. In essence, these funds were allocated to other departments where they could be spent in ways that violated the restrictions on the use of E&G funds.

(1) 2012 withdrawal of $2 million

On or about March 13, 2012, UCF decided to withdraw $2 million in realized investment gains amidst an announcement of significant state budget cuts. The decision to potentially utilize the investment gains was documented in a budget document titled "Funding Needs and Sources" which was circulated on that date between Tracy Clark

[36] UCF has only made two cash withdrawals from the BNY account, both in 2012. The first withdrawal, in the amount of $2 million, is discussed below. The second, a $6.75 million withdrawal, was from a money market account. The second withdrawal did not include any unallocated or improperly allocated investment gains.

(then-Assistant VP for Finance and University Controller), Christy Tant (then-Associate Controller) and Lynn Gonzalez (then-Associate VP for Academic Affairs). (Exhibit 58). The report identified the $2 million as a potential funding source for various, university-wide funding needs. (Exhibit 58). One day later, CFO Bill Merck asked the Boghdan Group how UCF could liquidate $2 million in "equity gains to help us offset our legislative budget cuts … ." (Exhibit 59). Afterwards, Merck sent letters of instruction to BNY Mellon and UCF's investment managers to carry out the withdrawals.[37] (Exhibits 60 & 61).

Typically, realized gains from the sale of securities were allocated across all departments in the same manner as the monthly allocations of interest and dividends. The $2 million in realized gains liquidated here, however, were never allocated. Instead, in June 2012, UCF created a new department called "University Resources" and used all of the $2 million to fund that department. University Resources was set up as an auxiliary department, which means that its funds were considered to have been earned by the University, with no restrictions on their use. (Exhibit 62). Based on the E&G departments' share of UCF's total cash balance as of June, 2012, an estimated $947,878 would have been allocated to E&G had UCF followed its normal methodology. Over the next three years, funds from the University Resources department, including the $2 million in realized gains, were used to purchase the broadcast license for WUCF TV, a PBS-affiliated television station, as well as broadcasting equipment.[38]

(2) 2012 - 2014 distributions to pay debt service

Additionally, in July 2012 and continuing for the next two years, approximately $88,000 per month was distributed outside of the methodology to repay an internal loan for the construction of the Morgridge International Reading Center ("MIRC"), a 16,726 gross square foot building on UCF's main campus designed to support literacy programs and initiatives with an international focus. MIRC was first conceived through a significant gift from John and Carrie Morgridge and the Morgridge Family Foundation and built in 2010 and 2011. In January, 2011, CFO Merck and Provost Tony Waldrop executed a memorandum of understanding ("MOU") that called for UCF to provide additional financial support to the project through a $2 million loan. The MOU provided that the loan would be repaid with Courtelis funds from the State, but that if such funds were unavailable, Merck and Waldrop would identify an alternative source. (Exhibit 64). No payments were made between March, 2011 and June, 2012, and nearly $50,000 in interest accrued. On August 1, 2012, Merck and Waldrop decided to change the terms of the MOU. According to an internal memo, Merck and Waldrop decided that "[e]ffective 7/01/2012, interest accruals will cease and the balance outstanding at 6/30/12 ($2,118,659) will be paid off from distributions of University cash and investment interest earnings on a straight-line basis over two years." (Exhibit 65). Over

[37] Although the first letter removed $2 million in cash from the BNY Mellon accounts, a second letter of instruction was required to ensure that the $2 million could be considered realized gains for accounting purposes.

[38] The Board of Trustees agenda item approving the purchasing of the license explicitly forbade the use of E&G funds for the purchase. (Exhibit 63).

the next two years, UCF made 24 monthly payments totaling $2,118,659 from its central investments reserve account using investment earnings that were not distributed through the established allocation methodology. Had UCF followed its methodology, an estimated $893,456 of these funds would have been allocated to E&G departments.

(3) 2013 movement of $10 million to the central reserve

The largest of the deviations—and one most relevant to this investigation—occurred in June 2013, when $10 million in realized investment gains were not distributed across all accounting departments but instead held in a central investments reserve account until 2014, when the funds were redirected to the Global UCF construction account in four installments: $206,941 on May 8, 2014, $121,685 on May 15, 2014, $380,418 on July 18, 2014 and the remaining $9,290,956 on December 17, 2014. The full history of this deviation and its relation to Global UCF is provided below. Had UCF's typical allocation methodology been applied to these $10 million in realized gains—i.e., based upon each department's share of UCF's total cash balance as of June, 2013—approximately $3.8 million should have been (but was not) distributed to E&G departments.

c) *Origins of Global UCF funding plan*

In June 2013, UCF decided to change its investment strategy by shifting to passive Vanguard funds, resulting in the realization of $10.4 million in gains.[39] (Exhibits 66 & 67). A small portion of the realized gains (totaling approximately $400,000) were allocated through the distribution methodology, but a decision was made to hold back most of it—$10 million in all. (Exhibit 66). The decision to hold back the $10 million was apparently made by Merck, as indicated in an e-mail from Tracy Clark. (Exhibit 68). Neither of those individuals agreed to be interviewed as part of our investigation and so we do not have their perspective as to why only $400,000 in realized gains were allocated pursuant to the established methodology while $10 million were held back and kept in reserve until 2014. A typical reason for holding investment gains in reserve would be to protect against a market downturn which could threaten to reduce monthly investment income, and F&A Department emails suggest that was the original purpose for holding back these funds. (Exhibit 68). Per the normal practice, none of the realized gains from this transaction were withdrawn from the BNY accounts.

There is nothing that ties the initial decision in June 2013 to hold $10 million in reserve to the Global UCF project. The earliest mention of Global UCF in FFC records appears to have been several months later, on February 12, 2014, when the Committee approved adding the project to the 2010 Campus Master Plan, though it appears no decision as to the funding source was made at that time. (Exhibit 69). On March 7, 2014, Clark raised with Merck the possibility of using the $10 million in undistributed investment earnings for Global UCF. (Exhibit 70). On March 27, 2014, the BOT approved adding Global UCF to UCF's Campus Master Plan to allow for the project to be built. (Exhibits 71, 72 & 73). At the time, Merck suggested the building could

[39] The BNY investments also generated $500,000 of other income (interest and dividends) in the same month, which were distributed according to the ordinary methodology. (Exhibit 66).

potentially "pay for itself" through fees charged by the international student program and by "rent[ing] it to ourselves a little bit," though he did not explain what this meant. Merck did not discuss the proposed plan to use undistributed investment earnings to fund the project and it is unclear at that point if he had accepted Clark's proposal. The FFC later approved a plan to finance the construction of Global UCF through an internal loan on April 3, 2014, but this plan does not appear to have materialized. (Exhibit 74).

On May 6, 2014, Merck granted approval via email to fund the Global UCF building with the $10 million in undistributed investment gains plus additional funds as needed coming from the University Resources Department, which, based upon a total estimated cost of $15 million, would have been approximately $5 million.[40] That same day, Christy Tant directed Associate Controller Wilson Rosario to set up a project account for UCF Global, leading to the establishment of a construction account in Facilities. Two days later, the first installment of $206,941 in undistributed investment earnings was transferred to the construction account. On May 13, 2014, Tant indicated by email that Merck's initial plan had been modified (presumably by Merck) to add $1.5 million in E&G funds for the purchase of FF&E, thus reducing the share from University Resources to $3.5 million. (Exhibit 75).

d) *Approval by the BOT and spending history*

The BOT did not officially approve of proceeding with the construction of Global UCF, or its funding source, however, until May 22, 2014. (Exhibits 76, 77 & 78). The agenda item for the meeting provided that "[f]unding for this approximately $10 million building will come from non-realized [sic] investment income that has not been previously allocated." (Exhibit 77). According to the audio recording of the May 22, 2014 meeting, Merck reported that the initial budget for the building was approximately $15 million, $5 million more than stated in the agenda item. Merck informed the Board that "10 million that we realized, got in the form of realized gains from our transfer from active funds into the S&P 500, Vanguard S&P 500 Index Fund" would be used for the Global UCF project, along with "about 3.5 [million] out of some auxiliary money that we put aside in the event that we had another cut to our budget" and "about another million and a half out of other funds, probably—well, just some other funds … ." Although the F&A Department had already decided that these "other funds" were to be E&G funds, this was not revealed to the BOT. Instead, Merck suggested that the $1.5 million "could be auxiliary funds too … ." (Exhibit 22).

Moreover, Merck did not explain to the BOT that the $10 million in investment gains had not been distributed to E&G and other accounting departments according to the typical allocation methodology. Although the BOT was regularly updated on the performance of UCF's investments, these updates did not address F&A's allocation

[40] Also, there were initial discussions within the F&A Department about funding the project with an internal loan, to be repaid by revenues earned from Shorelight Education. In 2013, UCF announced it was partnering with Shorelight Education to recruit international students to its campus. Shorelight planned to lease space in the to-be-constructed Global UCF building, which would help pay for the project. Although Shorelight does presently rent space in Global UCF, the plan to fund Global UCF through an internal loan appears to have never materialized.

methodology or the need to comply with BOG regulations regarding the investment of E&G funds. Therefore, even if the BOT had been told that F&A had deviated from its normal methodology in this case, it likely would not have understood the import of that fact. Trustees Marcos Marchena, Robert Garvy and Alex Martins, who attended both the April 3, 2014 FFC meeting and the May 22, 2014 BOT meeting, confirmed in separate interviews that this subject was never addressed with the BOT. Because Merck has declined to be interviewed in connection with this investigation, his reasons for these omissions—and whether he understood BOG Reg. 9.007(5) to apply to the $10 million in undistributed investment earnings—are unknown.

On July 17, 2014, just over a month after the BOT approved the project, Global UCF first appeared on an E&G Commitments List, indicating it was likely discussed in a "budget chat" meeting between the Provost, the CFO and their respective staffs. The list confirmed the plan outlined in internal emails (but not disclosed to the BOT) that $1.5 million in E&G funds would be used for FF&E expenses for the building during the 2015-2016 fiscal year. (Exhibit 79). The planned use of E&G funds did not appear on the Fund Balance Composition Report ("FBCR"), however, until approximately one year later, in August 2015. In that FBCR, the $1.5 million in E&G carryforward funds was categorized as being for "Equipment Replacements," apparently—according to Christy Tant in her interview—because that was the most appropriate category for furniture and equipment to fit into. Of course, the FF&E was going into a *new* building and not replacing anything. FF&E expenditures began on September 3, 2015, but the actual transfer of the E&G funds to cover these purchases, which totaled approximately $1.62 million, did not occur until June 30, 2016. (Appendix D at p. 2).

In August, 2016, Global UCF officially opened, housing the Global UCF program, the English Language Institute, International Affairs and Global Strategies, and the UCF Abroad Program. Construction spending, however, has continued through June 30, 2019, and totals approximately $16.6 million. (Appendix D at p. 2).

e) *Knowledge and Understanding of Relevant Regulations*

Internal emails indicate that Tracy Clark and other F&A employees were aware of BOG Reg. 9.007(5) around the time it was enacted in 2007, when the BNY Mellon accounts were established in 2010, and when the BOG amended BOG Reg. 9.007(5) in 2013. (Exhibits 56, 57, 81 & 82). Additionally, when questioned by PIE Committee investigators as to whether he recalled the regulation being amended in 2013 and that E&G that was invested had to keep the E&G "color," Merck testified that he "recall[ed] it being expressed. I don't remember reading particulars, but I know that when we started to allocate funds from realized gains, Tracy would be careful to make sure that she was using -- I don't know how she did it, whether it was on a percentage basis or what, but to try to make sure that she was using interest on everything but E&G, when we were trying to use those for non-E&G type things." (Exhibit 12 at 124). Clark was also questioned by PIE Committee investigators, but the scope of her testimony did not include the use of investment earnings for Global UCF, the University's investment allocation practices or her understanding of BOG Reg. 9.007(5).

The key individuals most likely involved in developing and implementing the allocation methodology, such as Merck and Clark, declined to be interviewed, and thus we do not know whether or why they believed the $10 million in investment gains used on Global UCF did not need to be allocated according to their normal methodology. Tant and Interim University Controller Brad Hodum, who were not directly involved in developing the allocation methodology and appear not to have been involved in discussions about BOG Reg. 9.007(5), suggested that these funds may have been treated differently because they were from a large, one-time selloff of securities rather than interest earnings like those explicitly mentioned in BOG Reg. 9.007(5). Tant further speculated it was the general understanding at the time that this requirement only applied to interest, and not to other kinds of investment earnings.

This speculation, however, is inconsistent with UCF's own historical practice, which generally allocated *all* investment gains—including capital gains realized from the sale of securities—in accordance with the stated methodology. Even for the Vanguard transaction that generated the funds used on Global UCF, at least $400,000 of the $10.4 million of realized gains were actually distributed in accordance with the allocation methodology, strongly suggesting that UCF understood at the time that there was no distinction between interest and other investment gains. While the BOG has no written guidance interpreting the regulation, BOG staff advised us they expected SUS institutions to treat *all* E&G investment income as E&G, and that they believed the regulation was sufficiently clear. This appears consistent with the practice of the State of Florida Auditor General, which has similarly applied BOG Reg. 9.007(5) to realized capital gains in addition to interest. (Exhibit 55). As discussed, the BOT was apparently unaware of and not informed about BOG Reg. 9.007(5) or the University's investment allocation methodology and practices.

F. CREOL Building Expansion

1. Overview

The CREOL Phase II expansion is a 14,000 square foot expansion of the Center for Research and Education in Optics and Lasers (CREOL) building, located on UCF's main campus and home to the College of Optics and Photonics (COP). This is the second expansion of the CREOL building and includes new labs and offices, along with the shell for an auditorium to be completed at a later date. Plans for the project appear to have first been discussed in the summer or fall of 2014. Construction began in the spring of 2017, and the new space is anticipated to open in late August 2019. Although an expansion of the existing building, the project was conceived from the start as involving new construction. The project's initial budget was $4 million, but later increased to $6.8 million. Actual construction costs through June 30, 2019 are approximately $5.2 million. (Appendix D at p. 2).

As detailed in the chart at Appendix C, page 2, a significant portion of the funding for the CREOL Phase II expansion project came from E&G carryforward funds. In July 2015, the University transferred $4 million of E&G carryforward funds from the University's central E&G reserve account to the COP's E&G carryforward account in order to fund the project. From there the funds were transferred to a construction

account set up for the project in February 2016, although the first significant spending for construction design did not occur until over a year later in March 2017. The University later transferred an additional $17,000 of E&G funds to the construction account in May 2018.

The initial $4 million of E&G funding for the CREOL Phase II expansion project was recommended by the University Budget Committee ("UBC"), co-chaired at the time by Provost Dale Whittaker and CFO Bill Merck, and approved by President John Hitt, as part of an effort to identify excess E&G carryforward funds held by the University's colleges and divisions and reallocate them to fund University-wide priorities identified by the UBC. The UBC members we interviewed were unaware of any restrictions on the use of E&G funds and trusted that the funds were appropriate for the uses that were proposed, including the CREOL Phase II expansion. Hitt, Whittaker and Merck declined to be interviewed as part of this investigation, but evidence from other sources as to their respective knowledge and understanding of the restrictions is discussed below. None of the three raised any concerns about the use of E&G funds for the CREOL Phase II expansion project.

We found no evidence that the BOT approved the use of E&G funds for the CREOL Phase II expansion project. In fact, it appears the BOT was not even made aware of the UBC's plan to reallocate excess carryforward funds in 2015. While the project was included in the Capital Outlay Budget for fiscal year 2017-18, approved by the BOT in May 2017, it was identified as being "internally funded" with no further explanation.

2. Timeline of Significant Events

a) *The CREOL building*

CREOL started as a research center in 1987, became home to the COP in 2004, and has continued to grow since. The current CREOL building was constructed in 1996 and originally consisted of two floors of labs and offices. (Exhibit 83 at p.18). The building has since undergone two separate renovations to expand the original footprint: Phase I and Phase II. The Phase I expansion added a three-story addition onto the north side of the building around 2009, (Exhibits 83 & 84), and is beyond the scope of this investigation.[41]

Continued growth of the COP, including the planned and eventual hiring of new faculty members, created the need for additional space in the CREOL building. The Phase II expansion is another three-story addition, this time to the east side of the building, totaling 14,000 square feet. The initial project budget was $4 million, but later increased to $6.8 million. While the building plans changed over time, the final plan includes an auditorium shell on the first floor, with built-out labs and offices on the second and third floors. (Exhibits 84 & 85).

[41] Phase I included a subsequent lab build-out of the third floor in 2014 and 2015 which was funded from non-E&G sources. This was approved in late 2014 and funded in early 2015, and references to this project appear at times in materials involving the Phase II expansion.

b) *Reconstitution of the UBC in fall 2014 and decision to reallocate excess E&G carryforward funds*

In the fall of 2014, at President Hitt's request, Provost Whittaker reconvened the UBC to prioritize and make recommendations regarding the allocation of University funds.[42] The UBC was comprised of faculty, administrators, staff and students. (Exhibit 86). UBC members identified during the relevant time period include: Sydney Alexander, Debra Copertino, Maribeth Ehasz, Grant Heston, Keith Koons, CFO Merck, MJ Soileau and Provost Whittaker. (*See* Exhibit 87). Senior Finance officials Tracy Clark (Associate VP for Finance) and Christy Tant (Sr. Associate Controller for Budget, Contracts and Grants, and Compliance) did not serve on the UBC but provided support and regularly attended meetings.

Over the next several months, the UBC developed a plan to identify E&G carryforward funds held by the University's colleges and divisions that exceeded their 3-year budget commitments and reallocate them to fund University priorities recommended by the UBC. Approximately $10 million in carryforward funds were identified pursuant to this plan and pooled together. The colleges and divisions were invited to then submit proposals for how the carryforward funds should be spent for consideration by the UBC. More than 50 proposals were submitted, with 15 ultimately approved for full or partial funding by the UBC using the $10 million in E&G carryforward funds. This process was explained in a July 27, 2015 email from Provost Whittaker, with the specific recipients of the funding notified shortly after. (Exhibit 86). As will be discussed, the CREOL Phase II expansion project was one of the proposals selected to receive E&G carryforward funding under this reallocation plan.

c) *The UBC approves the CREOL Phase II expansion project for carryforward funding*

The initial plan for the CREOL Phase II expansion appears to have been developed between August and October 2014, with an initial estimated cost of $4.125 million. (Exhibits 83 & 84). From the start, and through its various plan iterations, the project plainly involved new construction that would significantly expand the existing CREOL building. (*E.g.,* Exhibits 88 & 89). In early 2015, the project was submitted to Tracy Clark and Christy Tant to be considered for reallocation funding by the UBC.

In April 2015, Clark met with Mark Wagenhauser, the Associate Director and Business Manager of CREOL, to discuss the budget requests and carryforward plans that the COP had submitted to the Academic Affairs division, including the CREOL Phase II expansion project. (Exhibits 90 & 91). This was because the UBC would soon be considering the carryforward plans and funding requests. (Exhibit 90). Wagenhauser confirmed to Clark that the expansion project was a critical need, especially given the COP's plan to hire four new faculty members. (Exhibits 90 & 91).

A list of funding requests from the University's colleges and divisions, including the COP's request to fund the CREOL Phase II expansion project, was apparently

[42] The UBC had stopped meeting several years earlier due to the recession and state budget cuts.

discussed at the UBC's May 2015 meeting. (*See* Exhibit 87). In an email sent to Committee members before the meeting, Clark explained that she had discussed the need to prioritize funding requests with the budget directors of the colleges and divisions, and cited as an example that the COP had identified the $4 million CREOL Phase II expansion project as a critical need in fiscal year 2015-16. (Exhibit 87). At the meeting, the UBC selected the CREOL Phase II expansion project, among others, for further consideration to receive funding. Wagenhauser was notified, conferred with the COP Dean, and confirmed to Clark and Tant by email on June 1, 2015 that the CREOL Phase II expansion project was in fact a "High Priority." (*See* Exhibit 92).

The UBC met again on June 9, 2015 to recommend which proposals should be funded with the E&G carryforward funds that had been collected pursuant to the reallocation plan. Meeting attendees included Provost Whittaker, CFO Merck, Clark and Tant, along with Maribeth Ehasz (VP for Student Development & Enrollment Services), Deb German (Dean and VP for Health Affairs, College of Medicine), Grant Heston (VP for Communication & Marketing), Jarell Jones (Student Government Leadership), Keith Koons (Associate Director for Personnel and Faculty Affairs for the School of Performing Arts), and M.J. Soileau (VP of the Office for Research and Commercialization). (Exhibit 93).

As its first order of business, the UBC voted to formally approve the plan to redistribute $10 million in excess E&G carryforward funds by a 7 to 1 vote.[43] The Committee then allocated the $10 million between three categories of funding requests: 1) Student Success; 2) Graduate and Research Growth; and 3) Capital, Infrastructure, and IT. Next, subcommittees were formed to consider the funding requests in each category and make recommendations to the full Committee. Whittaker and Merck were assigned to the Capital, Infrastructure, and IT subcommittee, which evaluated the proposed allocation of $4 million for the CREOL Phase II expansion project, among others. (Exhibit 93). It appears that Whittaker and Merck made the preliminary recommendation to fund the CREOL Phase II expansion project, and that their recommendation was then accepted by the full UBC.[44]

According to the UBC members we interviewed who attended this meeting, there was no discussion of any restrictions on the use of the $10 million in excess E&G carryforward funds, which is confirmed by the minutes.[45] Moreover, these UBC members reported that neither Merck nor the other Senior Finance staff who were present warned them that there was any issue or risk in using the carryforward funds to finance a construction project like the CREOL Phase II expansion, such as, for example, that using the funds might result in an audit comment by the State Auditor General.

[43] The meeting minutes indicate an estimated $12 million in carryforward funds were identified for possible reallocation, but that approximately $2 million was "to be withheld for critical needs." The minutes do not identify who cast which votes.

[44] This conflicts with Merck's PIE Committee testimony that he "wasn't personally involved" in the CREOL Phase II expansion project and "didn't really pay much attention to it." (Exhibit 12 at pp. 71-72).

[45] UBC meetings are not recorded.

These UBC members also indicated they were unaware at the time of any restrictions on the use of E&G funds, they assumed the funds to be reallocated were proper to use for the various projects under consideration, they understood they were only picking the projects to prioritize for funding, and they did not know anything was potentially improper about the recommended allocation of $4 million to the CREOL Phase II expansion project.

d) *President Hitt approves the use of E&G funds for the CREOL Phase II expansion and the funds are transferred*

On July 27, 2015, several weeks after the UBC determined which projects to recommend for funding with reallocated E&G carryforward funds, Provost Whittaker sent an email to University faculty and staff explaining the reallocation plan and announcing that 15 projects had been approved for full or partial funding. (Exhibit 86). Since the UBC only made funding recommendations which were subject to final approval by President Hitt, it can be reasonably concluded that, prior to the date of Whittaker's email, President Hitt had approved the recommendation to allocate $4 million in carryforward funds for the CREOL Phase II expansion. Confirming this, just a few weeks later, Hitt approved the University's Allocation Document, which identified the University's planned allocation of E&G funds for fiscal year 2015-16.[46] That document listed "CREOL Phase II" under "University Budget Committee allocations" with $4 million in approved funding. (Exhibit 94). As Hitt declined to be interviewed, we could not ask him what he understood about the CREOL Phase II expansion project, the propriety of its funding with E&G funds or its inclusion on the Allocation Document.

On July 31, 2015, Megan Diehl, Assistant Director, Fiscal Administration, informed the COP Dean and Wagenhauser that the CREOL Phase II expansion project had been selected for funding under the reallocation plan. (Exhibit 95).[47] That same day, UCF transferred $4 million via a budget ledger entry from the central E&G reserve account to the COP's E&G carryforward account. (Appendix C at p. 2). We found no emails requesting authorization for, or execution of, this specific transfer. That is not surprising, however, since the transfer was made via the reallocation process approved by the UBC and was part of a larger set of similar transfers to multiple colleges and divisions.

On August 18, 2015, the University submitted its FY 2015-16 Fund Balance Composition Report ("FBCR") to the BOG. (Exhibit 96). This FBCR, which shared the University's E&G carryforward balance as of the start of the new fiscal year and the date

[46] As discussed earlier in this Report, the Allocation Document sets forth the University's plans to commit E&G funds during the current fiscal year, is used as written authorization to carry out budget transfers of E&G funds, and must be recommended by the Provost and approved by the President (which is evidenced by their signatures).

[47] Wagenhauser knew the $4 million was from E&G carryforward funds, but stated he was not involved in any discussions concerning whether the funds could be used for a project like the CREOL Phase II expansion, had no understanding about restrictions on the use of E&G funds, and assumed the use of such funds had already been vetted given the personal involvement of Finance leaders like Merck and Clark, among others.

of the report, included the $4 million in E&G funds budgeted for the CREOL Phase II expansion project in the "Commitments" section. The $4 million for the project was part of $13 million included in a subcategory of Commitments called "Research Support."[48] Christy Tant was responsible for preparing this FBCR and, in her interview, explained that she believed this was the most appropriate subcategory in which to include the planned commitment for the CREOL Phase II expansion project. She credibly denied any intent to conceal the use of carryforward funds for the project from the BOG, and further explained that at the time she believed E&G funds could be used for renovation projects, including buildouts like the CREOL Phase II expansion.

On February 18, 2016, UCF transferred $4 million from the COP's E&G carryforward account to a Facilities construction account set up for the CREOL Phase II expansion project (Appendix C at p. 2). The transfer was prompted by a January 28, 2016 email request from Wagenhauser to Bill Martin, the Director of Facilities Planning. Plans for the project were still being developed, no contractor had been selected yet, and the funds did not need to be encumbered. Nevertheless, Wagenhauser requested the transfer to the construction account and asked, for his planning purposes, if it would occur before the end of February. (Exhibit 97). As Wagenhauser explained in his interview, the July 2015 budget transfer had inflated the COP's E&G carryforward balance and he wanted to reduce that balance by moving the funds out.[49] Wagenhauser's reasons for this were not clear, since we found no evidence that a carryforward report was due to the BOG around this time.

e) *Additional plans and budget for the CREOL Phase II expansion project*

After the initial $4 million award and budget transfer to the CREOL Phase II expansion project in the summer of 2015, additional design plans were developed and discussed, resulting in new, higher cost estimates for the project. (Exhibits 83 & 84). The updated plans led the COP to make an exceptional funding request in January 2016 for an additional $2 million in funding for the project. (Exhibit 83). In March 2016, contract negotiations began with a design firm for the project, though no actual work began. (Exhibit 99). Over the next few months, additional design options were developed and evaluated while the COP's exceptional funding request was considered. (Exhibit 88). The final design plan was chosen in June 2016, which added $2.8 million to the total cost of the project. (Exhibit 100). E&G funds were not used for these

[48] The $4 million had been transferred from the central E&G reserve account to the COP's E&G carryforward account as of the date of the FBCR, hence its listing under the Commitments section, but these funds would not actually be transferred to the construction account until February 2016.

[49] An additional $17,000 of E&G funds was transferred from the COP's E&G carryforward account to the CREOL Phase II expansion construction account in May 2018. (Appendix C at p. 2). This additional transfer was prompted by a construction issue involving the auditorium floor and was not part of the original 2016 decision to fund the project. (Exhibit 98).

additional costs, and the additional funding is therefore beyond the scope of this investigation.[50]

f) *BOT involvement in the project*

The CREOL Phase II expansion project was brought to the BOT's attention on only a handful of occasions, and discussion on those occasions was limited. We found no evidence that approval to proceed with the project or to use E&G funds for it was specifically requested from the BOT or granted, nor does it appear the project was even disclosed to the BOT until *after* the decision was made to fund the project with $4 million in E&G carryforward funds and the funds had already been transferred to the construction account. Instead, the project appears to have been disclosed to the BOT for the first time in the summer of 2016 when it was included in the University's Five-Year Capital Improvement Plan ("CIP") and accompanying "BOB-2" forms, and later in connection with amending the Campus Master Plan to include the expanded building. However, the fact that the project was being funded with $4 million in E&G carryforward funds was not disclosed in those documents or discussed during the related meetings.

The first clear reference to the CREOL Phase II expansion project in any BOT materials came in June 2016, when it was included in the CIP presented to the Finance and Facilities Committee ("FFC"). (Exhibit 101). The project was listed on the CIP with an estimated cost of $6,784,228 under the heading "Requests From Other State Sources", but was not included on the accompanying BOB-2 form.[51] (*See* Exhibit 102). Of course, by that point, $4 million of E&G carryforward funds had already been transferred to the construction account for the project. During the meeting, Lee Kernek (Associate VP Facilities and Safety) discussed the status of active and planned construction and renovation projects on campus. While her presentation materials included a slide on CREOL Phase II noting the $6.8 million project as "University-funded – internal sources," according to the audio recording of the meeting the only specific mention she made of the project was that it was new and being added to the CIP. (Exhibit 103 at p. 40). This CIP was subsequently approved by the BOT at its July 2016 meeting. (Exhibit 102). The Board's approval of the CIP, however, did not mean it was approving the construction or funding for the CREOL Phase II expansion project.[52]

[50] The additional funding consisted of $1 million from CREOL and two separate $900,000 contributions from Academic Affairs. (Exhibit 100). Review of general ledger detail confirms the sources as auxiliary and contracts and grants funds, not E&G.

[51] The BOB-2 did include a crossed-out entry for "CREOL" for the now completed Phase I lab build-out.

[52] The CIP is a budget planning document intended to inform the BOG of capital projects the University plans to undertake during the next five fiscal years and is used primarily to identify projects for which PECO funding is sought from the Legislature. The accompanying BOB-2 form is intended to identify the University's future needs for state funding to operate and maintain academic-related facilities that may be constructed using non-state funds. During the relevant time, the CIPs were prepared by Kernek, presented to President Hitt or Provost Whittaker for review, and then presented to the BOT by Merck (or Kernek as his designee). The purpose of the CIPs was not to inform the BOT what projects were under way or how they were being funded, nor was the BOT voting to approve any specific projects or their funding. Instead, the BOT was approving what projects would be submitted for PECO requests. (*See* TCH Report at pp. 14-15).

Rather, it merely authorized the staff to submit the CIP to the BOG and to seek funding for the capital projects listed in the manner indicated on the form.

Even less information about the project was presented to the BOT when it approved the following year's CIP at its July 2017 meeting. CREOL Phase II was crossed out on the CIP but was now included as one of 23 projects on the BOB-2 form, with "E&G" listed as the funding source. (Exhibit 104). However, according to the audio recording of the BOT meeting, there was no specific discussion of this project, or its funding source, during the brief discussion of the CIP and BOB-2 during the meeting. (Exhibit 105). Similar information was submitted to the BOG as part of UCF's Fixed Capital Outlay Plan in July 2016 and August 2017, respectively. (Exhibits 106 & 107).

The FCC and BOT were also informed of the CREOL Phase II expansion project in December 2016 and January 2017, respectively, when asked to approve a minor amendment to the 2015-25 Campus Master Plan to include the CREOL Phase II expansion and certain other capital projects. The Capital Improvements List submitted in connection with these meetings did identify "E&G" as the "Fund Type" for the CREOL Phase II expansion project, but we found no evidence this was discussed with, or otherwise brought to the attention of, FFC or BOT members. (Exhibits 108, 109, 110 & 111).

Finally, the CREOL Phase II expansion project was not included in any of the University's Capital Outlay Budgets during the relevant time period except one for FY 2017-2018, approved by the BOT in May 2017. The project was listed in the budget under "Projects constructed or acquired with proceeds from other state sources," at an estimated cost of $6.8 million, and identified as being fully funded. (Exhibit 112). This was technically accurate; the University was, in fact, committing funds from state sources other than PECO, i.e., E&G, to the project. However, the very cursory discussion of the Capital Outlay Budget during the BOT meeting did not convey this fact to trustees. Rather, the FFC Chair merely noted that the budget had been presented by Kernek at the FFC meeting, and unanimously approved, after which the full Board voted to approve the budget. In her earlier presentation of the budget to the FFC, Kernek did not mention the CREOL Phase II project and merely explained that the category for projects constructed or acquired with proceeds from other state sources were "internally funded" and were merely included to give notice of them to the state. She did not explain what she meant by internally funded, nor did she reference E&G funds. While the BOT technically approved this project by approving the Capital Outlay Budget, based on the audio recordings of the FFC and BOT meetings, the document itself, and interviews of trustees, we conclude that the BOT did not know or understand that E&G funds had been transferred to the construction account for the project and was not approving their use after-the-fact.

In interviews, BOT members reported that they were not aware of the UBC, the decision to reallocate excess carryforward funds, or how those funds were spent, and some could not recall or said they were not aware of the CREOL Phase II expansion project at that time. None were aware that the project was funded in part with $4

million in E&G carryforward funds. Further, all but one trustee we interviewed indicated they were unaware of any restrictions on the use of E&G funds for capital projects at that time, and thus even if the source of funding for the project had been disclosed, it would have meant nothing to most Board members.

g) *Construction and actual costs of the CREOL Phase II expansion*

Construction of the CREOL Phase II expansion began in the spring of 2017. Although $4 million in E&G carryforward funds had been budgeted to the project in July 2015, and the funds had been transferred to the construction account for the project in February 2016, the first significant spending for design-related costs did not occur until March 2017, with construction spending continuing to the present. The total amount spent on the project as of June 30, 2019 is approximately $5.2 million. (Appendix D). The substantial completion date under the contract was May 31, 2019, but the project has experienced delays and no Certificate of Occupancy has issued yet. While some work remains to be completed, the expansion is expected to open by the end of August 2019.

h) *Knowledge and understanding of relevant regulations*

As discussed above, the UBC members we interviewed who voted to recommend that the CREOL Phase II expansion project receive funding (namely, $4 million of the $10 million in excess E&G carryforward funds) reported that they were unaware at the time of any restrictions on the use of E&G funds for capital projects. They further reported that there was no discussion of such restrictions during the UBC's June 2015 meeting or any concerns raised at all with regard to awarding E&G carryforward funds to the CREOL Phase II expansion project, either by CFO Merck or the other Senior Finance officials present (Clark and Tant), and that they assumed and trusted the funds were appropriate for all of the various uses proposed, including the CREOL Phase II expansion. We found no evidence to the contrary.

Provost Whittaker and Merck, who co-chaired the UBC, attended the June 2015 meeting, and at that meeting served on the subcommittee that actually recommended to the full Committee that the CREOL Phase II expansion project receive funding, declined to be interviewed as part of this investigation. As a result, their explanation for funding the project with E&G carryforward funds could not be fully determined or assessed. However, evidence of their awareness of the BOG regulations generally, and their understanding of the limits on the use of E&G funds specifically, is summarized below. More detailed discussion of this subject may also be found in the TCH Report.

With regard to Whittaker, during the TCH Investigation, he stated that he was not familiar with any restrictions on the use of E&G funds. (*See* TCH Report at pp. 10-11). During his PIE Committee deposition, Whittaker further testified he was never told that E&G funds could not be used for new construction, or that the use of E&G funds for TCH violated BOG regulations or state law. (Exhibit 113 at pp. 19-20).

Evidence collected during the TCH Investigation raises questions about those claims, however. First, in August 2014, shortly after Whittaker joined UCF, the

University's General Counsel, Scott Cole, emailed him links to the BOG regulations, including BOG Reg. 9.007 (which addresses the permissible uses of E&G funds in subsection (3)), and further indicated that he would provide copies of the regulations to him in a notebook. (Exhibit 114). Additionally, in December 2014, Whittaker was copied on an email from Merck to Clark, in which Merck commented on an email Clark had sent to another employee regarding a request to transfer E&G funds to the UCF Foundation to establish endowments. Clark wrote in the email that "BOG regulation 9.007 limits the use of E&G funds for E&G operating activities only - namely instruction, research, public service, plant operations and maintenance, student services, etc." (Exhibit 115). It is unclear if Whittaker read Merck's email (or Clark's earlier email)—we found no evidence he responded—but even if he did, Clark's email did not address whether E&G funds could be used for capital projects. Still, these emails at least suggest that Whittaker *may* have been familiar with the BOG regulations, including possibly the limits they place on the use of E&G funds.

Perhaps most significant, however, is that Whittaker admitted to hearing Merck state during a meeting with President Hitt that the funding for TCH might result in an "audit comment." (TCH Report at p. 36). As discussed in the TCH Report, it is unclear when this meeting occurred, although it may have been on May 20, 2015, just a few weeks before the UBC meeting where he and Merck recommended that the CREOL Phase II expansion project be funded with $4 million of E&G carryforward funds. (TCH Report at p. 36).[53] In his interview during the TCH investigation, Whittaker credibly explained why Merck's comments did not concern him at the time. It is also unknown if Whittaker, like Merck and others discussed below, believed that whatever issues there may be with using E&G funds for new construction like TCH, they did not apply to a renovation or buildout project like the CREOL Phase II expansion. In the end, due in part to Whittaker's failure to cooperate with this investigation, we are unable to answer these questions or to determine conclusively Whittaker's state of mind with regard to the funding of the CREOL Phase II expansion.

The same is generally true for Merck, although his awareness of the BOG regulations is less in doubt. Merck served as UCF's CFO for over 22 years, since 1996. In that role, he regularly dealt with the BOG and its staff, serving on the SUS Council for Administrative & Financial Affairs, and he was also at the University in December 2007 when the BOG adopted Reg. 9.007. As a member of the SUS Council for Administrative & Financial Affairs, he received any proposed amendments to the regulations, such as in July 2013 when BOG Reg. 9.007(3) was amended to clarify that "…E&G funds are to be used for E&G operating activities only… ." (Exhibit 118). In his PIE Committee testimony, Merck denied having ever actually read this regulation but admitted being generally aware of restrictions on the use of E&G funds, such that it was important to maintain their "color." (Exhibit 12 at pp. 124-126, 151). Additionally, Merck admitted that the use of E&G funds for TCH "was not a conventional way of paying for a

[53] Lee Kernek took notes during the May 20, 2015 meeting, which she translated for us in connection with the TCH investigation. According to Kernek's translation, Merck remarked during the meeting: "Not looking likely will get $ from state for Colbourn; have to do ourselves and may have to pull $ from CF balances; may take audit ding, but can't let it wait, and state after us on CF." Kernek further noted "pres agrees we have to do, no choice." (Exhibits 116 & 117).

building," which, together with his remarks in May 2015 concerning a possible "audit comment" based on the funding of TCH, shows he had some understanding of the limits on how E&G funds could be used. (Exhibit 12 at p. 29; TCH Report at pp. 8, 35). While Merck denied being aware of, or involved in, the CREOL Phase II expansion project or its funding, he nevertheless testified that he generally believed E&G funds could be used for renovation projects, which he explained in his mind included building expansions or buildouts. (Exhibit 12 at p. 37).

As for Clark and Tant, who did not serve on the UBC but provided support to the Committee and attended meetings, including the June 2015 meeting, they explained their understanding of the relevant regulations similarly. While Clark declined to be interviewed, emails prove she was familiar with BOG Reg. 9.007 and that E&G funds could only be used for operating activities.[54] Nevertheless, she testified to PIE Committee investigators that no one on the UBC, including herself, believed the allocation of E&G funds for the CREOL expansion project was improper. (Exhibit 13 at p. 75-80). She explained that in her mind the project was like a renovation project, for which she believed E&G funds could be used, and thus she did not question the use of E&G funds for the project even in light of earlier discussions regarding the use of such funds for TCH. (Exhibit 13 at p. 69). Tant provided a similar explanation in her interview during this investigation. Both had also stated when interviewed during the TCH Investigation that they believed E&G funds could be used for renovation projects; it was the use for new construction that concerned them. Clark confirmed this in her PIE Committee testimony: "I mentioned to [Merck] that I wasn't aware that we were able to use E&G funds for new construction … it hadn't been done before." (Exhibit 13 at 49). While a significant building expansion like the CREOL Phase II project seems more like new construction than renovation, Clark and Tant genuinely may not have appreciated the difference, and neither seems to have understood that even if it was renovation, no more than $2 million in E&G funds could be used.

Finally, President Hitt, who formally approved the funding for the CREOL Phase II expansion project, declined to be interviewed and also did not provide testimony to the PIE Committee. While Hitt was interviewed during the TCH investigation, he was not asked about the funding for the CREOL Phase II expansion. He did indicate, however, that he was not familiar with restrictions on the use of E&G funds and, while not disputing they could have been made, he also did not recall Merck's statements concerning an audit comment with respect to using E&G funds for TCH. (TCH Report at pp. 10-11).

[54] *See, e.g.*, Clark's aforementioned December 2014 email to an employee regarding a request to transfer E&G funds to the UCF Foundation to establish endowments. (Exhibit 115).

G. Research I Building - Furniture, Fixtures & Equipment and Lab Buildouts

1. Overview

The Research I building ("Research I") is a three-story, nearly 106,000 square foot interdisciplinary research building located on the University's main campus.[55] The building provides research space for faculty members from various colleges and centers. Construction on the building began in 2016 and it opened in January 2018, although some minor construction work continues. The total budget for the project was $46.6 million, but actual costs through June 30, 2019 are approximately $51.3 million. (Appendix D at p. 3).

The majority of funding for Research I did not come from E&G funds and is therefore beyond the scope of this investigation. However, as detailed in the chart at Appendix C, page 3, the purchase of furniture, fixtures and equipment ("FF&E") for the building and the cost of constructing and customizing its labs did come from E&G funds. Specifically, in May 2017, the University transferred a total of $9 million in E&G funds to Research I construction accounts for FF&E ($3 million) and for lab buildouts ($6 million). The FF&E funding originated from the University's central E&G reserve account and consisted solely of E&G carryforward funds, while the funding for the lab buildouts originated from six different E&G accounts, nearly all of which consisted of carryforward funds. The University primarily incurred expenses related to the lab buildouts and FF&E purchases during fiscal year 2017-18.

We found that Provost Dale Whittaker and CFO Bill Merck approved the $3 million in E&G funding for the FF&E for Research I, and that this was also later approved by President John Hitt. As for the $6 million in E&G funding for the lab buildouts, we found that Whittaker, Merck and Associate Vice President Tracy Clark were all involved in developing a funding plan for the lab buildouts, which involved pooling together E&G funds from various sources. We found no evidence that President Hitt was aware of this plan before the funds were transferred, and the evidence of his knowledge and approval afterwards was inconclusive. While $2.3 million (of the $6 million) in E&G funds from the central E&G reserve was listed on the University's FY 2017-18 Allocation Document, that document was not signed, and we cannot say for certain whether Hitt approved the funding allocations in it or what he understood about them (assuming he even reviewed it), in part because Hitt declined to be interviewed as part of this investigation.

Finally, we found no evidence that the BOT approved of the funding for Research I, including specifically the use of E&G funds for the FF&E and lab buildouts. Instead, the BOT received only limited and often conflicting information about the project and its funding.

[55] The building was originally referred to as the Interdisciplinary Research and Incubator Facility or "IRIF," and many documents related to the project use the original name or acronym.

2. Timeline of Significant Events

a) *The Research I building*

Research I is a new, three story, 105,775 square foot interdisciplinary research building on the University's main campus. It contains 84 individual offices and 79 labs, along with conference rooms, break rooms, and support rooms, and is occupied and used by faculty from several different colleges and centers. The building opened in January 2018 but minor construction work continues and the University has not closed out the project as of the date of this Report. (*See* Exhibits 119, 120, 121 & 122).

The initial total budget for the project was approximately $46 million. Due to funding limitations, the building was designed to be constructed in two phases. Phase 1 covered two-thirds of the building, while phase 2 covered the remaining third. The preconstruction and initial design stages of the project took place between 2011 and 2016. Construction on phase 1 began in January 2016, while phase 2 construction started in July 2016. The labs that were included in the phase 1 construction were initially built as generic labs, as it was unclear who would occupy the labs and what their specific needs were. After that was decided, the labs had to be redesigned and customized, resulting in additional construction work and expense as part of the Research I lab buildouts. However, the delay allowed for the project schedules for phase 1 and 2 to be aligned so that they could be completed together.

b) *Initial plans to secure funding*

UCF officials began to discuss the need for additional research space for the University's growing faculty, and how to fund such a project, as early as 2009. That year, references to the Research I project (as "Interdis. Research and Incubator Fac.") began to appear on the University's Capital Improvement Plan ("CIP") among the projects for which the University sought PECO funding. The University would continue to request PECO funds for the Research I project through the FY 2018-19 CIP, approved by the BOT in July 2017, to no avail.[56] During this period, the project's PECO priority ranking moved up from number 8 to number 2, while the estimated cost of the project increased from $39.8 million to $47.3 million. (Exhibits 104, 125, 126, 127 & 128).

The BOT approved the CIPs in these years and therefore was presumably aware of the planned Research I project and that PECO funding was being requested for it but not received. The Research I project also appeared in Capital Outlay Budgets approved by the BOT from 2011 through 2014 under the category of PECO projects, but was always identified as unfunded. (Exhibits 123, 129, 130, 131, 132, 133 & 134). No other plans to fund the project were shared with the BOT or presented for approval during these years. President Hitt was also likely familiar with the project because it was included in periodic "Status of UCF Projects Updates" given to him by Facilities staff.

[56] The University received $5.9 million in PECO funds for Research I in 2012, but decided to use those funds for another, higher priority project. (*See* Exhibits 123 & 124). We did not investigate whether this was permissible.

Those presentations also identified PECO funds as the anticipated funding source for the project. (*E.g.*, Exhibits 124 & 135).

In sum, UCF continuously sought PECO funds for the Research I project, but never received them (with the one exception noted above). As a result, UCF ultimately funded the project itself. As detailed below, this included using E&G funds for the FF&E and lab buildouts.

c) *The University opts to use E&G funds for the FF&E and lab buildouts*

The events leading up to the University's decision in May 2017 to transfer $9 million in E&G funds for the Research I FF&E and lab buildouts took place over several years. Accordingly, we address these events by fiscal year below.

(1) 2014-15 fiscal year (July 2014 through June 2015)

Despite repeatedly seeking PECO funding for the Research I project, and representing to the BOT and President that this was how the project would be funded, in January 2015, University officials began to consider instead using E&G funds to pay for the building's FF&E. On January 13, 2015, Provost Whittaker, CFO Merck, and their respective senior staff held one of their regularly scheduled "budget chat" meetings (referred to during this time period as "Budget Operations Group" or "BOG Jr." meetings). At this meeting, they discussed a document called the "Capital Projects Funding Update," intended to track all of the University's current capital projects and plans for their funding. The January 7, 2015 version of the document, which was circulated at the January 13 meeting and forwarded to Whittaker's budget officer afterwards, indicated under the "Proposed Funding Plan" that the $30 million needed for phase 1 of the Research I project would be funded using "Investments," "Interest Earnings," "Auxiliary - AA," and "E&G." The amount listed under E&G was $3 million and identified as being for FF&E. The document also noted that $46.6 million in PECO funds had been requested for both phases of the project. (Exhibit 136).

While the use of $3 million of E&G funds for FF&E for Research I appears to have been discussed at this January 2015 meeting, we did not find evidence that a decision was made to allocate the funds for this purpose until a budget chat meeting in June 2015. This evidence is in the form of the "E&G Commitments List" from a June 23, 2015 meeting, which includes a planned $3 million E&G expense in fiscal year 2015-16 for "Furniture for Interdisciplinary Research building."[57] (Exhibit 137). Based on this document, it is reasonable to conclude that Whittaker and Merck approved the decision to allocate $3 million in E&G funds for the Research I FF&E at this budget chat meeting. According to Christy Tant, who primarily maintained the E&G Commitments List at that time, a planned allocation of funding like this would not be added to the list unless it was approved by the Provost and CFO. As Whittaker and Merck declined to be

[57] As discussed in the TCH Report, the "E&G Commitments List" was a spreadsheet (actually titled "Planned E&G Budget Allocations") used by F&A employees to track decisions made in these budget planning meetings regarding the allocation of E&G funds. (*See* TCH Report at pp. 17-18, 23, 31).

interviewed, we were unable to ask them about this meeting or confirm that they approved the planned allocation. However, other witnesses confirmed the process described by Tant. This document did not indicate any planned E&G funding for the Research I lab buildouts, presumably because at that time the University was still seeking PECO funding for the rest of the project.

The Research I project was included in the FY 2016-17 CIP approved by the BOT at its June 29, 2015 meeting.[58] The project was actually listed twice: first as the number 2 priority PECO project with a total estimated cost of $46.6 million, and second as the number 5 priority project under "Requests From Other State Sources" with a total estimated cost of $3 million. (Exhibit 138). Witnesses indicated that funding for the lab buildouts was included in the $46.6 million PECO request (likely the $6 million listed for FY 2018-19). It appears from the amount that the $3 million from "Other State Sources" referred to the planned allocation of E&G funds for the FF&E for the building. However, this was not disclosed to the Board by Merck or Lee Kernek when they presented the CIP. During the meeting, Kernek explained that no PECO funding had been received for the project yet—which is why they were requesting funding again—and that the $3 million listed under "Requests From Other State Sources" (which she did not identify as E&G funds) had actually already been spent.[59] She further explained that the balance of funds spent on the project to date had come from non-state sources. (Exhibits 139 & 140).

To further confuse things, the BOT had been told the month before when it approved the FY 2015-16 Capital Outlay Budget that the University had received $6.04 million in PECO funding for the Research I project. (Exhibit 141). The following year's Capital Outlay Budget, however, would show the same budgeted amount and indicate it was not funded. (Exhibit 142).

Similarly confusing (and conflicting) information about the Research I project was included in the University's FY 2016-17 Fixed Capital Outlay Plan submitted to the BOG on June 30, 2015. In addition to being listed in the PECO section, the project was listed under "Requests From Non-State Sources, Including Debt" with a cost estimate of $27 million. (Exhibit 143). As with the CIP, the costs related to the FF&E and lab buildouts were not specifically identified.

(2) 2015-16 fiscal year (July 2015 through June 2016)

The University did not expend $3 million of E&G funds on FF&E for Research I in fiscal year 2015-16 as had been planned. Instead, Provost Whittaker and CFO Merck appear to have decided in August 2015 to push back the expense a whole year, to fiscal year 2016-17, presumably because of construction delays that had pushed back the

[58] As discussed earlier, CIPs were prepared by Lee Kernek and her staff, reviewed with the Provost and President, and presented for approval to the BOT by Merck.

[59] This statement conflicts with the conclusion that the "Other State Sources" listing was for the planned FF&E expenditure, as those funds were not transferred to the construction account until May 2017 and spent some time thereafter, as will be discussed.

building's opening date to June 2017. (Exhibit 144). As further evidence of this, the FY 2015-16 Allocation Document signed by President Hitt and Provost Whittaker on August 19, 2015, did not include the $3 million allocation of E&G funds for the FF&E. (Exhibit 94).

Despite this decision, funding for the Research I FF&E *was* included in the University's FY 2015-2016 FBCR, submitted to the BOG in August 2015, indicating a plan to use E&G carryforward funds for the project during the current fiscal year. (Exhibit 145). The $3 million was part of approximately $4.5 million included in a subcategory of Commitments called "Equipment Replacements". Tant was responsible for preparing this FBCR, and even though the FF&E was for a new building, and therefore would not be replacing anything, she explained in her interview that she believed this was the most appropriate subcategory in which to include the commitment. She credibly denied any intent to conceal the use of carryforward funds for the project from the BOG, and further explained that at the time she believed E&G funds could be used for FF&E without limitation. Tant further explained that the FBCR is a multi-year plan which permits the inclusion of amounts planned to be spent in future years, which BOG staff confirmed. Accordingly, the inclusion of this commitment in the FY 2015-16 FBCR is not necessarily inconsistent with the decision to delay spending the E&G funds until FY 2016-17.

Phase 1 construction of Research I began about six months later, in January 2016. Around the same time, different groups were discussing options for creating additional research space to accommodate the University's growing faculty, including at a January 26, 2016 University Budget Committee ("UBC") meeting and a February 12, 2016 Critical Laboratory Space Needs Meeting. Use of the new labs in the Research I building was among the options discussed. (Exhibits 146, 147 & 148). We found no discussion of how to fund any of the options at this time, however.

At a March 3, 2016 meeting between Whittaker, Merck and Tracy Clark regarding the need for additional research space, Whittaker and Merck decided to move forward with phase 2 of the Research I project, despite the apparent absence of funding for it. (Exhibit 148). Emails related to the meeting indicate that Lee Kernek was to coordinate funding with Clark and/or Tant. The lack of funding at the time is perhaps not surprising given that the estimated costs for phase 2 were in flux, as the building was being re-designed to maximize the amount of lab space. (Exhibit 148). By late March 2016, the University had begun to assign specific user groups to the various lab spaces in the building and determine their specific needs for the labs. (Exhibit 149).

On March 23, 2016, Whittaker called a meeting with President Hitt, which Merck and Mike Morsberger, CEO of the UCF Foundation, also attended, in an effort to better understand the University's growing list of unfunded capital projects, and develop a process for deciding how to prioritize them.[60] This meeting was described at length in the TCH Report. In advance of the meeting, at Whittaker's request, Clark and Tant updated the Capital Projects Funding Update document, and it was circulated to and

[60] The calendar invitation identified the topic of the meeting as, "An initial discussion to determine a sequence of building priorities at the university." (Exhibit 150).

reviewed by attendees at the meeting. The document included Research I (both phases) among the list of funded projects. Funding for Phase 1 was identified as coming from "Interest & Other" ($26 million), "Division/Unit Resources" ($3 million) and "E&G" ($3 million). Funding for phase 2 was identified as coming entirely from "Interest & Other" ($17 million). (Exhibit 151). Based on the amount and aforementioned budget chat discussions, it appears likely that the $3 million in E&G funding for phase 1 was for the FF&E. It is unclear if the Research I project, or the $3 million in E&G funding for phase 1, were discussed during the meeting. Notes from the meeting indicate that Merck was asked about the use of E&G funds for projects involving academic space (which included both TCH and Research I), and that the response he gave may have caused attendees to believe that such projects were being internally funded with interest earnings or other non-state funds rather than with E&G. (TCH Report at 40.)

At some point during 2016, a funding plan was developed for the Research I lab buildouts that involved having the occupants' colleges contribute to the cost of the buildouts. These discussions began sometime before April 2016 and continued into the following year. (*See* Exhibit 149). In her PIE Committee deposition, Clark testified that she and Whittaker worked on this cost-sharing plan together. (Exhibit 13 at pp. 66-67). Relevant documents (including those discussed below) confirm this, and also indicate that Merck was aware of and involved with the plan, and that Kernek was at least generally aware of it.

Although funding for Research I's FF&E had already been decided, and funding discussions were underway concerning the lab buildouts, it does not appear that the BOT received any specific information about these aspects of the Research I project during fiscal year 2015-16. For example, while the BOT approved the FY 2016-17 Capital Outlay Budget in May 2016, which listed planned expenditures for Research I of $6.04 million in PECO funds and $27 million in non-state funds (none of which had actually been received), the BOT was not provided with a breakdown of how the funds were to be spent and was not informed that any E&G funds had been allocated to any part of the project. (Exhibit 142).

The Research I project continued to be included on the aforementioned Capital Projects Funding Update, an internal document. A draft circulated on June 27, 2016 continued to list the $3 million in E&G funding for the building's FF&E. New listings were included for the lab buildouts (for both phases of the project), but no cost estimates were included and no funding sources were identified. (Exhibit 152).

(3) 2016-17 fiscal year (July 2016 through June 2017)

At the start of the 2016-17 fiscal year, University officials continued to provide limited information to the BOT and BOG regarding the Research I project. For example, the FY 2017-18 CIP approved by the BOT at its July 2016 meeting included the project, but the project was not discussed at all during the meeting.[61] (Exhibit 102). The FY 2017-18 Fixed Capital Outlay Budget Request submitted to the BOG in July 2016

[61] The CIP continued to list the project under PECO, but the $3 million listing under other state sources was crossed out and replaced with a new entry for $16.6 million for FY 2017-18.

included the same limited information. (Exhibit 106). Additionally, the $3 million in E&G funding for the Research I FF&E was once again included in the FBCR submitted to the BOG (in August 2016), although this time it was part of a $12 million line item entry for "Research Support" in the "Commitments" section. (Exhibit 153). This was a change in the classification by Tant, who had included the amount in the "Equipment Replacements" subcategory the prior year.[62]

President Hitt approved the allocation of $3 million in E&G funds for the Research I FF&E when signing the FY 2016-17 Allocation Document on August 31, 2016. The Allocation Document included $3 million for "Furniture for Interdisciplinary Research Building," from the central E&G reserve account. (Exhibit 154) As Hitt declined to be interviewed, we could not ask him what he understood about the Research I project, the propriety of funding the FF&E for the building with $3 million in E&G funds or its inclusion in this Allocation Document.

University officials continued to discuss the funding plan for the Research I lab buildouts throughout fiscal year 2016-17. A November 16, 2016 email from Clark to Kernek, copying Merck, indicates that funding for the lab buildouts was still undecided and might be brought before the UBC at its next meeting. Based on the UBC materials we were provided, however, the matter was not presented to the UBC at its next meeting, or at any subsequent UBC meeting. (*E.g.,* Exhibits 155 & 156).

By January 2017, the cost estimate for the lab buildouts had increased to $6.5 million. (Exhibit 157). Funding was still not finalized, but E&G funds were now being considered, as reflected in emails dated January 5, 2017 from Clark to Provost Whittaker, and from Clark to the representatives of the various colleges whose faculty would be occupying the labs. (Exhibits 158, 159 & 160). In her emails to the college representatives, Clark explained that the University would "centrally handle" $1.7 million in basic build out and infrastructure costs; that another $1.7 million would come from the Faculty Cluster Initiative (FCI); and that the colleges would have to cover the remaining costs using "startup funds, E&G funds, Aux. or C&G monies." Clark's email made no mention of any restrictions on the use of E&G funds or of any potential risk in using such funds for the lab buildout costs. (Exhibits 159 & 160). In March 2017, Clark reiterated to the colleges that certain costs would be funded centrally (by F&A) or using carryforward funds from the FCI, and further stated that one of the colleges "needs to reallocate carry forward/start up to fund the full $1 million [of its] build out." (Exhibits 161 & 162).

Although the precise date is unclear, it seems the approval to use E&G funds for the Research I lab buildouts was given by Provost Whittaker and CFO Merck no later than March 2017. This is based on the fact that the lab buildouts appear for the first time on the March 16, 2017 E&G Commitments List as "Base buildout - IRIF" with a

[62] Tant's work papers used to prepare this FBCR, and subsequently used to respond to a PIE Committee inquiry earlier this year, reflect that the $3 million for the FF&E was actually not included in calculating the $12 million for the Research Support subcategory. Instead, $3 million for a different item was included. Tant explained this was the result of a formula error, in which the wrong item was pulled into the calculation, and that she intended to include the $3 million allocation for the Research I FF&E.

planned expenditure of $2.3 million in fiscal year 2016-17. (Exhibit 163). The addition of the lab buildouts to the E&G Commitments List on this date indicates that the subject was most likely discussed at a Budget Operations Group meeting around that time, and that Whittaker and/or Merck approved the allocation of E&G carryforward funds for the project.[63]

In early May 2017, Clark asked representatives of the colleges and FCI to confirm their commitment to the cost-sharing plan for the lab buildouts. Her email copied Whittaker, Merck and Kernek, among others. (Exhibit 166). By responsive emails, the colleges and FCI confirmed their commitment to contribute a total of $4.2 million to the project, and it appears that Whittaker and Clark both confirmed the commitment of $2.3 million from the University's central E&G reserve account.[64] (Exhibits 166, 167, 168, 169 & 170). The entire $6.5 million committed to the project pursuant to this cost-sharing plan consisted of E&G funds. (Exhibit 157). Following this, on May 9, 2017 or shortly thereafter, Facilities established a separate construction account for the lab buildouts portion of the Research I project. (Exhibit 171).

On May 8, 2017, F&A employee Donna DuBuc (Associate Director, Budget, Planning and Administration) sent an email to the UCF Budget Office requesting a budget transfer of $3 million in E&G carryforward funds from the central reserve to Facilities to fund FF&E for Research I. DuBuc supported the request by referencing the FY 2016-17 Allocation Document, signed by Hitt and Whittaker in August 2016, which had authorized the allocation. (Exhibit 172). The budget transfer was made the same day, and the funds were later transferred to the construction account for the Research I FF&E on May 25, 2017 via a general ledger entry. (Appendix C at p. 3).

Between May 16 and 25, 2017, $6 million in E&G funds were also transferred to a construction account set up for the Research I lab buildouts.[65] The budget transfer requests were sent on May 16, 2017, apparently prompted by an email from Tant asking to have the funds transferred and attaching the May 2017 commitment emails as support. (Exhibits 174 & 175). Tant also stated: "We should work toward making these transfers prior to June 30, 2017." (Exhibit 173). Tant was unable to explain this statement or why the transfers needed to take place before the end of June, which was also the end of the fiscal year. On May 16 and 18, the Budget Office transferred $1.7 million from an Academic Affairs E&G carryforward account and $2.3 million from the central E&G reserve account, respectively, to the Office of Research's E&G carryforward

[63] We further note that the Research I lab buildouts appeared for the first time on the March 2, 2017 version of the Capital Projects Funding Update document, maintained at that time by Lee Kernek, with an estimated cost of $5.7 million for both phases but no funding identified. (Exhibit 164). Funding for the lab buildouts was still not identified in the April 21, 2017 version of the document. (Exhibit 165).

[64] We did not interview the representatives of the colleges and FCI who confirmed these commitments, and do not know their understanding of restrictions on the use of E&G funds or whether they had any concerns about using such funds from their respective departments. However, Clark did tell them in her January 5, 2017 email that E&G was one type of fund they could use to cover their portion of the project.

[65] Although $6.5 million had been approved, only $6 million of budget was actually transferred because one of the colleges contributed $500,000 less than the original commitment amount.

account. On May 25, 2017, these amounts, plus an additional $2 million from four more E&G departments (for the colleges and FCI), were transferred to the Research I lab buildouts construction account via a general ledger entry. (Appendix C at p. 3).

The Capital Outlay Budget presented for the BOT's approval on May 18, 2017 did not disclose that E&G funds were being used for any portion of the Research I project, nor was this shared with Board members during the meeting. Instead, Research I, with no indication as to which phase, was listed as one of the PECO funded projects (with $6 million being requested and $0 funded), while phase 2 for Research I was under projects funded from "other state sources" (with $16.6 million identified as funded, but no indication of the specific fund type(s) or what exactly the funding was for). (Exhibit 112). Hence, it does not appear the BOT was informed that $9 million in E&G funds had just days earlier been transferred to the Research I construction accounts to fund the FF&E and lab buildout costs.

(4) 2017-18 fiscal year (July 2017 through June 2018)

As with the Capital Outlay Budget presented in May, the FY 2018-19 CIP presented to the BOT in July 2017 contained limited (and conflicting) information regarding Research I. As with the prior year's CIP, this year's CIP still listed the project as number 2 on the PECO priority list with an estimated cost of approximately $47 million over the next three fiscal years, but apparently referenced the deletion of phase 2 of the project under "Requests From Other State Sources" with an estimated cost in FY 2018-19 of $16.6 million by striking through it. (Exhibit 104). This conflicted with how the Capital Outlay Budget, approved by the BOT just two months earlier, had described the project.

In August 2017, the University's F&A department prepared the FY 2017-18 Allocation Document, which included a $2.3 million allocation from the central E&G reserve account to the Office of Research and Commercialization and Graduate Studies for the "Interdisciplinary Research buildout" (apparently referring to the Research I lab buildouts). (Exhibit 176). The inclusion of this allocation is hard to understand and may have been a mistake, as the funds had already been transferred to the construction account for the project back in May. Regardless, this is the only evidence we found that President Hitt may have approved or was even apprised of some of the funding for the Research I lab buildouts.[66] The other $3.7 million in E&G funding for the lab buildouts (which had already been provided by Academic Affairs, various colleges and the FCI) was not included on the document. (Exhibit 176). Notably, this Allocation Document was never signed. We were told that the handling of the document was being transferred from the Controller to the Budget Office at this time, and its preparation was significantly delayed for various reasons. By the time the document was finally completed, the University's presidential transition was underway. As Hitt declined to be interviewed, we could not ask him if he ever reviewed this document, and if he did review it, what he understood about the lab buildouts for Research I, their fund source,

[66] As discussed earlier in this Report, we did not receive a signed copy of this document and therefore cannot confirm that President Hitt approved of the allocations.

this listing in the Allocation Document, or whether he understood and approved of this specific use of E&G funds.

The University's FY 2018-19 Fixed Capital Outlay Budget Request, submitted to the BOG in August 2017, included Research I and requested funding from both PECO funds and Other State Sources ($23.6 million each, for a total of $47.2 million), even though construction of the building had started in January 2016, approximately $32.7 million had been spent by that time, and the building would be substantially completed less than six months later in January 2018. (Exhibit 107). Nevertheless, UCF officials were invited to present the project at the BOG's annual PECO workshop, held on October 3, 2017. As discussed in the TCH Report, to be eligible for PECO funds, a project must be added to the BOG's 3-year "PECO priority list," which is a key component of the BOG's annual Legislative Budget Request ("LBR") to the Legislature. The Legislature then selects projects from the PECO priority list for inclusion in its annual appropriations bill. The BOG compiles its PECO priority list by reviewing the CIPs submitted by each SUS institution and consulting with the institutions to determine which projects should be included on the PECO priority list. The BOG holds its PECO workshop as part of this process, to learn more about projects it is considering for inclusion on its PECO priority list. (*See* TCH Report at 14-15).

At the BOG's October 3, 2017 PECO workshop, CFO Merck gave a recorded presentation on the Research I project in support of UCF's request for PECO funding. Merck explained that the University was only seeking funding for half of the project's total cost (apparently a change from what was requested in the FY 2018-19 Fixed Capital Outlay Budget Request), and that the PECO funds would be used to reimburse the University for other internal funds it had used to finance the project. Merck explained:

> … since we so desperately needed this building, we, since we are a large university, we have some fairly large cash balances. We also have significant overhead we're charging our auxiliaries and our grant & contract folks. So we've taken some of the cash that we have to fund the actual construction and created internal loans from the sources that those monies are coming from.
>
> This last 20, 20-um-3 million dollars, we, we've, uh, internally, um, committed that over the next five to seven years. So it'll take us about seven years of those accumulated overhead charges, interest, dividends, things like that, to pay our cash, that the accounts that cash came from back.

Merck further explained: "It's all internal money that we're shuffling around to be able … to handle this." (Exhibit 177). Merck did not specify the "internal money" being used for the project or disclose that it included $9 million of E&G funds, most of which were carryforward funds.[67] Also, despite his reference to the use of internal loans, we found

[67] Immediately prior to Merck's presentation, there was discussion of another institution's funding request, where it was explicitly stated that because the institution was new, it had special legislative authority to use operating funds (i.e., E&G) for capital projects, in contrast to other SUS institutions. Merck was present for this discussion according to the video of the workshop.

no indication that these E&G funds were loaned or that there was any intention to repay them. The BOG elected not to include the Research I project on its PECO priority list and, as a result, UCF did not receive PECO funding for the project from the Legislature. UCF opted not to include the project on any subsequent CIPs. (*See* Exhibits 178 & 179).

d) *Construction of Research I is substantially completed*

Construction of the Research I building began in January 2016 and was substantially completed by January 2018, when the building opened. The project is now expected to cost a total of $53.8 million, but through June 30, 2019, actual costs were only $53.1 million. Approximately $1.9 million of this amount was spent between June 2016 and September 2018 on the FF&E for the building. (Appendix D at p.3). As for the lab buildouts, design work for them began in November 2016. Construction work on the lab buildouts started in April 2017 and was substantially completed by the building's opening. As of June 30, 2019, the total amount spent on the lab buildouts was approximately $5.1 million. (Appendix D at p. 3).

e) *Knowledge and understanding of relevant regulations*

The individuals principally involved in the decision to use E&G funds for Research I, Provost Whittaker, CFO Merck and Tracy Clark, all declined to be interviewed, and therefore we cannot say with certainty what their rationale was or if they knew the funding was improper. Evidence of their respective knowledge of the BOG regulations, including the restrictions on the use of E&G funds, has already been discussed elsewhere in this Report.

In their PIE Committee depositions, Merck and Clark were asked about Research I generally but did not testify whether they believed the use of E&G funds for the building's FF&E and lab buildouts was proper. However, both testified they believed at the time that E&G funds could be used for FF&E. They also testified that they believed E&G could be used for building renovations, including building expansions or buildouts, as opposed to new construction. (Exhibit 12 at p. 37; Exhibit 13 at p.69-70). It is hard to see how this latter belief would justify the E&G expenditures on the lab buildouts for Research I, which was of course a new building. While the construction and customization of the labs was referred to internally as "lab buildouts," the construction work was clearly taking place inside a new building and was part of the completion of that building's construction. For her part, Clark testified that she did not distinguish between buildouts of existing buildings and buildouts of new buildings; she thought E&G funds could be used for both types. (Exhibit 13 at p. 69). The scope of Whittaker's testimony in his PIE Committee deposition did not include Research I or whether he believed E&G funds could be used for FF&E and buildout projects.

f) *Timing concerns*

Of the $9 million of E&G funds that were transferred to the construction accounts for the Research I FF&E and lab buildouts, $8.9 million came from E&G carryforward accounts, and the remaining $100,000 would have become carryforward as of June 30, 2017. The timing of these transfers—during May 2017, near the end of the fiscal year—raises questions about whether they were made at least in part to report

a lower carryforward balance to the BOG in the University's FY 2017-18 FBCR due in August but dated as of July 1, 2017. Our findings on this point, however, are inconclusive. On the one hand, a May 16, 2017 email from Christy Tant expressly requested that the transfers related to the $6 million in E&G funds for the lab buildouts be completed prior to the end of the fiscal year. On the other hand, the funding for both the lab buildouts and the FF&E were actually needed at this time because construction was underway. The Research I building would open just eight months later, in January 2018, and most of the funds transferred to the construction accounts for the lab buildouts and FF&E were spent during fiscal year 2017-18.

H. Downtown Campus Projects

1. Overview

In 2014, UCF decided to expand its limited presence in downtown Orlando and create a satellite campus there (the "Downtown Campus"). The Downtown Campus was conceived as a multi-phase, long term development in collaboration with Valencia College. The BOT approved the initial proposal for the development in January 2015. That summer, however, the Governor vetoed the initial State funding for it, resulting in a revised plan that included constructing several new buildings and renovating an existing building as the first phase of the project. The first phase is slated to open on August 26, 2019 and includes an academic commons building, a central energy plant, a parking garage, a student housing building developed by a third-party with leased space for a campus student center, a renovation of the existing Center for Emerging Media ("CEM") building and various infrastructure to support these buildings.

The State agreed to fund a portion of the costs for the academic commons building in summer 2015, but made it clear at that time that no additional state funding for any Downtown Campus capital projects would be available for several years. Nevertheless, the University moved forward with the first phase of the Downtown Campus and internally funded four of the aforementioned capital projects with a total of $26.7 million in E&G carryforward funds, as follows: 1) the CEM renovation, $5 million; 2) the Downtown Central Energy Plant ("Energy Plant"), $11.5 million; 3) the Downtown Student Services Center ("Student Center"), $5.4 million; and 4) the Downtown Infrastructure ("Infrastructure"), $4.8 million. We found that the decision to use E&G funds for the CEM project occurred prior to the decision for the other three projects, which occurred at the same time and also involved the use of internal loans. We further found that the timing of the E&G transfers to the latter three projects was driven at least in part by a desire to reduce the balance of E&G carryforward funds that the University would have to report to the BOG. Accordingly, the funding of CEM is discussed separately from the other projects. These four projects are the only Downtown Campus projects within the scope of this investigation.

a) *The use of E&G carryforward funds for the CEM project*

The CEM project involves the renovation of an existing building that the University was already occupying in downtown Orlando. It is a 28,000 gross square foot remodel of approximately one half of the building. The budget for the project was $5 million, and actual costs through June 30, 2019 are approximately $2.1 million. (*See*

Appendix D at p. 3). As detailed in the chart at Appendix C, page 2, E&G funds were used for the CEM renovation. Specifically, in November 2016, the University transferred $5 million in E&G carryforward funds from the University's central E&G reserve account to the CEM construction account. We found that the timing of this transfer was consistent with the need for funds to proceed with the project and not related to the timing of reporting of carryforward balances to the BOG.

We found that Provost Dale Whittaker and CFO Bill Merck approved the $5 million in E&G funding for the CEM renovation, and that Associate Vice President Tracy Clark was involved in the decision. The evidence is inconclusive as to President John Hitt's involvement, as will be discussed. We found that other University officials involved in developing the Downtown Campus, including current Interim UCF President Thad Seymour (who became Vice Provost for the Downtown Campus in July 2016), may have received documents indicating that the CEM project was being funded with E&G, but did not understand the significance of this and were not told of any risks associated with such funding. Finally, we found no evidence that the BOT approved of the use of E&G funds for CEM or was informed that E&G funds were being used, although the BOT was informed of the project generally.

b) *The use of E&G carryforward funds for the Energy Plant, Student Center and Infrastructure projects*

The Energy Plant is a new, 9,500 square foot central energy plant designed to meet the chilled water needs of the Downtown Campus. The budget for the project was $15.1 million, and actual costs through June 30, 2019 are approximately $9.4 million. (*See* Appendix D at p. 5). As detailed in the chart at Appendix C, page 3, in October 2017, the University transferred $11.5 million in E&G carryforward funds for this project from its central E&G reserve account.

The Student Center project involves the design and buildout of approximately 47,000 square feet of leased space in the UnionWest at Creative Village building, a privately owned and developed building that includes student residences. The leased space for the Student Center includes the Office of Student Services for the Downtown Campus and other student resources. The budget for the project was $6.7 million, which included a $1.4 million tenant improvement allowance pursuant to the lease. Excluding this allowance, actual costs through June 30, 2019 are approximately $2 million. (*See* Appendix D at p. 4). As detailed in the chart at Appendix C, page 3, in October 2017, the University transferred a total of $5.4 million in E&G carryforward funds for this project, with $2.7 million each coming from the University's central E&G reserves and the Academic Affairs E&G carryforward account.

The Infrastructure project involves the construction of telecommunications, data network systems, plumbing, sanitation, landscaping and other infrastructure needs for the Downtown Campus buildings. The budget for this project was $5 million, and actual costs through June 30, 2019 are approximately $4.2 million. (*See* Appendix D at p. 6). As detailed in the chart at Appendix C, page 3, in October 2017, the University transferred $4.8 million in E&G carryforward funds for this project from its central E&G reserve account.

The University transferred the $21.7 million of E&G carryforward funds to these three projects on the same day—November 1, 2017. However, the transfers were made effective as of October 31 in order to decrease the balance of carryforward funds that the University would have to disclose in an interim report to the BOG due a few weeks later. The BOG's request for this interim report, which the University received on October 17, specifically called for all SUS institutions to report their carryforward balances as of October 31, 2017.

The University recorded the E&G transfers to these three projects as internal loans, created a new budget account to track the transfers and repayments, and developed various plans to repay the loans. These plans included using donations to be raised by the UCF Foundation, auxiliary sources and anticipated future E&G reserves. However, no such plan was ever finalized or implemented, and no repayments had been made towards the $21.7 million of E&G funds loaned to these three projects as of late August 2018, when the University's use of E&G funding for capital projects came under scrutiny in the wake of the TCH scandal.

We found that Provost Whittaker likely approved the funding of these projects in consultation with Associate Vice President Clark, and that others were likely involved in the decision, including CFO Merck. Merck was clearly aware of the BOG's request for updated carryforward balance information that prompted the transfers, and it is highly unlikely that the University would make such large transfers without his knowledge and approval. We could not be more definitive, however, due to the limited documents that exist relating to this decision and because none of these individuals agreed to be interviewed.

The evidence is inconclusive as to whether President Hitt approved of the E&G transfers to these three projects or was even aware of them at the time. To be clear, Hitt was aware of the Downtown Campus projects generally, but he appears to have received only limited information about their funding. Significantly, he did not sign the University's FY 2017-18 Allocation Document, which listed the planned allocation of E&G funds to the three projects, and may not have even seen it, as it was prepared during the presidential transition period. We were unable to ask Hitt about these projects since he declined to be interviewed.

Once again, we found that other University officials involved in developing the Downtown Campus, including current Interim UCF President Seymour, either did not know that E&G carryforward funds were being loaned to fund the Energy Plant, Student Center and Infrastructure projects, or knew but did not understand the significance of this and were not told of any risks associated with such funding.

In March 2018, the University Budget Committee ("UBC") was presented with information about the status of funding for the Downtown Campus, including the aforementioned repayment plan. At that meeting, the UBC was told that "university resources" were being used to fund some of the projects. Although Merck and other senior Finance personnel attended this meeting, they did not disclose the fact that nearly $22 million in E&G carryforward funds had been loaned to three of the projects (or for that matter that $5 million in E&G carryforward funds had been transferred to

the CEM renovation project), or that there was anything potentially improper about the use of such funds.

Finally, we found no evidence that the BOT was informed of the use of E&G funds for the Energy Plant, Student Center or Infrastructure projects or that the Board approved of such funding. Indeed, as will be discussed, the BOT received only limited information about these projects and their funding. For instance, Merck initially told the BOT's Finance and Facilities Committee ("FFC") that the Energy Plant would be funded with a loan of auxiliary funds which would be repaid with future energy cost savings. When plans for the project changed, resulting in an increased budget that would not be repaid with energy savings, Merck did not tell the FFC that the source of funding for the project had also changed or that E&G funds would be used. With regard to the Student Center, the FFC was told that it would be paid for using auxiliary funds and "central funding," but was never told that "central funding" meant E&G carryforward funds. We found no evidence that the FFC or BOT were told anything about the funding for the Infrastructure project. Even when Merck addressed the BOT about these projects on various occasions *after* the November 1, 2017 transfers, he did not inform them that the transfers had happened, that they were being treated as internal loans or how they would be repaid.

2. Timeline of Significant Events

a) *Early plans to renovate the CEM building and secure funding*

For many years, UCF had a small presence in downtown Orlando with two academic facilities. The University leased one of these facilities, the CEM building, from the city of Orlando for $1 per year. By 2009, the University was discussing renovating the CEM building, but this was considered a low priority, long term project. As evidence of this, from 2009 to 2011, the University included the project on its Capital Improvement Plan ("CIP") for PECO funding but ranked it very low (ranging from 38 to 40) and projected that $6.3 million would be needed in the fourth fiscal year of each five-year plan. (Exhibits 125, 126 & 180). The project was listed the same way in the CIPs approved in 2012 and 2013, except it was moved from the PECO category to the lowest priority project under "Requests From Other State Funding." (Exhibits 127 & 181). Despite this, we found no evidence the University asked the State for other funds for the project during this time. A fair interpretation is that the University did not expect to obtain state funding during this time, but included CEM on the CIPs to inform the BOT and BOG that this was a significant, long term project under consideration.

The CEM building is shared with Valencia College and prior to the renovation was used by UCF for multidisciplinary graduate and undergraduate course offerings, including three graduate programs for Interactive Entertainment, Digital Media, and Emerging Media through the Florida Interactive Entertainment Academy ("FIEA"). The renovation project which the University eventually funded in November 2016 (as discussed below) is a 28,000 gross square foot remodel and renovation of the CEM building (roughly half of the building) to upgrade the existing structure and provide modern teaching facilities. The renovation also includes minor updates throughout the

entire building such as new carpeting and painting. The renovation adds general education classrooms, collaborative student learning environments and additional offices to support the Downtown Campus. The renovated CEM building (now called the Communication and Media Building) will house FIEA, the Center for Research and Education in Arts, Technology and Entertainment, and the Nicholson School of Communication and Media, and will offer both graduate and undergraduate programs. (*See* Exhibits 182, 183, 184, 185 & 186).

b) *The University decides to build the Downtown Campus*

By May 2014, the University was discussing expanding its presence in downtown Orlando and establishing a satellite campus there, to be developed in multiple phases. (Exhibit 186). The first phase would ultimately come to include several different capital projects, and is slated to open in August 2019. As part of the planning for this phase of the development, in July 2014, the University added several Downtown Campus projects to its FY 2015-16 CIP, specifically, a "UCF Downtown Presence" project with an estimated cost of $75 million and a "UCF Downtown Presence Garage" project with an estimated cost of $15 million, both listed under "Requests From Non-State Sources, Including Debt." The University continued to include the CEM project under "Requests From Other State Sources" with a slightly higher estimated cost of $6.5 million. (Exhibit 128).

In September 2014, President Hitt publicly announced that UCF and Valencia College wanted to build a joint campus in downtown Orlando and would seek funding from the State. (Exhibit 187). The University continued developing its Downtown Campus plan with many details still to be determined. As shown by a status of capital projects presentation given to President Hitt by the Facilities department in October 2014, the estimated cost for the initial "Downtown Presence" project was $57.8 million with funding to come from the State or to be determined, while the total size of the project, projected construction dates, and the architect and contractor were also undetermined. (Exhibit 135).

President Hitt delegated responsibility for the Downtown Campus project to Provost Whittaker, who in turn formed a working group comprised of individuals from different University departments, including the Downtown Campus, Facilities and the Finance & Accounting ("F&A") departments, to assist with the project. The Downtown Campus department members included Fred Kittinger (Senior Associate VP for University Relations and Director of State & Local Government Affairs), Paul Lartonoix (Assistant Vice President), and Mike Kilbride (Associate Director, UCF Downtown), along with Thad Seymour who was brought in as a contractor in September 2015 after a career in private practice. The Facilities department members included Bill Martin (Director of Facilities, Planning and Construction) and later Allen Bottorff (Director, Downtown Campus Facilities), who assumed Martin's role overseeing construction of the Downtown Campus projects once he joined UCF in 2016. The F&A department members included CFO Merck and Tracy Clark, with assistance from Christy Tant. In July 2016, Thad Seymour was named Vice Provost of the Downtown Campus and assumed primary responsibility for the development of the campus while still in his contractor role (he did not become a UCF employee until January 2018). Notably,

during the relevant time frame, Seymour, Kilbride and Bottorff received no training on the BOG regulations and were not even informed of them. In interviews, Seymour, Kilbride and Bottorff reported that they relied upon Merck and the F&A staff to handle funding issues, with Clark taking the lead.

c) *Initial plans for and approval of the Downtown Campus, and alternative plans in response to Governor veto*

The BOT approved the University's formal proposal for a Type I downtown campus at its January 29, 2015 meeting. Executive Vice Provost Diane Chase prepared the Downtown Campus proposal and Provost Whittaker presented it to the Board. The proposal described a multi-phase, long-term project with an estimated cost of $135.5 million for the capital projects portion to be incurred in the first two years. The proposal did not, however, address the funding sources for these projects. As part of the proposal, the city of Orlando agreed to gift 15-20 acres of land (valued at between $20-22 million) to the University and also transfer to it title to the CEM building (valued at $22.5 million). (Exhibits 186 & 188).

During the spring 2015 Legislative session, the University, with support from the city of Orlando, sought $57.8 million in funding from the State for the Downtown Campus project. (Exhibits 189 & 190). The Legislature allocated $15 million for one of the Downtown Campus buildings in the State budget for fiscal year 2015-16, but Governor Rick Scott vetoed that allocation as part of a larger set of state budget cuts on June 23, 2015. (Exhibits 191, 192 & 193).

Days after the Governor's veto, the BOT approved the University's FY 2016-17 CIP, which listed a number of different Downtown Campus projects. These included the CEM renovation ($6.7 million) and the Energy Plant ($15.1 million), which were both listed in two places, under "Requests From Other State Sources" and "Requests From Non-State Sources," each with planned expenditures in FY 2016-17. Two other Downtown Campus projects were also included in the PECO section of the CIP, UCF Downtown Campus Building I ($57.8 million) and UCF Downtown Campus Building II ($77.7 million). (Exhibit 138). The Fixed Capital Outlay Plan submitted to the BOG on June 30, 2015 included these same project listings. (Exhibit 143). These documents indicate the University was beginning to consider funding sources for specific parts of the Downtown Campus, but now had to develop an alternative plan in light of the Governor's funding veto.

During the summer of 2015, University officials negotiated a new funding plan for the Downtown Campus with the Governor and legislators. Under this plan, referred to by some as the "20-20-20 plan," the $60 million estimated cost of a new downtown academic building (what is now the Dr. Phillips Academic Commons building) would be split evenly between the State, the University, and the UCF Foundation (whose portion would come from fundraising efforts). (Exhibit 194). In agreeing to this plan, the Governor made it clear that the State would not provide any other funding for the Downtown Campus before fiscal year 2018-19, leaving the University on its own to fund any additional Downtown Campus projects it wished to undertake before then. (Exhibit 195).

In September, 2015, the BOT approved the University's updated proposal for a Type I downtown campus, which incorporated this new 20-20-20 plan. (Exhibits 196 & 197). The updated proposal, presented by Provost Whittaker, included the academic commons building, but also the CEM renovation, Energy Plant, Student Center and other projects. Provost Whittaker discussed the 20-20-20 funding plan for the academic commons building and explained that the CEM renovation would be paid for using "already allocated university resources." (Exhibit 194). Whittaker did not specify what these resources were or identify the specific funds that had been allocated. Despite this statement, and as discussed in subsection d) below, we found that discussions concerning the use of E&G funds for CEM did not begin until early 2016, and that the funds were not transferred to the project until November 2016.

On January 7, 2016, the BOT approved a Memorandum of Understanding ("MOU") with Governor Scott concerning the Downtown Campus project which, among other things, memorialized the 20-20-20 plan, including that there would "… be no further State of Florida investment for the UCF Downtown Campus beyond the current request of $20 million prior to fiscal year 2018-2019." (Exhibit 195). The following day, President Hitt signed the MOU on behalf of the University. (Exhibit 198). Given this MOU, the University and BOT knew that no additional State funds would be available for any Downtown Campus projects until July 2018 at the earliest.

Knowing that additional State funding for the Downtown Campus would not be forthcoming, the University looked to other sources, resulting in the decision—at two distinct points in time—to commit E&G carryforward funds towards the four projects at issue here. Below we first discuss the November 2016 decision to fund the CEM project, and then turn to the Energy Plant, Student Center and Infrastructure projects and the November 2017 decision to fund those projects through internal loans of E&G carryforward funds.

d) *The University opts to use E&G carryforward funds to renovate CEM*

We found that University officials began discussing the use of E&G carryforward funds to pay for the CEM renovation in early 2016, culminating in the transfer of $5 million to the project in November 2016. We could not pinpoint the precise date when this funding decision was made, but as discussed below, conclude it was made by Provost Whittaker and CFO Merck, with involvement from Associate VP Tracy Clark.

According to Christy Tant, Whittaker, Merck, Clark, Tant and others began discussing the need to find funding for the CEM project in February 2016. Tant bases this on a February 19, 2016 email she sent to Assistant Vice President Lartonoix, who was involved in the early planning for the Downtown Campus, to confirm the $5-$8 million cost estimate for CEM. (Exhibit 199). Also on February 19, Clark sent an email to Whittaker and Merck attaching a schedule she said Whittaker had asked her to prepare for an upcoming meeting they had with President Hitt. The schedule, entitled "Facilities Funding Plan as of 2/20/16," listed various capital projects and their anticipated funding sources. The schedule included the CEM renovation (identified as "FIEA Renovation") with the source of funding for its estimated cost of $8 million

identified as "Central Carryforward." Clark explained in her email that the cost estimate for the CEM project was being confirmed with Lartonoix. (Exhibit 200).

On February 20, Merck responded to Clark's email, stating "this plan will work." Merck also asked Whittaker and Clark to meet with him the following week "… to see if we can come up with additional options to put into the funding mix." Whittaker responded "agreed" on February 22. (Exhibit 201). It is unclear if Whittaker was agreeing to the proposed funding plan or merely agreeing to meet. Because Whittaker, Merck and Clark declined to be interviewed, we could not ask them about these emails or what they discussed in meetings about this funding plan. It is also unclear if Whittaker and Merck met with President Hitt at this time about the funding plan, and what was discussed if they did.

In early March, Whittaker, Merck and Clark continued to discuss funding options for the CEM project. In emails exchanged on March 11, Merck stated that he had never committed to find more than $4 million in funding for the project, to which Clark responded: "We have $5 million set aside right now." (Exhibit 201).[68] Based on the earlier Facilities Funding Plan, Clark appears to have been indicating that she had $5 million in the University's central E&G reserve earmarked for the project.

On March 23, Whittaker called a meeting with President Hitt, which Merck and Mike Morsberger, CEO of the UCF Foundation, also attended, in an effort to better understand the University's growing list of unfunded capital projects, and develop a process for deciding how to prioritize them. In advance of the meeting, at Whittaker's request, Clark and Tant updated a document listing the funding status of various planned capital projects at the University, and it was circulated to and reviewed by attendees at the meeting. The document, entitled "Capital Projects Current Funding Plan Updated 3/22/16," identified CEM as a funded project and indicated that the funding source for its $5 million estimated cost was "E&G." (Exhibit 151). It is unclear if the CEM project or its funding source was discussed during the meeting.[69] However, as detailed in the TCH Report and in this Report's discussion of Research I, meeting notes indicate certain questions were asked of Merck regarding the use of E&G funds for projects involving academic space (which included TCH and CEM) and his response may have caused attendees to believe such projects were being funded with internal funds other than E&G. (TCH Report at 40.)

As of July 2016, the University's FY 2017-18 CIP and Fixed Capital Outlay Plan no longer included the CEM project, indicating that the Facilities and Finance personnel who prepared these documents understood the project to already be funded, although Tant advised us that she still considered the funding to be in flux. (Exhibits 102 & 106). The funds, however, were not actually transferred to the project until late November 2016.

[68] According to UCF Downtown Associate Director Kilbride, in a meeting with CannonDesign, a firm consulting on the Downtown Campus, Merck said he could find $4 million for the CEM project, and the firm followed up with a $5 million renovation proposal.

[69] Notes from the meeting indicate the need for site improvements was discussed with respect to CEM, but do not reflect a discussion about funding. (Exhibits 202 & 203).

On November 22, 2016, Assistant Controller Rebeca Richards emailed the University's Budget Office to request the transfer of $5 million in E&G funds from the central E&G carryforward account to the CEM construction account. Richards copied Christy Tant on this transfer request, which was made by forwarding an email string discussing the need to transfer the funds in response to the project architect's request for approval to proceed with work on the project. In support of this request, Richards attached a one-page document titled "Draft Budget Without Square Footages UCF Downtown CEM Renovation" and dated November 14, 2016. The document set forth the total project cost but did not indicate who had approved its funding or when such approval was received. (Exhibit 204). The Budget Office processed Richards' request and $5 million was transferred from the central E&G reserve account to the Facilities E&G carryforward account on November 22. The funds were then transferred to the Facilities construction account for the CEM project on November 28. (Appendix C at p. 2).

We were unable to pinpoint exactly when the decision to transfer this $5 million in E&G carryforward funds was made. The use of such funds for the CEM project had been discussed for some time at this point by senior level employees, with the planned funding reflected in various planning documents.[70] We found no indicator of when Provost Whittaker and/or CFO Merck specifically authorized the transfer, but such authorization presumably came after the architect began pushing in late October and early November for approval to begin work.

In April 2017, the Facilities department gave one of its periodic status of capital projects updates to President Hitt. The CEM project was included in the presentation, with its funding source described as "University." (Exhibit 205). The presentation materials for subsequent updates to the President would similarly describe the funding for CEM in this vague manner.

Construction work began on the CEM project in November 2017. As discussed earlier, the project budget was $5 million. As of June 30, 2019, $2.1 million had been spent on the project. (Appendix D). The main renovation work is complete and the University has obtained a Temporary Certificate of Occupancy. University faculty members have moved into the building and the renovated portion opens to students August 26, 2019.

e) *The University loans E&G carryforward funds to pay for the Energy Plant, Student Center and Infrastructure projects*

On November 1, 2017, the University transferred a total of $21.7 million in E&G carryforward funds to the Energy Plant, Student Center and Infrastructure projects but made the transfers effective as of October 31 so they would not be included in an interim carryforward balance report the University had to provide to the BOG in November.

[70] While the CEM project appeared for the first time on an E&G Commitments List dated March 10, 2017, with a commitment of $5 million in FY 2016-17, Tant explained its omission in prior versions was an error and the project's funding decision had been made earlier than this. (Exhibit 163).

These transfers were recorded and tracked as internal loans, although no repayments had been made to the E&G accounts that provided the loans as of late August 2018. The events leading up to this funding decision are addressed chronologically below, followed by a discussion of the University's various plans for repaying the loans which were never finalized or followed. We begin, however, with a brief description of each project, including its status.

(1) The Energy Plant, Student Center and Infrastructure projects

The Energy Plant is a standard central energy plant that utilizes a chilled water system to provide for the cooling needs of the Downtown Campus. Heating for the Downtown Campus is provided by boilers at each building, while electrical power is provided by local utilities. The plant is housed within a 9,500 square foot building, and there is a large equipment yard for the exterior components (cooling towers, pumps and transformers). The University originally pursued a tri-generation plant option to provide electrical, heating and cooling with the idea of using future energy cost savings to repay the project, but ultimately determined that was not feasible and opted instead for the chilled water plant. The relevant significance of this decision is that it impacted the cost of the Energy Plant project and eliminated the possibility of repaying the project with future cost savings. The project budget was $15.1 million, and $11.5 million in E&G funds were transferred to the project account. As of June 30, 2019, approximately $9.4 million had been spent on the project. (Appendix D). The project is approximately 95% complete, with an anticipated substantial completion date of late September 2019 and final completion date of December 2019.

The Student Center is part of UnionWest at Creative Village, a privately funded and developed 15-story building with residences on the top floors and other amenities. The University is leasing approximately 47,000 square feet of space within the building's first five floors, and shares that space with Valencia College. The Student Center project includes the design and buildout of the leased space, as well as FF&E for the space. The leased space includes the Office of Student Services for the Downtown Campus, a welcome area, classroom and office space, and a recreation center. It also includes Valencia College's School of Culinary Arts and Hospitality. The University's expenditures for this project are subject to its lease agreement with the UnionWest developers, which included a $1.4 million tenant improvement allowance which was used as part of funding the buildout. The project budget was $6.7 million, and $5.4 million in E&G funds were transferred to the project account. Excluding the $1.4 million tenant improvement allowance, as of June 30, 2019, approximately $2 million had been spent on the project. (Appendix D). The Student Center is slated to open on August 26, 2019. While the University has a Temporary Certificate of Occupancy for the Student Center space, some work remains and the anticipated completion date is January 2020.

The Infrastructure project involves the construction of various types of infrastructure needed for the Downtown Campus. This includes the underground infrastructure consisting of the telecommunications and data network system connections, along with the storm water, sanitation and power infrastructure that

connect to the different Downtown Campus buildings. It also includes the data network system connections for the UnionWest building, including the Student Center. The project also includes above ground infrastructure such as street lights and landscaping. The project budget was $5 million, and $4.8 million in E&G funds were transferred to the project account. As of June 30, 2019, approximately $4.2 million had been spent on the project. (Appendix D). There remains some additional work to be performed, which is expected to be completed in September 2019.

(2) University officials consider using auxiliary funds for the Energy Plant but have no funding plans for the other projects

As discussed earlier, by early 2016, the BOT had approved the revised proposal for the Downtown Campus which incorporated the 20-20-20 plan for the academic commons building, and the University had signed an MOU with the Governor, confirming the plan and that no additional state funding would be provided to the Downtown Campus for several years. Against this backdrop, University officials began considering how to fund the other facilities they wished to build as part of the Downtown Campus, including the Energy Plant, Student Center and Infrastructure projects. Between March 2016 and August 2017, the University developed an initial plan to fund the Energy Plant using a loan of auxiliary funds, which would be repaid with future energy cost savings. The University also signed the lease for the Student Center during this time period, but does not appear to have identified funding for the project or even developed a funding plan. Funding for the Infrastructure project also received little attention during this time.

The Capital Projects Funding Plan document prepared for, and discussed at, Provost Whittaker and CFO Merck's March 23, 2016 meeting with President Hitt included the Energy Plant and Infrastructure projects, but identified them as unfunded. The Infrastructure project did not even have an estimated cost, while the estimated cost of the Energy Plant was $20 million, indicating these projects were still in the early planning stages. (Exhibit 151). The status of capital projects presentations given by the Facilities department to President Hitt in April 2016 and to the FFC in June 2016 similarly indicated that funding options for the Energy Plant were still being explored, and did not include the Infrastructure or Student Center projects at all. (Exhibits 103 & 206).

In May and July 2016, the BOT approved the FY 2016-17 Fixed Capital Outlay Budget and the FY 2017-18 CIP, respectively, each of which included the Energy Plant with an estimated cost of $15.1 million. The Fixed Capital Outlay Budget listed the project under non-state sources and indicated it was unfunded. The CIP listed the project as an anticipated expenditure in FY 2017-18 under Requests From Other State Sources as well as Request From Non-State Sources, indicating uncertainty as to its anticipated funding source, despite apparent plans to proceed with construction in the following year. Neither the Student Center nor Infrastructure projects were included on these documents, signaling that they were not yet being meaningfully pursued. (Exhibits 102 & 142).

The Energy Plant and Student Center projects were discussed with the FFC at its August 17, 2016 meeting. With respect to the Student Center, the FFC approved an MOU between the University and the private developer of the downtown student housing project. According to the agreement, UCF would lease approximately 30,000 square feet in the building for the Student Center and other uses. UCF would be responsible, however, for the costs to buildout and furnish the leased space, but would receive a tenant improvement allowance of approximately $1.4 million which would be applied first to such expenditures.[71] According to the FFC meeting minutes, Merck and John Pittman (Associate Vice President for Administration and Finance, Debt Management) also discussed the Energy Plant and recommended pursuing a state-approved performance-based contract for an outside company to finance and build the facility. This was a discussion item only, and the FFC was not asked to approve anything. Nevertheless, the FFC had reservations about this approach, and asked that alternative financing options be presented at a future meeting. (Exhibit 209).

The alternative plan which evolved from this was to finance the Energy Plant with a loan of auxiliary funds. This is reflected in meetings and emails during September 2016 involving a large number of people, including Merck, Clark, Tant, Pittman, Lee Kernek (Associate VP for Facilities & Safety), Lynn Gonzalez (Director of Budget Initiatives) and Brad Hodum (Associate Controller). Emails indicate that staff knew there were not enough auxiliary funds available to serve as principal for the proposed loan; nevertheless, they continued to pursue the plan anyway. (Exhibits 210, 211 & 212).

Merck, Pittman and Kernek presented the Energy Plant again at the FFC's October 12, 2016 meeting.[72] Materials they submitted to the FFC clearly identified the funding source for the project, stating: "Auxiliary cash balances will fund the construction of the facilities and purchase of the equipment, and the balances will be replenished with funds from the energy savings." (Exhibit 215). These materials did not disclose any concerns that insufficient auxiliary funds were available to make the loan. According to the audio recording of the meeting, Pittman told the FFC that the University planned to "self-fund" the construction, but did not elaborate on the description of funding provided in the meeting materials. FFC Chair Alex Martins asked that the project be brought back to the Committee once a final financing plan was in place. Merck responded that projects were not typically brought back before the FFC once they were approved and the funding source identified, but agreed nonetheless to bring the project back before the FFC at a later date as an informational item. (Exhibit 216).

In January 2017, the BOT approved a minor amendment to the 2015-25 Campus Master Plan to add the Energy Plant and various other Downtown Campus projects. A

[71] The BOT subsequently approved the Student Center MOU at its September 15, 2016 meeting. (Exhibit 208).

[72] In preparing for this meeting, Merck, Clark, Pittman and others compared the costs of the various options that had been requested by the FFC. Given the project's high cost and attention given to it by the FFC at the last meeting, Merck raised the question of whether it should be an approval item on the agenda, requiring a vote by the FFC and full BOT, or merely an informational item, and apparently decided to make it an informational item only. (Exhibits 213 & 214).

Capital Improvements List included in the meeting materials identified "E&G" as the "Fund Type" for the Energy Plant, but we found no evidence this was discussed with or otherwise brought to the attention of BOT members during the meeting. (Exhibits 110 & 111). This listing was inconsistent with the plan to fund the project with a loan of auxiliary funds that had been presented to the FFC just a few months earlier.

In or around March 2017, F&A staff prepared an internal loan repayment schedule for the Energy Plant, although the source of the internal loan funding was not specifically stated. (Exhibit 218). Internal emails from the same month, however, indicate that an auxiliary loan for the project had been approved, although it is not clear by whom. They also indicate that in May, the University signed a design contract for the Energy Plant, which reflected an increased budget from $10.3 million to $12.2 million. (*See* Exhibit 217). In July, Facilities established a construction account for the project, and Clark, Tant, Lee Kernek and others, including Allen Bottorff (Director, Downtown Campus Facilities), discussed how to address the project's increased budget, including the need for revised payback schedules and to present the new estimated costs to the BOT if the budget was not brought back in line. They also discussed the need for an MOU for the auxiliary loan, although we are aware of no such document being signed. On July 14, the University established a $1.5 million budget in the Downtown Energy Plant construction account to cover the design contract, although no official budget or general ledger (funding) transfers were made until later. (Exhibits 219 & 220).

In May 2017, the BOT approved the FY 2017-18 Capital Outlay Budget, which listed the Energy Plant as fully funded under "Other State Sources" with an estimated cost of $15.1 million. (Exhibit 112). This listing is curious since auxiliary funds are self-generated and not received from the state. When the FFC approved the budget earlier that same day, Lee Kernek explained (in reference to the CIP) that projects in the "Other State Sources" category were merely intended to "notice the Board of Governors" that the University was undertaking the projects and that they were all "internally funded." (Exhibit 221). Kernek did not specify that the internal funds to be used for the Energy Plant were auxiliary funds or that they were being loaned. The Capital Outlay Budget did not list the Student Center or Infrastructure projects and Kernek did not discuss them. There was no substantive discussion of the Capital Outlay Budget or any of the Downtown Campus projects during the BOT meeting.

The FY 2018-19 CIP approved by the BOT on July 20, 2017 did not include any of the three projects at issue (the Energy Plant was listed but crossed out, apparently indicating that funding was no longer needed for it). However, the accompanying "BOB-2" form listed "E&G" as the funding source for the Energy Plant. (Exhibit 104). According to the audio recording of this BOT meeting, the BOB-2 and the Energy Plant project were not specifically discussed. As noted in the TCH Report, BOT members interviewed were unfamiliar with the purpose of the BOB-2 form and likely would not have reviewed it specifically during the process of approving the CIP. (TCH Report at 29-30). Further, the BOB-2 listing conflicts with the Energy Plant plan to fund the project with an auxiliary loan previously disclosed to the FFC.

(3) University officials consider using E&G carryforward funds for the Energy Plant, Student Center and Infrastructure projects

We found that by August 2017, University officials were considering using E&G carryforward funds for some combination of the Energy Plant, Student Center and Infrastructure projects, although a final decision was not made until October.

For example, the FY 2017-18 Fund Balance Composition Report ("FBCR") submitted to the BOG on August 21, 2017 included $5.4 million in planned E&G funding for the Student Center (under the "Infrastructure, Capital Renewal, Roofs, Renovation, Repair" subcategory of E&G funds that were restricted or subject to a contractual obligation), but did not include the Energy Plant or Infrastructure projects. (Exhibit 210).[73] This is the earliest reference we found to funding the Student Center project with E&G funds. Christy Tant, who prepared the FBCR using the E&G Commitments List, said she did not include the Energy Plant or Infrastructure projects because the plan at the time was to use auxiliary funds for those projects, and she was not told that E&G funds would be used for them until October 2017. None of the projects, however, appear in the August 2017 version of the E&G Commitments List which would have been used to prepare the FBCR.[74] (Exhibit 223).

Adding further confusion, the FY 2017-18 Allocation Document includes all three projects, allocating E&G funding to them in the same amounts that were ultimately transferred on November 1, 2017 (as discussed in the next section).[75] The Allocation Document for a fiscal year is normally prepared in August of that fiscal year and signed by the President and Provost, authorizing the E&G allocations. However, as has been discussed, preparation of the FY 2017-18 Allocation Document was significantly delayed due to various reasons and never signed. There is no date on the copy of the Allocation Document we were provided, and therefore we cannot say when the three projects were added to the document, and it is possible they were added after the E&G transfers to the projects occurred in November.

---

[73] According to emails, Christy Tant shared a draft of this report with Provost Whittaker, who in turn appears to have shared it with BOT Chair Marcos Marchena. However, the draft did not include any amount under the "Infrastructure, Capital Renewal, Roofs, Renovation, Repair" subcategory for "Restricted/Contractual Obligations," and thus does not appear to have included or referenced the planned expenditures on the Student Center project. (Exhibits 210, 211 & 212). It is noteworthy that the emails between Tant and Whittaker indicate that Whittaker is unfamiliar with these reports.

[74] Tant explained that funding for the Downtown Campus projects was continuously being discussed and evaluated, the tracking documents were regularly being revised or corrected as costs and funding sources changed, that she did not attend many of the meetings where downtown funding was discussed, and that she would not normally update the E&G Commitments List until she was told that funding decisions had been approved. Nevertheless, it is curious that she included a planned allocation of E&G funds to the Student Center on the FBCR but did not also update the E&G Commitments List.

[75] The Allocation Document actually combines the Energy Plant and Infrastructure projects as "Chilled water and infrastructure" with a $16.3 million allocation (the combined total of both projects) from the F&A department, and lists the Student Center in two different entries for a combined allocation of $5.7 million, split equally between the F&A and Academic Affairs departments — all consistent with the actual transfers made in November 2017. (Exhibit 176).

The Energy Plant appears on the September 25, 2017 version of the E&G Commitments List, and is the first of these three projects to appear on this budget tracking document. This version lists the Energy Plant in the "Recurring allocations from nonrecurring funds" section, with anticipated installment payments over fiscal years 2018-19 through 2022-23 instead of the full $11.5 million expenditure in FY 2018-19. (Exhibit 224). The placement of this project under recurring allocations, and other notes in the document, reflect that the plan was still to treat the funding for this project as a loan, although now a loan of E&G funds rather than auxiliary funds. However, Tant's statements that the funding plans for all three projects remained in flux at this time, and that she was not told until October that E&G funds would be used, suggest that a final decision to loan E&G funds to pay for the Energy Plant may not have been made yet, despite the project's inclusion on this document.

On September 26 and 27, 2017, the building lease for the Student Center project was presented to, and approved by, the FFC and BOT, respectively. CFO Merck, Thad Seymour (Vice Provost for UCF Downtown) and Jennifer Cerasa (Associate General Counsel) presented the lease to the FFC, while Merck presented it to the BOT. (Exhibits 225 & 226). Mike Kilbride, the Associate Director for UCF Downtown, prepared talking points for Seymour to use at the FFC meeting which, among other things, addressed funding for the $5.3 million in buildout costs for the Student Center space. The written talking points and audio recording of the meeting confirm Seymour told the FFC this cost would be split between "auxiliary fund reserves and central funding." (Exhibits 227 & 228). In presenting the lease to the BOT the next day, Merck did not share the cost amount for the Student Center buildout or the specifics of the project funding.

Seymour and Kilbride cooperated in this investigation, answered questions about the talking points and Seymour's FFC presentation, and provided copies of relevant emails. Both confirmed that Kilbride used funding information provided to him by Tracy Clark to prepare the talking points, and both understood "central funding" to mean funds controlled by Merck's F&A department that were not committed to any colleges or units. They did not understand "central funding" to refer to E&G funds, although neither were aware of the BOG regulations limiting the use of such funds, and so the use of such funds for the Student Center project would not have concerned them anyway. Neither Seymour nor Kilbride were told after this meeting that auxiliary funds would not be used for any portion of the project, and that the entire cost of the project would be funded with a loan of E&G carryforward funds. Further, according to Seymour, he was not involved with the decisions on funding sources for any of the Downtown Campus projects, and understood that was being handled by the F&A department, specifically Merck and Clark. We found both witnesses to be candid and credible, and found no evidence contradicting their statements.

(4) University officials decide to fund all three projects using E&G carryforward loans

The decision to use E&G carryforward funds for the Energy Plant, Student Center and Infrastructure projects appears to have been made in the second half of October 2017, coinciding with a request from the BOG at that time to provide an interim FBCR in November, reporting the University's carryforward balances as of October 31, 2017.

As will be discussed, on November 1, the University transferred a total of $21.7 million in E&G carryforward funds to the construction accounts for these three projects but made the transfers effective October 31, so that the funds would not be included in the BOG report a few weeks later.

On October 17, 2017, BOG staff emailed a "Fund Balance Update" memorandum to all university CFOs, including Merck, through its standard data requests process. The memorandum explained that the BOG needed to provide an update on university carryforward fund balances to the Legislature, attached the fund balance report data each university had submitted in August 2017, and asked each university to provide their updated information (as of October 31, 2017) by no later than November 17. Merck received this email and forwarded it to Clark and Tant the same day, stating: "And, here it is." (Exhibit 229). According to Tant, this email and the BOG's request for an interim fund balance report prompted the E&G transfers for the three downtown campus projects two weeks later.

Clark instructed Tant to make the transfers of E&G funds to these Downtown Campus projects and have them posted in October. Clark did not inform Tant who had authorized the transfers. However, Tant explained that Clark gave her these instructions after returning from a meeting with Provost Whittaker and possibly others, and that Clark did not make these types of decisions on her own. We found no direct evidence that Merck was present at such meeting or authorized the transfers. However, the fact that he received the BOG Fund Balance Update memorandum and as CFO would likely need to authorize or at least be apprised of funds transfers of this size (exceeding $21 million) suggests he either approved the transfers or, at a minimum, was aware of them. We found no evidence that President Hitt approved the transfers or was even aware of them, with the exception of the aforementioned unsigned FY 2017-18 Allocation Document that listed the E&G allocations to the projects. Hitt, Merck, Whittaker and Clark all declined to be interviewed and thus could not be questioned about these events.

In his PIE Committee testimony, Merck stated that "there would have been a number of us involved in" funding decisions for the Downtown Campus projects. (Exhibit 12 at p. 75). He did not testify about the Energy Plant project specifically, but stated with regard to the Infrastructure project that "while I was involved in the discussions of what to do and that sort of thing, I wasn't directing money to be transferred from any particular place to do it." Merck further stated that the "commitments" to the Energy Plant and Infrastructure projects were discussed at University Budget Committee ("UBC") meetings prior to the actual transfers taking place, although we found no evidence of that, or that the Student Center project was discussed. (*Id.*). For her part, Clark testified that the transfers to the Downtown Campus projects "should have been discussed in a budget chat meeting, yes;" she did not know if they were also discussed in a UBC meeting. (Exhibit 13 at p. 66). The scope of Whittaker's testimony in his PIE Committee deposition did not include the funding of the Downtown Campus projects. In sum, none of them specifically identified the person(s) who actually approved the transfers.

On October 31, 2017, Tant met with Donna DuBuc (Associate Director, Budget, Planning and Administration) to discuss the fund transfers for the Downtown Campus projects requested by Clark, and asked DuBuc to set up a method to track these transfers as internal loans and post them effective as of October 31. (*See* Exhibit 230). The next morning, November 1, DuBuc sent an email titled "Downtown Construction Transfers" to staff accountants Meghan Nelson and Lea Mignone, copying Tant and Associate Controller Brad Hodum, among others, requesting that both budget and cash transfers of carryforward funds totaling $21.7 million be made as of October 31 to the construction accounts for the Energy Plant ($11.5 million), Student Center ($5.4 million), and Infrastructure ($4.8 million) projects. The email itemized the specific accounts and amounts of the transfers, but did not attach or reference any authorization or support for the transfers, as was normally required. (Exhibit 231).

The transfers were made on November 1, 2017, but as instructed, were recorded as of October 31. (Appendix C at p. 3). The transfers of $11.5 million to the Energy Plant construction account and $4.8 million to the Infrastructure account originated from a new budget account DuBuc opened to track this budget transfer and subsequent repayments separately from other E&G carryforward funds held in the central E&G reserve (the "E&G Central Carryforward Internal Projects Account"). The transfer of $5.4 million to the Student Center account originated in equal amounts from the E&G Central Carryforward Internal Projects Account and Academic Affairs' E&G carryforward account.[76]

On November 17 2017, the University submitted its interim FBCR to the BOG which reported its E&G carryforward fund balance as of October 31, 2017. This balance did not include the $21.7 million because it had already been transferred to the construction accounts for these Downtown Campus projects. (This amount was included in the "Expenditures to Date" line as part of the roll-forward of the E&G carryforward fund balance from July 1, 2017 to October 31, 2017, which had the effect of decreasing the reported E&G carryforward balance). (Exhibit 222).

Following this, one of the projects, the Energy Plant, was presented to the BOT, but its funding source was not disclosed as E&G funds. Indeed, the fact that $21.7 million in E&G funds had just been loaned to the Energy Plant and other two projects was not shared at all. In December 2017 and January 2018, the FFC and BOT approved the change in plans for the Energy Plant from a tri-generation plant to a central energy plant (providing cooling only) along with a budget increase to $12.3 million. The FFC and BOT members were not told that the project had already been funded with $11.5 million, or that those funds were E&G carryforward funds that had been loaned to the

[76] After the fund transfers on November 1, all three projects appeared on the E&G Commitments List. The November 16, 2017 version (which has an updated date of November 1) listed the Energy Plant the same way it was listed in the September version, and added the Student Center and Infrastructure projects with no amounts indicated. (Exhibit 232). The November 30, 2017 version includes all three projects and their respective E&G funding amounts that were transferred from F&A: Energy Plant ($11.5 million), Infrastructure ($4.8 million) and Student Center ($2.7 million). (Exhibit 233). The other $2.7 million transferred for the Student Center was not listed because it came from the Academic Affairs division's E&G carryforward account, not F&A.

project. (Exhibits 234, 235, 236 & 237). During the December 13, 2017 FFC meeting[77], FFC (and BOT) Chair Marchena asked Merck specifically about the funding source for the Energy Plant in the following exchange:

MARCHENA	Bill, what is the source of funding, uh, for the $12.3 million?
MERCK	We are using and, I'm going to get Christy to correct me if I'm wrong on this. Like I said, I like to have all my subject matter experts here to back me up so if I go astray they can corral me and-. But we're, **we're using the same source which is our internal, um, r-, uh, returns on investments, our interest earnings and so forth on, um, our auxiliary accounts and other accounts that are legitimately available for those purposes**. And then we let those, we'll, we'll borrow from our cash balances which are enough to handle it and then as those earning come in then we replenish the, the amounts that we took out of the cash that actually belongs to the people the different departments. Is that fair?
TANT	Yes.

(Exhibit 239 (emphasis added)). Merck did not clearly say the University was using E&G carryforward funds, even though such funds had just been transferred six weeks earlier, and Tant did not clarify this either. Nor did Merck say that the funds being loaned were not permissible for this purpose or that there was any possibility they were impermissible, even though the Energy Plant plainly involved new construction. As such, the Board members could not reasonably have been expected to understand that E&G funds were being used to finance the Energy Plant project, that such funds were being loaned to the construction account through an internal loan, or that there was anything possibly improper or risky about the funding. FFC members we interviewed

[77] Mike Kilbride prepared talking points for Merck to use at this FFC meeting which were shared with Merck, Seymour and Bottorf, and edited by Merck. These talking points indicated the University would use "central reserves" to fund the Energy Plant. (Exhibit 238). As discussed previously, Kilbride and Seymour did not understand "central funding" to mean E&G funds and would not have appreciated the significance of using E&G funds for this project at the time even if told such funds were being used.

who were present for this meeting, including Chair Marchena, confirmed they did not understand these points.[78]

The BOT did not receive any further specific information about the funding of the Energy Plant, Student Center or Infrastructure projects until September 2018 in connection with the TCH investigation. The FY 2018-19 Capital Outlay Budget approved by the BOT on May 24, 2018 included the Energy Plant but only under the "Plant Operations and Maintenance" category, indicating the University would seek state funds for the project's operating costs after it was completed. The other Downtown Campus projects at issue were not included. (Exhibit 207). Accordingly, the BOT did not approve the capital outlay for the construction of any of these projects during FY 2018-19, although construction began and funds were expended.

Similarly, the FY 2019-20 CIP approved by the BOT on July 19, 2018 did not list any of these projects. This makes sense considering that University officials knew the projects were already fully funded with E&G carryforward funds. However, the BOB-2 form accompanying this CIP did list the Energy Plant and Student Center as projects that may require State funding to operate and maintain, and identified their funding sources as "E&G (Reserve)-Private" and "Private," respectively. (Exhibit 178). As noted in the TCH Report, BOT members were unfamiliar with the BOB-2 from and likely would not have reviewed it specifically during the process of approving the CIP. (TCH Report at 30). Lee Kernek, who was responsible for preparing the CIPs and BOB-2 forms and presenting them at Board meetings, declined to be interviewed.

(5) University officials develop plans to repay the E&G loans, but no plan is ever finalized or implemented, and no repayments occur

Between October 2017 and August 2018, Tracy Clark and other F&A staff developed various plans to repay the $21.7 million in E&G carryforward funds that were loaned to the Energy Plant, Student Center and Infrastructure projects, including using donations to be raised by the UCF Foundation *and future E&G carryforward funds*. These plans, which were discussed early on by a group led by Clark that included Thad Seymour (Vice Provost for the Downtown Campus) and Mike Morsberger (CEO of the UCF Foundation), also addressed the funding of other Downtown Campus projects beyond the scope of this investigation. We found that none of these plans were actually implemented and that as of late August 2018, when the funding of TCH came under scrutiny, no repayments had been made towards the internal loans for the Energy Plant, Student Center and Infrastructure projects.

The primary document evidencing this repayment plan is called the "Repayment Schedule for Internally Financed Capital Projects," one version of which was titled "Downtown Funding Plan" (the "Repayment Schedule"). The Repayment Schedule was

[78] The BOT approved the change in facility type, budget increase and name change for the Energy Plant project at its January 18, 2018 meeting. Trustee Martins briefly explained the reasons for the changes provided by Merck and Kernek at the FFC meeting, but made no mention of project funding. (Exhibit 240).

an internal working document created to identify the proposed method of repaying internal loans that were used to finance the construction of various Downtown Campus capital projects. All of the different versions of the schedule include the Energy Plant, Student Center and Infrastructure projects. They also include the CEM renovation project, although it is clear there was never any plan to repay the E&G carryforward funds used for that project (which were not, after all, loaned). The Repayment Schedule lists each project in the first column with the repayment source(s) identified underneath or to the side of the project name, and then includes the total project cost, funded amount and planned repayment amounts by year in the columns to the right of the project. Clark and Christy Tant were initially responsible for updating and maintaining this document, with responsibility later shifting to Associate Controller Hodum and staff accountant Nelson.

The earliest version of the Repayment Schedule we identified is from mid-October 2017. Tant sent this version of the document to Clark, at her request, on October 19. This version indicated that "Central E&G reserve" would be used to repay the entire amount loaned for the Energy Plant, "Provost reserves" would be used to repay at least half of the amount loaned for the Student Center, while auxiliary funds would be used to repay the Infrastructure loan. None of the projects were identified as being funded, which makes sense as the transfers to their construction accounts would not be made for two more weeks, until November 1. (Exhibit 241).

On November 2, 2017, the day after $21.7 million in E&G carryforward funds was transferred to the three Downtown Campus projects at issue, staff from F&A, UCF Downtown, and the Foundation met to discuss funding plans for the Downtown Campus, including plans to repay internal loans that were being used to finance some of the projects.[79] In a follow-up email sent to the group members the next day, UCF Downtown Associate Director Kilbride summarized the meeting outcome that the group was "setting our next philanthropic goal (capital) for the current phase of the downtown project at **$12 Million**" and that one of the ways the funds would be used as they were raised was for "[a]ccelerated repayment of central university resources contributed towards the capital projects in Phase 1." After the meeting, Clark was to update the Repayment Schedule and share it with the group, which would then meet again in late January 2018. (Exhibits 242 & 243).

Clark emailed the updated Repayment Schedule to the group the next day. The new plan called for $6.5 million in future donations raised by the Foundation to be used to repay the $11.5 million that was loaned for the Energy Plant during fiscal years 2018-19 through 2021-22, with the remaining balance of $5 million to be repaid using "Central E&G reserve" funds during fiscal years 2019-20 and 2020-21.[80] Donations

[79] The attendees at this meeting were Clark, Seymour, Kilbride, Dorcas Wilkinson (Associate VP Advancement/Alumni Affairs), Karen Cochran (Associate VP Advancement/Alumni Affairs), Paul Baker (Senior Philanthropic Advisor, UCF Foundation) and Tamara Smith Darby (Coordinator Administrative Services).

[80] According to Tant, "Senior Leadership" (who she identified as Whittaker, Merck, Clark, Kernek, Pittman and others) sometimes redirected E&G funds committed to the additional utilities expenses anticipated at the Lake Nona medical school campus towards other needs. In the case of the Energy

would not be used to repay any portion of the loans for the Student Center and Infrastructure projects.[81] Instead, $2.7 million from "Housing reserves" and $2.7 million from "Provost E&G reserves" would be used to repay the Student Center loan in fiscal years 2018-19 and 2019-20, respectively, and the Infrastructure loan would be repaid using $2.5 million from the "Central E&G reserve" in fiscal year 2021-22 and $2.5 million from auxiliary funds in fiscal years 2021-22 and 2022-23. For reasons that are unclear, the Repayment Schedule included a column showing the amount funded for each project listed "*as of June 30, 2017*," so the Energy Plant, Student Center and Infrastructure projects were all shown as unfunded, even though they were fully funded only a few days earlier. (Exhibit 244).

Clark noted in her email that the group needed to meet with CFO Merck to get his support for this new plan.[82] Based on a calendar invitation, that meeting was scheduled for November 27, 2017. (Exhibit 245). It is unclear, however, if the meeting actually took place. Regardless, emails and other documents reflect that discussions about the Repayment Schedule continued into the following months and that the general plan did not change over that time, except for small changes in estimated project costs. (Exhibits 246, 247 & 248). Accordingly, it can reasonably be assumed that Merck concurred with the plan.

On March 26, 2018, Seymour and Kilbride presented an update on the funding for Phase I of the Downtown Campus to the UBC.[83] Because UBC meetings are not recorded, the meeting minutes are the best evidence of what was discussed. The minutes for this meeting indicate that Seymour and Kilbride began by giving an overview of the projects included in Phase I of the Downtown Campus. Kilbride then outlined the funding plan for each project, including using $12 million in donations to be raised by the Foundation, $6.5 of which would be used for "repayment of university

---

Plant, Clark informed Tant to redirect these utilities commitments to the Energy Plant over time to "make central whole for funding the project." In other words, the University planned to repay the costs of the Energy Plant with central E&G carryforward funds over time. This was reflected in notes in the September 26, 2017 version of the E&G Commitments List and subsequent versions thereafter, and confirmed in follow up conversations with Tant.

[81] The remaining $5.5 million of the $12 million philanthropic goal was earmarked for repaying portions of the Downtown Academic Building ($5 million) and the Downtown Centroplex ($500,000) projects.

[82] Clark's suggestion was to meet with Merck and Curtis Sawyer, the Associate VP of University Services, to get their support for the plan. Clark previously sent Sawyer the October 2017 Repayment Schedule, and was likely including him because he was with the University's direct support organization responsible for parking and transportation and the repayment plan included the downtown parking garage.

[83] UBC member attendees were Cristina Barreto (Student Government Leadership), Scott Cole (General Counsel), Maribeth Ehasz (VP for Student Development & Enrollment Services), Grant Heston (VP for Communication & Marketing), Elizabeth Klonoff (Vice President for Research and Dean of the College of Graduate Studies), CFO Merck, John Pittman (Associate Vice President for Debt Management), and, attending by phone, Deb German (Dean and VP for Health Affairs, College of Medicine). Non-member attendees were Donna DuBuc, Lisa Jones (Associate Provost of Strategy and Special Assistant to the President), Robert Taft (Chief Audit Executive), Mark Wray (Information Systems Training Specialist Lead), and, attending by phone, Mike Morsberger (CEO, UCF Foundation).

resources." The minutes do not indicate that UBC members were told what types of funds comprised "university resources" or that the University had loaned E&G carryforward funds to pay for some of the Phase I projects. For their part, Seymour and Kilbride advised us that they did not understand how the University was internally financing these projects or what specific funds were being used, and that the information they presented at this meeting had been supplied by Merck and/or Clark. They also indicated that they were not familiar with the BOG regulations or restrictions on the use of E&G funds and had no idea there was anything potentially improper about the funding of these projects. The UBC was not asked to vote or take any action on the funding update presented by Seymour and Kilbride. (Exhibit 249).

The minutes for this meeting do not reflect that the Repayment Schedule was shared with UBC members or discussed during the meeting. It was not included with the agenda or other meeting materials that were circulated in advance of the meeting or included in the PowerPoint that was presented. (Exhibit 250). In connection with the investigation, we received a copy of the December 2017 version of the Repayment Schedule (titled "Downtown Funding Plan") in a PDF file that also contained the UBC agenda and meeting minutes for March 26, 2018. This version of the Repayment Schedule indicates that "central E&G reserve" funds were used for the CEM project, but still shows the Energy Plant, Student Center and Infrastructure projects as unfunded. It does show, however, a plan to repay the costs of those projects using E&G funds. (*See id.* at 4-5). We found that, despite being included in the PDF file, this document was not provided to or discussed with UBC members in connection with the March 2016 meeting.[84] Moreover, UBC members we interviewed confirmed that they had never seen the document before.

University officials (primarily F&A staff) continued discussing plans to repay the loans for the Downtown Campus projects intermittently from April through at least September 2018. As reflected in the corresponding versions of the Repayment Schedule, as of April 2018 the University still planned to use E&G funds to repay portions of these three projects, but by September 10 had changed the plan so E&G funds would not be used, presumably in response to the TCH controversy. (Exhibits 248, 252 & 253).

We found no evidence that the University made any repayments towards these loans as of late August 2018, when the funding of TCH came under scrutiny and officials began repaying E&G funds that had been used to fund its construction. The Budget Office's intent with setting up the E&G Central Carryforward Internal Projects Account was to track the outstanding balances and repayments, but a review of the ledger for activity in this account confirmed the University made no repayments towards these projects as of August 23, 2018. Similarly, Associate Controller Hodum, who helped prepare the draft amortization and repayment schedule for the Energy Plant in March

[84] Donna DuBuc requested the 2017 Repayment Schedule from Mike Kilbride following the meeting and then apparently created a PDF that included it, as well as the meeting agenda and minutes. Kilbride advised us that he does not believe the Repayment Schedule was discussed or distributed at the UBC meeting, and that DuBuc asked him for it because she did not receive a copy at the meeting (which she attended). (Exhibit 251).

2017, confirmed no payments matching the repayment schedule were made through 2018.

Furthermore, it does not appear that the plans to institute a fundraising campaign to assist in repaying the Energy Plant loan and funding other Downtown Campus projects ever got past the planning stage. Multiple witnesses from the Foundation, including CEO Morsberger, confirmed there was never a formal fundraising campaign established for this purpose. Despite attending at least one meeting where the $12 million fundraising goal was discussed, Paul Baker (who was hired in 2017 as the Foundation's dedicated person for the Downtown Campus philanthropic efforts) remembered nothing about the goal or any plan to solicit donations to repay loans made by the University to fund some of the downtown projects. While the Foundation did raise approximately $1.65 million in donations for the Downtown Campus beyond the initial $20 million it raised for the Dr. Phillips Academic Commons building (as part of the 20-20-20 plan), Baker confirmed these additional donations were earmarked for specific purposes, such as naming rights for the plaza and fountain for the Dr. Phillips Academic Commons building and a Downtown Campus mentoring program. We found no evidence these funds were transferred to the central E&G reserve account that funded the loans for the Energy Plant, Student Center and Infrastructure projects.

While apparently not pursued—at least as of late August 2018—it is notable that the University's plan for repaying these loans included using *future* E&G carryforward funds from its central reserve. Thus, this is not a situation where the University was merely planning to temporarily fund these capital projects using impermissible E&G funds and then subsequently replace them with funds that could be permissibly used.

The absence of a viable plan to repay the loans is further reason why they should not have been made in the first place. As Merck himself explained at a BOT meeting in January 2017 in response to a question from Chair Marchena about the process for using internal loans to fund capital projects and the related limitations: "… we've gotta have a plan for replenishing that with some revenue source. … if we can't figure out how to pay it back, we can't borrow from ourselves." (Exhibit 254).

f) *Knowledge and understanding of relevant regulations*

The individuals principally involved in the decisions to use E&G funds for all four of the Downtown Campus projects at issue (CEM, Energy Plant, Student Center and Infrastructure), namely Provost Whittaker, CFO Merck and Tracy Clark, all declined to be interviewed, and therefore we cannot say with certainty what their rationale was or if they knew the funding for these projects was improper or potentially improper. Evidence of their respective knowledge and understanding of the BOG regulations, including limits on the use of E&G funds, has already been discussed elsewhere in this Report. Notably, the Energy Plant and Infrastructure projects involved new construction, which Merck and Clark have previously acknowledged E&G funds could not be used for (at least without risking an adverse audit finding by the State Auditor General). As indicated earlier in this section, while Whittaker, Merck and Clark each gave a deposition to PIE Committee investigators, their testimony did not address who

approved the funding for these Downtown Campus projects, the rationale for the funding or whether they personally believed the use of E&G funds for the projects was permissible.

Interim President Seymour, who served as the Vice Provost for the Downtown Campus during the relevant time, did not make the decisions to use E&G funds for any of these projects. Nevertheless, he received documents after the fact indicating that at least the CEM project, if not the others, was funded with E&G. He also received materials to present on the Student Center funding which included a vague description of the funding source. Seymour received no training on the BOG regulations, nor was he told about limits on the use of E&G funds or warned of any risks associated with using such funds for any of the Downtown Campus projects. We find, therefore, that if Seymour knew of the specific funding for CEM or any of the other three projects from these documents, he did not understand the significance of using E&G funds or that such funding was improper.

g) *Timing concerns*

We found that the timing of the transfer of E&G carryforward funds to the construction account for the CEM project ($5 million in November 2016) was based on a legitimate need for at least some of the funds; namely, a request from the architect to start design work. It does not appear to have been motivated solely by an impending carryforward balance report to the BOT or a desire to reduce the University's carryforward balance.

On the other hand, the timing of the transfers to the construction accounts for the Energy Plant, Student Center and Infrastructure projects ($21.7 million on October 31, 2017) does not appear to have been based on any immediate need for funding, but rather seems to have been driven primarily by the updated carryforward report due to the BOG a few weeks later and a desire to report a balance that did not include the transferred funds.

V. REPAYMENT OF IMPROPERLY TRANSFERRED E&G FUNDS

As part of this engagement, BCLP was asked to determine the current status of the E&G funds that UCF improperly transferred to the In-Scope Projects, as discussed in the preceding sections and summarized in Appendix B. BCLP asked PwC to perform this analysis, and specifically to determine whether the E&G funds that were transferred and/or spent have been returned or replaced with non-E&G funds.

As relevant background, in late August and September 2018, following the report by the State Auditor General that E&G funds had been misused for the construction of Trevor Colbourn Hall ("TCH"), UCF replaced the $38.2 million of E&G funds spent on TCH with non-E&G funds. Additionally, UCF Finance & Accounting and Facilities personnel, led by Interim CFO Kathy Mitchell, reviewed records from the previous ten years and identified other potentially inappropriate transfers of E&G funds to construction accounts for additional capital projects ("UCF Identified Additional Projects"). UCF determined that $46.5 million of E&G had been transferred to these projects, of which $14.1 million had been spent. In September 2018, UCF returned from the construction project accounts for the UCF Identified Additional Projects the $32.4 million of unspent E&G funds and replaced the $14.1 million of spent E&G funds with funds from non-E&G sources.

Some of the projects identified by BCLP during this investigation as having received improper transfers of E&G funds were also among the UCF Identified Additional Projects. For those projects, PwC performed procedures to verify that the University returned unspent E&G funds to E&G accounts and replaced spent E&G funds with funds from non-E&G sources. PwC discussed this effort to return or replace these E&G funds with Kathy Mitchell and requested and reviewed related accounting records and other documents including journal entries and supporting spreadsheets, email communications, internal memos and BOT materials.

We found that because the methodology used by UCF to identify the UCF Identified Additional Projects was different than the methodology used by BCLP in this investigation, the University replaced the E&G funds improperly transferred to some, but not all, of the projects identified by BCLP. Specifically, of the approximately $61.3 million of E&G funds improperly transferred to the projects identified by BCLP, UCF returned or replaced approximately $41.3 million. The table below provides these details[85]:

[85] The University also replaced approximately $5.1 million of E&G funds that had been transferred to four other UCF Identified Construction Projects which were not identified by BCLP as part of this investigation and are therefore outside the scope of this Report. Those four projects are: Facilities Surplus Showroom ($2 million of E&G transferred), Main Campus District Energy Plant ($1.2 million transferred), The Venue ($1.075 million transferred) and The Band Building ($862,704 transferred).

Project Name	Total E&G Transferred	Total E&G Returned	Difference
College of Medicine FF&E	$ 2,412,989	$ -	$ 2,412,989
CREOL Building Roof	2,622,723	-	2,622,723
Combined Heating and Power Plant	11,137,183	-	11,137,183
Global UCF	5,405,055	1,626,588	3,778,467
CREOL Phase II Expansion	4,017,000	4,017,000	-
Research I - FF&E	3,000,000	3,000,000	-
Research I - Lab Buildouts	6,000,000	6,000,000	-
Center for Emerging Media	5,000,000	5,000,000	-
Downtown Student Center	5,400,000	5,400,000	-
Downtown Energy Plant	11,500,000	11,500,000	-
Downtown Infrastructure	4,800,000	4,800,000	-
	$ 61,294,950	$ 41,343,588	$ 19,951,362

We determined that the University returned unspent E&G funds in the amount of $31,640,899 for the projects listed in the table above back to E&G accounts. We further determined that the University replaced spent E&G funds in the amount of $9,702,689 for the projects listed in the table above from the following non-E&G sources:

Research contracts and grants overhead accounts	$ 7,573,456
Various auxiliary accounts	2,129,233
	$ 9,702,689

Regarding the funds transferred from the contracts and grants overhead accounts, Kathy Mitchell explained that these funds were earmarked in University research contracts and grants for administrative overhead and were therefore legally available to be used on capital projects, and that these funds were used to replace the E&G funds that had been spent on Research I. We relied upon this representation and did not review the related research contracts and grants.

To summarize, we conclude that UCF has either returned or replaced $41.3 million of the $61.3 million in E&G funds that were improperly transferred to the In-Scope Projects, and that any replacement of spent E&G funds was done using non-E&G funds. Additionally, as noted in Section IV.C. above, we found that of the $2.6 million that was transferred for the CREOL roof, a portion was returned to E&G accounts and the balance was ultimately spent on deferred maintenance projects, which were an appropriate use of E&G funds. Accordingly, it is our conclusion that approximately $17.4 million of E&G funds still need to be returned or replaced by UCF as of the date of this Report.

APPENDIX A

List of Witnesses Interviewed

Interviewee	Date(s) of Interview	Position
Baker, Paul	7/22/2019	Senior Philanthropic Advisor, UCF Foundation
Bottorff, Allen	5/2/2019	Former Director of Downtown Campus Facilities
Bradley, Dale	7/30/2019	University Budgets Director, Board of Governors
Brown, Troy	5/22/2019	The Bogdahn Group
Brown-Neal, Lashanda	6/28/2019 7/9/2019	Associate Director, Business Office, Facilities & Safety Resource Management
Cochran, Karen	7/1/2019	Associate VP, Central Advancement
Coelho, Keith	7/2/2019	Manager Energy Management
Cole, Scott	5/1/2019 7/2/2019	Vice President and General Counsel
Daelo, Ren	4/30/2019	Director, Facilities Planning
DuBuc, Donna	6/10/2019	Associate Director, Budget, Planning and Administration
Francis, Albert	5/1/2019 6/11/2019	Assistant Controller
Garcia, Nester	6/11/2019	Accountant III, Business Office, Facilities & Safety Resource Management
Garvy, Robert	7/22/2019	Member, Board of Trustees
German, Deb	6/11/2019	Dean and VP for Health Affairs, College of Medicine
Gonzalez, Lynn	5/1/2019	Associate Vice Provost for Academic Budget and Personnel Administration
Hagan, Isabel	5/2/2019	Project Coordinator II
Hartman, Joel	6/10/2019	Vice President Information Technologies & Resources
Heston, Grant	7/2/2019	Vice President for Communications and Marketing
Hill, Cathy	6/11/2019	University Accountant II
Hodum, Brad	6/12/2019	Interim University Controller
Jones, Tim	5/1/2019 7/30/2019	Vice Chancellor, Finance and Administration, and Chief Financial Officer, Board of Governors
Kilbride, Mike	5/2/2019	Assistant VP, Downtown Campus
Kinsley, Chris	7/1/2019 7/26/2019	Assistant Vice Chancellor, Finance and Facilities, Board of Governors
Lartonoix, Paul	4/30/2019	Assistant Vice President of Theatre UCF and Assistant Dean in the College of Arts and Humanities
Marchena, Marcos	7/18/2019	Former Chair, Board of Trustees
Martin, Bill	5/1/2019	Director of Facilities, Planning and Construction
Martinez, Melody	5/1/2019	University Accountant III
Martins, Alex	7/22/2019	Vice Chair, Board of Trustees
Mitchell, Kathy	7/17/2019	Associate Director, University Audit; former Interim CFO
Morseberger, Mike	7/2/2019	Vice President for Advancement and CEO, UCF Foundation

List of Witnesses Interviewed

Interviewee	Date(s) of Interview	Position
Norvell, David	7/1/2019	Assistant Vice President of Sustainability Initiatives
O,Hara, Barbara	6/19/2019	Director of Life Sciences at the College of Medicine
Omli, Steven	6/19/2019	Assistant Dean, Medical School Finances
Rogers, Tiffani	4/30/2019	Administrative Coordinator III
Santiago, Conrad	5/2/2019	Former Member, Board of Trustees
Seabrook, Gina	5/2/2019	Construction Specialist
Seymour, Thad	7/2/2019	Interim University President
Soileau, M.J.	6/11/2019	University Distinguished Professor of Optics & Photonics, ECE & Physics
Tant, Christina	6/12/2019	Former University Controller
Wagenhauser, Mark	6/11/2019	Associate Director and Business Manager of CREOL
Walsh, David	7/1/2019	Member, Board of Trustees
West, David	5/22/2019	The Bogdahn Group

APPENDIX B

List of In-Scope Projects

Project Name	Total E&G Transferred	Timing of E&G Transfer(s)
College of Medicine – FF&E	$2,412,989	April 2012 – June 2012
CREOL Building Roof	$2,622,723	May 2012 – June 2012
Combined Heating & Power Plant	$11,137,183	March 2012 – December 2012
Global UCF	$5,405,055*	May 2014 – June 2016
CREOL Phase II Expansion	$4,017,000	February 2016 – May 2018
Center for Emerging Media	$5,000,000	November 2016
Research I – FF&E	$3,000,000	May 2017
Research I – Lab Buildouts	$6,000,000	May 2017
Downtown Student Services Center	$5,400,000	October 2017
Downtown Energy Plant	$11,500,000	October 2017
Downtown Infrastructure	$4,800,000	October 2017
Total E&G Transferred	**$61,294,950**	

*This amount includes direct transfers of E&G funds as well as the estimated portions of transfers from an investment earnings auxiliary account that should have been allocated to E&G

APPENDIX C

Summary of E&G Transfers to In-Scope Projects

Project	Ledger	Fiscal Year	Date	E&G Transfer Amount	Transfer Source Account	Transfer Destination Account
College of Medicine - FF&E	General Ledger	2011-2012	4/18/2012	$4,441	Admin & Finance (A&F)-Land & Nat Resources E&G	UCF522-COM ADDL RESOURCES
	Budget Ledger	*2011-2012*	*6/25/2012*	*$2,384,676*	*Central Carryforward*	*COM Biomedical Science Department Carryforward*
	General Ledger	2011-2012	6/26/2012	$2,384,676	COM Biomedical Science Department Carryforward	UCF522-COM ADDL RESOURCES
	Budget Ledger	*2011-2012*	*6/28/2012*	*$23,873*	*Central Carryforward*	*COM Biomedical Science Department Carryforward*
	General Ledger	2011-2012	6/28/2012	$23,872	COM Biomedical Science Department Carryforward	UCF522-COM ADDL RESOURCES
Total E&G Transferred to College of Medicine - FF&E				**$2,412,989**		
CREOL Building Roof	General Ledger	2011-2012	5/23/2012	$57,200	A&F-Physical Plant Carryforward	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$1,365,232	A&F-Phys. Plant FO-Operations E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$729,723	A&F-Phys. Plant Fac & Saf-Carryforward	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$100,660	A&F-General DSEM-Operations E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$70,589	A&F-Phys. Plant Fac & Saf-Business Office E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$40,175	A&F-Land & Nat Res Land & Nat Res-Operations E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$28,900	A&F-Phys. Plant FO-Rosen Operations E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$27,674	A&F-Phys. Plant FO-Utilities E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$21,136	A&F-Energy Sustain UES-Energy Projects E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$20,506	A&F-Phys. Plant FO-Operations Reserve E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$18,978	A&F-Phys. Plant FO-Carryforward	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$13,761	A&F-Energy Sustain UES-Carryforward	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$12,095	A&F-Phys. Plant FO-Postal Services E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$11,454	A&F-Phys. Plant FO-Maintenance E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$11,425	A&F-Facilities Pln Fac Pln-Operations E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$10,821	A&F-Police UN Pol-Operations E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$10,277	A&F-Phys. Plant FO-Film And Digital Media E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$9,686	A&F-Phys. Plant FO-Solid Waste & Recycling E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$8,979	President-Univ Compli & Ethics UN Compl Ethics-Dept Insur E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$8,741	A&F-Phys. Plant FO-Building Services E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$8,018	A&F-Phys. Plant FO-Central Receiving E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$7,915	A&F-Phys. Plant FO-Shared Fleet E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$5,027	A&F-Land & Nat Res Land & Nat Res-Carryforward	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$3,868	A&F-Phys. Plant FO-Lake Nona Operations E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$3,634	A&F-Land & Nat Res Land & Nat Res-Campus Enhance E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$3,006	A&F-Env Health & Safety EHS-Biological Safety E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$2,901	A&F-Env Health & Safety EHS-Radiation Control E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$2,066	A&F-Phys. Plant FO-Work Control Center E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$1,767	A&F-Phys. Plant FO-Roofing & Contracted Repair E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$1,651	A&F-Phys. Plant FO-Transportation E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$1,178	A&F-Env Health & Safety EHS-Chemical Waste Mgmt E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$809	A&F-Env Health & Safety EHS-Air Quality E&G	FI PROJECT #12053006 N

Summary of E&G Transfers to In-Scope Projects

Project	Ledger	Fiscal Year	Date	E&G Transfer Amount	Transfer Source Account	Transfer Destination Account
CREOL Building Roof, cont.	General Ledger	2011-2012	6/28/2012	$709	A&F-Phys. Plant FO-FSEC E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$575	A&F-Phys. Plant FO-Service Blankets E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$545	A&F-Phys. Plant FO-Burnett House E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$468	A&F-Env Health & Safety EHS-Fire Extinguisher Maint E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$396	A&F-Phys. Plant FO-POM Civic Theatre E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$175	A&F-Phys. Plant FO-Special Projects E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$1	A&F-Phys. Plant FO-Rdwy Maint And Traffic Sign E&G	FI PROJECT #12053006 N
	General Ledger	2011-2012	6/28/2012	$1	President-Univ Compliance & Ethics Property Insurance E&G	FI PROJECT #12053006 N
Total E&G Transferred to CREOL Building Roof				**$2,622,723**		
Combined Heating and Power Plant	General Ledger	2011-2012	3/1/2012	$87,222	A&F-UES-Energy Projects E&G	UCF555-COMBINED HEAT/PWR PLNT
	General Ledger	2011-2012	3/1/2012	$25	A&F-UES-Energy Projects E&G	UCF555-COMBINED HEAT/PWR PLNT
	General Ledger	2011-2012	4/19/2012	$74,288	A&F-UES-Energy Projects E&G	UCF555-COMBINED HEAT/PWR PLNT
	Budget Ledger	*2012-2013*	*9/21/2012*	*$10,853,000*	*Central Carryforward*	*Facilities Carryforward*
	General Ledger	2012-2013	9/26/2012	$10,853,000	Facilities Carryforward	UCF555-COMBINED HEAT/PWR PLNT
	General Ledger	2012-2013	11/29/2012	$2,000	A&F-UES-Operations E&G	UCF555-COMBINED HEAT/PWR PLNT
	General Ledger	2012-2013	12/5/2012	$120,648	A&F-UES-Energy Projects E&G	UCF555-COMBINED HEAT/PWR PLNT
Total E&G Transferred to Combined Heating and Power Plant				**$11,137,183**		
Global UCF	General Ledger	2013-2014	5/8/2014	$84,171	Investment Earnings Auxiliary	UCF572-GLOBAL UCF ACHIEVEMENT
	General Ledger	2013-2014	5/15/2014	$49,494	Investment Earnings Auxiliary	UCF572-GLOBAL UCF ACHIEVEMENT
	General Ledger	2014-2015	7/18/2014	$149,483	Investment Earnings Auxiliary	UCF572-GLOBAL UCF ACHIEVEMENT
	General Ledger	2014-2015	12/17/2014	$3,495,319	Investment Earnings Auxiliary	UCF572-GLOBAL UCF ACHIEVEMENT
	General Ledger	2014-2015	4/20/2015	$6,588	Communications and Marketing E&G	UCF572-GLOBAL UCF ACHIEVEMENT
	Budget Ledger	*2015-2016*	*6/30/2016*	*$1,620,000*	*Central Carryforward*	*Facilities Carryforward*
	General Ledger	2015-2016	6/30/2016	$1,620,000	Facilities Carryforward	UCF572-GLOBAL UCF ACHIEVEMENT
Total E&G Portion of Inv. Earnings Transferred to Global UCF				$3,778,467		
Total E&G Transferred to Global UCF				$1,626,588		
Total E&G Portion of Inv. Earnings and E&G Transferred to Global				**$5,405,055**		
CREOL Phase II Expansion	*Budget Ledger*	*2015-2016*	*7/31/2015*	*$4,000,000*	*Central Carryforward*	*College of Optics and Photonics Carryforward*
	General Ledger	2015-2016	2/18/2016	$4,000,000	College of Optics and Photonics Carryforward	UCF581-CREOL PHASE II EXPANSION
	General Ledger	2017-2018	5/21/2018	$17,000	College of Optics and Photonics Carryforward	UCF581-CREOL PHASE II EXPANSION
Total E&G Transferred to CREOL Phase II Expansion				**$4,017,000**		
Center for Emerging Media	*Budget Ledger*	*2016-2017*	*11/22/2016*	*$5,000,000*	*Central Carryforward*	*Facilities Carryforward*
	General Ledger	2016-2017	11/28/2016	$5,000,000	Facilities Carryforward	UCF578A - CEM RENOVATION
Total E&G Transferred to Center for Emerging Media				**$5,000,000**		

Summary of E&G Transfers to In-Scope Projects

Project	Ledger	Fiscal Year	Date	E&G Transfer Amount	Transfer Source Account	Transfer Destination Account
Research I - FF&E	*Budget Ledger*	*2016-2017*	*5/8/2017*	*$3,000,000*	*Central Carryforward*	*Facilities Carryforward*
	General Ledger	2016-2017	5/25/2017	$3,000,000	Facilities Carryforward	UCF554-INTERDISC. RES & INCUB
Total E&G Transferred to Research I - FF&E				**$3,000,000**		
Research I - Lab Buildouts	*Budget Ledger*	*2015-2016*	*5/16/2017*	*$1,700,000*	*Academic Affairs Faculty Commitments Carryforward*	*Office of Research Carryforward*
	Budget Ledger	*2015-2016*	*5/18/2017*	*$2,300,000*	*Central Carryforward*	*Office of Research Carryforward*
	General Ledger	2016-2017	5/25/2017	$4,000,000	Office of Research Carryforward	UCF554-INTERDISC RES & INCUB BO
	General Ledger	2016-2017	5/25/2017	$500,000	College of Engr/Comp Sci "IT Perform Fund" Carryforward	UCF554-INTERDISC RES & INCUB BO
	General Ledger	2016-2017	5/25/2017	$500,000	College of Engr/Comp Sci Carryforward	UCF554-INTERDISC RES & INCUB BO
	General Ledger	2016-2017	5/25/2017	$900,000	College of Sciences Carryforward	UCF554-INTERDISC RES & INCUB BO
	General Ledger	2016-2017	5/25/2017	$100,000	Research – Nanoscience Central Reserve E&G	UCF554-INTERDISC RES & INCUB BO
Total E&G Transferred to Research I - Lab Buildouts				**$6,000,000**		
Downtown Student Services Center	*Budget Ledger*	*2017-2018*	*10/31/2017*	*$2,700,000*	*Academic Affairs Division Carryforward*	*Student Development & Enroll Svc Carryforward*
	Budget Ledger	*2017-2018*	*10/31/2017*	*$2,700,000*	*Central Carryforward Internal Projects*	*Student Development & Enroll Svc Carryforward*
	General Ledger	2017-2018	10/31/2017	$5,400,000	Student Development & Enroll Svc Carryforward	UCF578C-DOWNTOWN STUDENT CENTER
Total E&G Transferred to Downtown Student Services Center				**$5,400,000**		
Downtown Energy Plant	*Budget Ledger*	*2017-2018*	*10/31/2017*	*$11,500,000*	*Central Carryforward Internal Projects*	*Facilities Carryforward*
	General Ledger	2017-2018	10/31/2017	$11,500,000	Facilities Carryforward	UCF586-DOWNTOWN CENTRAL ENERGY
Total E&G Transferred to Downtown Energy Plant				**$11,500,000**		
Downtown Infrastructure	*Budget Ledger*	*2017-2018*	*10/31/2017*	*$4,800,000*	*Central Carryforward Internal Projects*	*Facilities Carryforward*
	General Ledger	2017-2018	10/31/2017	$4,800,000	Facilities Carryforward	UCF578B-CIVIL, INFRASTRUCTURE
Total E&G Transferred to Downtown Infrastructure				**$4,800,000**		

APPENDIX D

Summary of Expenditures for In-Scope Projects

College of Medicine – FF&E
Summary of Project Expenditures by Category/Fiscal Year

	Fiscal Years July 1 through June 30				
Category	**2008-2009**	**2009-2010**	**2010-2011**	**2011-2012**	**Total**
Furniture Fixtures & Equipment	$ 4,118	$ 1,185,167	$ 1,102,256	$ 93,135	**$ 2,384,676**

CREOL Building Roof
Summary of Project Expenditures by Category/Fiscal Year

	Fiscal Years July 1 through June 30						
Category	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2016-2017**	**Total**
Construction	$ -	$ -	$ -	$ -	$ 440,403	$ 126,257	**$ 566,660**
Roof Study	25,865	-	-	-	-	-	**25,865**
Total	**$ 25,865**	**$ -**	**$ -**	**$ -**	**$ 440,403**	**$ 126,257**	**$ 592,525**

Combined Heating and Power Plant
Summary of Project Expenditures by Category/Fiscal Year

	Fiscal Years July 1 through June 30					
Category	**2010-2011**	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**Total**
Design	$ 283,546	$ -	$ -	$ -	$ -	**$ 283,546**
Permits & Inspections	3,727	24,550	-	-	-	**28,277**
Construction	491,086	4,248,511	943,437	110,343.00	445,000.00	**6,238,377**
Furniture Fixtures & Equipment	5,638,595	87,247	612,927	-	-	**6,338,769**
Total	**$ 6,416,954**	**$ 4,360,308**	**$ 1,556,364**	**$ 110,343**	**$ 445,000**	**$ 12,888,969**

CREOL Phase II Expansion
Summary of Project Expenditures by Category/Fiscal Year

	Fiscal Years July 1 through June 30			
Category	**2016-2017**	**2017-2018**	**2018-2019**	**Total**
Design	$ 304,005	$ 114,292	$ 69,861	**$ 488,158**
Permits & Inspections	-	26,291	16,454	**42,745**
Construction	133	394,555	4,313,477	**4,708,165**
Total	**$ 304,138**	**$ 535,138**	**$ 4,399,792**	**$ 5,239,068**

Global UCF
Summary of Project Expenditures by Category/Fiscal Year

	Fiscal Years July 1 through June 30				
Category	**2014-2015**	**2015-2016**	**2016-2017**	**2017-2018**	**Total**
Design	$ 584,135	$ 148,698	$ 384,369	$ 11,184	**$ 1,128,386**
Permits & Inspections	88,350	23,717	6,837	20	**118,924**
Construction	2,682,980	9,510,258	1,121,048	17,345	**13,331,632**
Furniture Fixtures & Equipment	51	1,861,045	158,599	5,851	**2,025,546**
Total	**$ 3,355,516**	**$11,543,718**	**$ 1,670,853**	**$ 34,401**	**$ 16,604,488**

Center for Emerging Media
Summary of Project Expenditures by Category/Fiscal Year

	Fiscal Years July 1 through June 30			
Category	**2016-2017**	**2017-2018**	**2018-2019**	**Total**
Design	$ 17,600	$ 65,407	$ 242,330	**$ 325,337**
Permits & Inspections	-	4,600	17,296	**21,896**
Construction	12,533	15,662	1,723,671	**1,751,866**
Furniture Fixtures & Equipment	-	-	884	**884**
Total	**$ 30,133**	**$ 85,669**	**$ 1,984,181**	**$ 2,099,983**

Research I – FF&E
Summary of Project Expenditures by Category/Fiscal Year

	Fiscal Years July 1 through June 30			
Category	**2016-2017**	**2017-2018**	**2018-2019**	**Total**
Furniture Fixtures & Equipment	$ 785,909	$ 1,091,467	$ 56,424	**$ 1,933,800**

Research I - Lab Buildouts
Summary of Project Expenditures by Category/Fiscal Year

	Fiscal Years July 1 through June 30			
Category	**2016-2017**	**2017-2018**	**2018-2019**	**Total**
Design	$ -	$ 130,000	$ 65,000	**$ 195,000**
Construction	264,103	4,679,353	6,968	**4,950,424**
Total	**$ 264,103**	**$ 4,809,353**	**$ 71,968**	**$ 5,145,424**

Downtown Student Services Center
Summary of Project Expenditures by Category/Fiscal Year Month

	Fiscal Year 2018-2019												
Category	**July**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**June**	**Total**
Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ 276,032	$ -	$ 593,428	$ 325,532	$ 443,926	$ -	**$ 1,638,919**
Furniture Fixtures & Equipment	-	-	-	-	90,908	-	153,668	-	6,190	55,692	5,694	14,224	**326,377**
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ 90,908**	**$ -**	**$ 429,701**	**$ -**	**$ 599,618**	**$ 381,225**	**$ 449,620**	**$ 14,224**	**$ 1,965,296**

Downtown Energy Plant
Summary of Project Expenditures by Category/Fiscal Year Month

	Fiscal Year 2017-2018												
Category	**July**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**June**	**Total**
Design	$ -	$ -	$ -	$ -	$ 200,000	$ -	$ 1,350	$ 1,620	$ -	$ -	$ -	$ -	**$ 202,970**
Permits & Inspections	-	-	-	-	-	-	-	8,108	1,750	-	-	-	**9,858**
Construction	-	-	-	-	-	-	1,230	-	-	-	-	14,405	**15,635**
Furniture Fixtures & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	**-**
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ 200,000**	**$ -**	**$ 2,580**	**$ 9,728**	**$ 1,750**	**$ -**	**$ -**	**$ 14,405**	**$ 228,463**

	Fiscal Year 2018-2019												
Category	**July**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**June**	**Total**
Design	$ -	$ 250,895	$ 90,454	$ -	$ 336,074	$ -	$ 3,650	$ -	$ 4,750	$ -	$ -	$ 90,614	**$ 776,437**
Permits & Inspections	-	-	4,375	-	-	-	3,866	11,522	23,742	-	435	31,396	**75,336**
Construction	-	139,541	108	8	2,705	3,465	222,055	455,847	180,259	3,725,516	1,160,012	2,352,733	**8,242,250**
Furniture Fixtures & Equipment	-	-	-	-	-	-	-	1,687	36,724	-	-	-	**38,411**
Total	**$ -**	**$ 390,436**	**$ 94,937**	**$ 8**	**$ 338,779**	**$ 3,465**	**$ 229,571**	**$ 469,055**	**$ 245,476**	**$ 3,725,516**	**$ 1,160,447**	**$ 2,474,743**	**$ 9,132,434**

Category	**Total All Months**
Design	**$ 979,407**
Permits & Inspections	**85,194**
Construction	**8,257,885**
Furniture Fixtures & Equipment	**38,411**
Total	**$ 9,360,897**

Downtown Infrastructure
Summary of Project Expenditures by Category/Fiscal Year Month

	Fiscal Year 2016-2017												
Category	**July**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**June**	**Total**
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 83,399	$ -	**$ 83,399**
Permits & Inspections	-	-	-	-	-	-	-	-	-	-	-	-	**-**
Construction	-	-	-	-	-	-	-	-	-	-	-	-	**-**
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 83,399**	**$ -**	**$ 83,399**

	Fiscal Year 2017-2018												
Category	**July**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**June**	**Total**
Design	$ -	$ 19,024	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 19,024**
Permits & Inspections	-	-	-	-	-	17,350	-	16,030	-	-	-	10,746	**44,126**
Construction	-	-	-	-	-	-	-	11,832	-	-	-	-	**11,832**
Total	**$ -**	**$ 19,024**	**$ -**	**$ -**	**$ -**	**$ 17,350**	**$ -**	**$ 27,862**	**$ -**	**$ -**	**$ -**	**$ 10,746**	**$ 74,981**

	Fiscal Year 2018-2019												
Category	**July**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**June**	**Total**
Design	$ 63,013	$ -	$ 61,725	$ -	$ -	$ -	$ 73,478	$ 16,095	$ 92,700	$ 38,572	$ 8,075	$ 40,587	**$ 394,246**
Permits & Inspections	-	-	3,150	1,200	3,468	2,300	3,825	4,799	250	-	10,062	-	**29,055**
Construction	-	-	-	-	34,497	11,832	-	293,056	578,173	745,243	1,243,360	705,044	**3,611,205**
Total	**$ 63,013**	**$ -**	**$ 64,875**	**$ 1,200**	**$ 37,966**	**$ 14,132**	**$ 77,303**	**$ 313,951**	**$ 671,123**	**$ 783,814**	**$1,261,497**	**$ 745,631**	**$4,034,506**

Category	**Total All Months**
Design	**$ 496,668**
Permits & Inspections	**73,180**
Construction	**3,623,037**
Total	**$4,192,886**

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

Office of the Chancellor
325 West Gaines Street, Suite 1614
Tallahassee, FL 32399
Phone 850.245.0466
Fax 850.245.9685
www.flbog.edu

February 8, 2019 (via email)

Mr. R. Joseph Burby, IV
Bryan Cave Leighton Paisner LLP
One Atlantic Center 14th Floor
1201 West Peachtree Street NW
Atlanta, Georgia 30309 3471

Re: Engagement of Bryan Cave Leighton Paisner LLP

Dear Mr. Burby:

On January 31, 2019, the Board of Governors approved a motion to continue the investigation into the use and/or transfer of Education and General Funds (E&G funds) at the University of Central Florida (UCF) for capital projects, beyond the funds used for the construction of Trevor Colbourn Hall. We would like to retain the services of your firm to conduct this broader scoped investigation into UCF's utilization of E&G funds for actual or planned capital projects.

Specifically, we are requesting you to identify all E&G funds transferred into UCF construction accounts since July 1, 2010, to determine the usage or intended usage of those funds and their earnings, and the current status of those funds. Additionally, we are asking you to determine how this was done, at whose direction, and for what purpose.

At the conclusion of the investigation, we are requesting a written report of your findings and conclusions, and a presentation of those findings and conclusions to the Board's Audit and Compliance Committee.

If this arrangement is acceptable, please let us know how to proceed to get a retainer agreement in place. UCF will be serving as the fiscal agent on this agreement to remit payment for services rendered, but the Board of Governors will be the client.

Thank you for your assistance and we look forward to hearing from you.

Sincerely,



Ned Lautenbach, Chair

c: Tim Cerio, Chair, Board of Governors Audit and Compliance Committee
Beverly J. Seay, Chair, UCF Audit Committee
Marshall M. Criser III, Chancellor
Julie Leftheris, Inspector General
Vikki Shirley, General Counsel

BRYAN CAVE LEIGHTON PAISNER LLP

BRYAN CAVE LEIGHTON PAISNER LLP
One Atlantic Center 14th Floor
1201 W Peachtree St NW
Atlanta GA 30309 3471
T: +1 404 572 6600
F: +1 404 572 6999
www.bclplaw.com

February 25, 2019

CONFIDENTIAL – BY EMAIL

Ned Lautenbach
Chair, Board of Governors
State University System of Florida
325 West Gaines Street – Suite 1614
Tallahassee, FL 32399-0400

Re: Engagement of Bryan Cave Leighton Paisner LLP

Dear Chair Lautenbach:

We are pleased that the State University System of Florida Board of Governors ("Board of Governors") has chosen to engage Bryan Cave Leighton Paisner LLP ("BCLP" or the "Firm") to conduct an independent investigation into the utilization of Education and General funds by the University of Central Florida ("UCF") for actual or planned capital projects since July 1, 2010 (excluding the construction of Trevor Colbourn Hall), as discussed in your letter to me dated February 8, 2019 (the "Engagement"). We understand from your letter that the University of Central Florida Board of Trustees ("UCF Board of Trustees") will serve as the fiscal agent for this engagement and be responsible for the payment of the Firm's invoices.

Consistent with our normal practice, this letter and the attached Statement of Engagement Terms and Billing Practices (the "Statement") set forth the terms of our engagement. The Statement is important and is provided to our clients so that they understand in advance how various issues will be handled.

As we have discussed, BCLP is a large law firm and represents many other companies and individuals. To avoid any misunderstanding in connection with the Engagement, the Board of Governors confirms and agrees that you have not asked BCLP to act as counsel for any other subsidiary, affiliated university, or employee of the Board of Governors as a result of representing you in the Engagement. Furthermore, this letter confirms that the Board of Governors acknowledges and agrees that the Board of Governors is a separate entity from its subsidiaries, affiliated universities, and employees for conflicts of interest purposes and BCLP will not be deemed to have an attorney-client relationship with any subsidiaries, affiliated universities, and employees of the Board of Governors. Finally, the Board of Governors acknowledges that BCLP may have in the past represented, currently represent, or in the future may represent other clients whose interests are adverse to the subsidiaries, affiliated universities, and employees of the Board of Governors and that such adverse representations by BCLP will not give rise to a conflict of interest with the Board of Governors. In order for BCLP to represent any subsidiary, affiliated university, or employee in any Board of Governors matter, the Firm must agree to do so in writing via supplemental terms of engagement.

Our fees for legal services are based on the time we spend on the engagement. In the event the nature of the services requested justifies a departure from that approach, we welcome the opportunity to discuss alternative arrangements. We separately charge for expenses and other charges incurred in connection with rendering our services, all as described in the Statement.

A rate is determined for each of our lawyers, contract attorneys, and legal assistants on the basis of that person's seniority, experience or area of practice, and the geographic location of the office in which that person works. The hourly billing rates may be adjusted periodically most typically effective with the start of each calendar year. We will notify you of the increase in rates in advance, and if acceptable, an addendum to this contract will be executed to reflect the new rates. The rates for our professionals likely to be involved in rendering services in connection with this matter are as follows: Partner Joseph Burby/$550 per hour; Counsel/$470 per hour; Senior Level Associate/$400 per hour; and Junior Level Associate/$280 per hour. This represents a 17% discount off of the standard rates for these professionals in 2018. These are the same rates that were charged to the UCF Board of Trustees in connection with the Trevor Colbourn Hall investigation.

Our billing statements are normally rendered on a monthly basis and are due and payable upon receipt. We endeavor to include expenses and other charges in the statement for the month in which they are incurred. On occasion, however, accounting for certain expenses and charges (i.e., late-posted items or international charges), may be delayed, in which case late-posted items will be billed on the next regular statement. The Firm reserves the right to charge a late payment penalty in the form of interest on any statements not paid within 30 days of the statement date at twelve percent (12%) interest.

It is possible that some of our present or future clients will have disputes with the State University System of Florida ("SUS) or its member institutions during the time that we are representing you. Therefore, as a condition to our undertaking this engagement, you have agreed that if our Firm intends to represent existing or new clients in any matter potentially adverse to the SUS or its member institutions, we will follow the requirements of the Model Rules of Professional Conduct in dealing with the potential conflict. You agree to consent to such representation except where as a result of our representation of you we have obtained sensitive, proprietary or other confidential information of a non-public nature that, if known to any such other client of ours, could be used in any such other matter by such client to the disadvantage of the SUS or its member institutions.

Our attorney-client relationship is one of mutual trust and confidence. We do our best to see to it that our clients are satisfied not only with our services but also with the fees charged for those services. I will be the Responsible Lawyer for this matter. Whenever you have any questions or comments regarding our services or fees, you should contact me or any other attorney in the Firm with whom you are working. We also encourage you to inquire about any matters relating to our fee arrangements or monthly statements that are in any way unclear.

We appreciate the confidence you have placed in us and look forward to working with you. If this letter and the Statement correctly set forth our mutual understanding, please sign and date the enclosed copy of this letter and return it to us with the attached Statement. BCLP will also need the UCF Board of Trustees' express written consent in the space below in connection with the payment of our fees and expenses.

Very truly yours,

R. Joseph Burby, IV

THIS CONTRACT CONTAINS A BINDING ARBITRATION PROVISION WHICH MAY BE ENFORCED BY THE PARTIES.

THESE TERMS INCLUDING THE ATTACHED STATEMENT OF ENGAGEMENT TERMS AND BILLING PRACTICES ARE APPROVED.

DATED: February 26, 2019

State University System of Florida Board of Governors

By: Ned Lautenbach
Its: Chair

READ AND CONSENTED TO:

DATED: February ____, 2019

University of Central Florida Board of Trustees



Signed: Thursday, February 28, 2019

By: Beverly Seay
Its: Chair, Audit and Compliance Committee

Statement of Engagement
Terms and Billing Practices

BRYAN CAVE LEIGHTON PAISNER BCLP

1 Our Team

1.1 You may contact your client relationship lawyer at any time to discuss any aspect of our services.

1.2 Details of the team for each matter, including the Responsible Lawyer with overall responsibility, will be set out in our engagement letter. We may involve others as well or instead (if necessary without asking you first) including paralegals, contract attorneys, trainees, law clerks, non-practicing barristers and lawyers qualified or licensed in various jurisdictions.

2 BCLP Group

2.1 Bryan Cave Leighton Paisner (the "BCLP Group") is a global law firm comprised of a network of affiliated firms and entities ("BCLP Firms"). The locations of our offices and further jurisdiction-specific information, including a description of each of the BCLP Firms can be found at www.bclplaw.com.

3 Fees

3.1 Our general policy is to calculate fees for legal services on the basis of a rate for each lawyer, contract attorney, and legal assistant engaged in providing such services, multiplied by the number of hours (or fractions thereof) devoted to the rendering of such services by each such lawyer, contract attorney, or legal assistant.

3.2 In serving the client we attempt to utilize those lawyers, contract attorneys, and legal assistants having the lowest hourly billing rates commensurate with the legal knowledge and level of experience required in order to achieve the client's objective. Depending on the complexity of your matter, the Firm may use contract attorneys during our representation of you. Unless you are notified otherwise, contract attorneys will be supervised and billed by the Firm the same as other attorneys with similar experience. The selection of those lawyers, contract attorneys, and legal assistants who will render services will be made by the lawyer having overall supervisory responsibility for each engagement, taking into consideration the nature of the engagement, the office in which most of those services are likely to be rendered, the degree of legal experience and knowledge required in order to achieve the client's objective, the availability of lawyers, contract attorneys, and legal assistants to work on the engagement, and their hourly billing rates. We may involve others as well or instead (if necessary without asking you first) including trainees, paralegals, non-practicing barristers and lawyers qualified in various jurisdictions.

4 Conflicts of Interests

4.1 We have procedures in place to prevent our acting for clients when there is a legal conflict of interest. The conflicts of interest rules governing any instruction of the BCLP Group by you will be the applicable conflicts rules in the jurisdiction(s) where the work is being undertaken and which the lawyers of the BCLP Group working on such matter are subject to. If you are aware, or become aware, of a possible conflict, please immediately notify the responsible lawyer for your matter or your client relationship partner.

4.2 Occasionally a conflict of interest involving another BCLP client may appear after we have started acting for you on a matter. If this happens; subject to our duty of confidentiality, we will discuss the matter with you to try to resolve the conflict, but we may have to stop acting for you on that matter; and you agree that we will be free, taking account of applicable rules and law, best practices and your and any other concerned client's interests and wishes, to decide whether to act for both clients, for one, or for neither.

4.3 In certain cases, more than one of our clients may have an interest in the same subject matter of a transaction, or be competing for the same asset. Examples might be buying an entity through auction sale or tendering for a contract. If this happens, you agree that we are free to act for you and one or more other clients with the same interest.

4.4 You agree that you will not seek to prevent us from acting for other clients, including clients whom you may regard as competitors, on matters in which you may have an interest but have not hired us to represent you. This includes but is not limited to our acting in relation to regulatory, transactional or corporate matters where you and/or your affiliates are involved.

4.5 We reserve the right not to assist you in taking action which is adverse to another client of a BCLP Firm or Associated Firm and we will not be obliged to do so.

5 Deposits

5.1 Any deposits that we receive from you will be placed in our client trust account on your behalf and are refundable to the extent not subject to disbursement. In light of the amount of the deposit we have requested in this case, we expect that it will be placed by us in our unsegregated trust account. Interest earned on that account, pursuant to Georgia Supreme Court Rule, is paid to the Georgia Bar Foundation to be used for providing civil legal assistance to low-income individuals, improving the administration of justice and promoting such other programs for the benefit of the public approved by the Supreme Court.

5.2 Deposits are received with the understanding that we are expressly authorized to withdraw from the trust account the sums necessary to pay for services as they are performed and expenses as they are incurred. You will be notified in writing of the amounts applied or withdrawn, and you will also be provided with a statement explaining the services rendered and costs incurred. If the charges for services and costs exceed the balance on deposit, the statement will show the

excess due and payable. We may also request additional deposits to cover further services and costs, if circumstances warrant. When our services are complete or terminated, you will receive a final invoice. Any remaining balance after payment of our final invoice will be returned to the person or entity that paid the deposit. Thus, if a third-party pays the deposit on your behalf any monies remaining will be returned to the third-party unless you or the third-party instruct us otherwise prior to the distribution of such monies.

6 Litigation and Dispute Resolution Matters

6.1 The outcome, cost and the course of most litigation matters cannot be predicted. Should you ever have questions or concerns, we encourage you to contact us. Your timely and full cooperation and assistance will play a critical role in our efforts. You always retain the right to determine whether a compromise should be pursued and accepted, or, alternatively, whether the matter should be pursued to an adjudication on the merits at trial and thereafter to an appeal. While we cannot assure you that there will not be an adverse outcome, our efforts always are directed toward obtaining the most satisfactory resolution of this matter for you that is possible.

7 Criminal Finances

7.1 We have a legal obligation not to engage in any activity, practice or conduct that could facilitate the illegal evasion of paying UK, US or foreign tax.

8 Anti-Bribery and Corruption

8.1 We are committed to complying with all applicable anti-bribery and corruption laws and regulations to which we are subject, including the Bribery Act 2010 and the Foreign Corrupt Practices Act. To counter non-compliance, our firm and its staff operate under a zero-tolerance approach to bribery and corruption in line with the firm's policy.

9 Data Protection and Marketing

9.1 We are committed to complying with our privacy obligations. Our Privacy Notice at www.bclplaw.com explains how we collect and use your personal information (including personal information that you provide to us about other persons) (together, "Personal Information").

9.2 The BCLP Firm you engage is responsible (i.e. it is the 'Data Controller') for the Personal Information it collects from you in connection with our engagement and the manner in which it will be processed to enable us to provide you with our services and comply with our obligations. For further details, please see our engagement letter or contact the lawyer responsible for your matter.

9.3 The amount of clients' Personal Information we collect will typically be relatively limited (e.g. work details and client due diligence information). In certain circumstances, we will need to know more information about you and related persons (for example, where we are acting for an individual client in respect of personal matters). If you do not provide us with this information, or if it is not satisfactory, we may not be able to act, or to continue to act, for you. Your Personal Information will be used primarily to provide you with legal services, but also to comply with our legal and regulatory obligations and those relevant purposes set out in our Privacy Notice (including: (a) for business continuity purposes; (b) for marketing and business development purposes where appropriate; and (c) to manage complaints and claims).

9.4 Please note in particular that: (a) we are under legal and professional obligations to undertake appropriate client due diligence (which will, in certain circumstances, include collecting information about criminal and regulatory convictions and proceedings and verifying such information through electronic data sources); (b) we will monitor and record email, telephone and similar communications in certain circumstances to ensure compliance with applicable rules and law and our internal policies, and for training, quality and business continuity purposes; (c) your Personal Information will be shared on a need-to-know basis within the BCLP Group and, under certain circumstances, to select third parties who provide services to us and to regulators (for further details, see our Privacy Notice). Some of these recipients of your information will be located in other countries (whose privacy laws may not be as comprehensive to those where you are based); and (e) unless agreed otherwise in writing, we may disclose that you are a client of ours. Once details of a matter are in the public domain (otherwise than through an unauthorized disclosure by any party), we may disclose that we acted for you and the general nature of our work. We will disclose this information mainly in pitches and marketing materials.

9.5 Subject to limited exceptions, individuals may have the right under applicable privacy laws to access and correct their Personal Information. If we have to provide information in response to a request from someone whose information we hold in connection with your current or past matters (typically referred to as a 'Subject Access Request'), providing that information will form part of our services to you for which we will be entitled to charge a reasonable fee. We will not charge the requestor.

9.6 You also agree that you will treat personal information and confidential information that you receive from us as confidential and in accordance with applicable data privacy laws and will use it only for the purpose for which you receive it, or as otherwise required by law.

9.7 We understand the obligations on us to take steps to help provide a secure environment and we will seek to treat Personal Information securely and in accordance with our privacy and information security policies.

9.8 For details of your privacy rights (including the right to object, where there are legitimate grounds to do so, to our processing of your Personal Data), please see our Privacy Notice. If you have any questions regarding our processing of your Personal Information or if you wish to exercise your privacy rights, please contact your matter/relationship partner, or send a written and dated request to privacy@bclplaw.com.

10 Anti-Money Laundering

10.1 In certain jurisdictions where the BCLP Firm operates, we are obliged to obtain and hold satisfactory evidence of the identity of our clients and sometimes of related people to comply with anti-money laundering ("AML") and anti-terrorist financing legislation.

10.2 We take a risk-based and proportionate approach to identifying clients for AML purposes. Sometimes we may need to: see original documents; check the information you provide; use corporate, personal and/or confidential information to check identity through electronic data sources; and ask you for up-to-date evidence of identity.

10.3 If we ask for documents or information, you must provide them promptly. If you do not, or if they are not satisfactory, we may not be able to act, or to continue to act, for you.

10.4 We have a central team, who handle client identification and AML legislation compliance. They will have access to your corporate, personal and/or confidential information. Other BCLP Firms and Associated Firms may also have access to the information on a need to know basis.

10.5 We do not accept payments in cash whether for our charges or otherwise.

10.6 If we are unable to satisfy ourselves as to source of funds, monies paid to us will usually be frozen and not applied to the transaction, unless and until the appropriate authorities consent.

10.7 We will not make payments to anyone other than you unless this is a necessary part of the transaction, and then only if you instruct us to do so.

11 Termination of Engagement

11.1 You may terminate our engagement with or without cause at any time on written notice to us. Termination of our services will not affect your responsibility to pay for legal services rendered and all expenses and other charges incurred up to the date when we receive notice of termination, and for any further work required of us in order to facilitate an orderly turnover of matters in process at the time of termination.

11.2 We may terminate our engagement for any of the reasons permitted under the Georgia Rules of Professional Conduct, or any other applicable rules, including your failure to promptly pay our bills, misrepresentation of (or failure to disclose) any material facts, action taken contrary to our advice, or any other conduct or situation that in our judgment impairs an effective attorney-client relationship between us or presents conflicts with our professional responsibilities. This letter constitutes reasonable warning that we will withdraw from representing you in this matter if you fail substantially to fulfill an obligation to us regarding our services. Other grounds for terminating our representation are set forth in Rule 1.16 of the Georgia Rules of Professional Conduct, a copy of which we will provide you on request. We may request a stipulation executed by you allowing us to withdraw as your attorney in any judicial, arbitration or similar proceedings, in which event you agree in advance to our withdrawal.

11.3 Our attorney-client relationship will also terminate when a matter for which our Firm was hired has been completed, whether or not our bill to you for services has been rendered or paid. Upon termination of our relationship, the Firm has no duty to accept new engagements or to continue representation in any matters unless mutually agreed in writing.

11.4 Once a matter ends, we will not remind you about future time deadlines or obligations relevant to that matter unless we expressly agree to do so in writing.

12 Future Representation

12.1 In the event our engagement necessitates that we prepare an agreement which provides for ongoing rights and obligations on your part, a dispute concerning the interpretation or enforceability of that agreement may subsequently arise after our engagement has been terminated. In the absence of our express written agreement, you may not assume that the Firm will continue to be free to represent you in a future dispute concerning such agreement.

13 Retention of Files

13.1 Generally, we keep each client's legal files for ten years after we close the file. After ten years, we destroy those files unless the client tells us otherwise. If you want us to keep your files for a longer period of time, please tell us.

14 Arbitration of Dispute

14.1 The Firm and University of Central Florida Board of Trustees agree to arbitrate any disputes regarding services related to the Representation. In the event that a dispute arises between us concerning the services we have provided to you, whether claims for legal malpractice, breach of fiduciary duty, breach of contract, or any other claim based upon alleged attorney

misconduct, then that dispute will be settled by arbitration before the AAA. Such an arbitration shall be heard in the Atlanta metropolitan area by a panel of three arbitrators, all of whom must be attorneys or former judges practicing in that area, and who have been practicing law at least 15 years, with one arbitrator to be selected by each party and the third to be chosen by the two arbitrators or the parties to the arbitration. The rules for the Arbitration shall be consistent with the procedural rules of the American Arbitration Association for commercial arbitrations; the arbitrators shall have the power to award all relief available in a court of law; and the arbitration proceedings shall be private and confidential and shall not be disclosed to the public by either the arbitrators or the parties to the arbitration unless required by law. The award of the arbitrators must be by a majority vote and shall be final and binding, not subject to challenge by either party in any court of law. Each party shall bear its own costs of the arbitration and shall pay one-half of the full costs of the proceeding.

15 Charges

15.1 Our statements to our clients are normally rendered on a monthly basis, and ordinarily include certain charges other than fees for legal services. These charges may include third-party expenses (such as filing fees, court reporters and travel) and internal expenses. Under some circumstances, clients may be asked to contract with and pay directly larger third-party invoices. Other third-party expenses will be added to our bills with no markup. The Firm has elected to charge for certain support activities on the basis of each client's individual use instead of covering them in its hourly rates for fee earners. The internal charges will be billed in the following way:

15.2 **Mail**: There is no charge for regular mail. Clients are charged the actual cost of express mail and bulk mailings, as well as air express couriers.

15.3 **Messengers**: Clients are charged the actual costs of outside messenger service. In some instances, Firm personnel may be used in lieu of an outside messenger service to reduce delivery time. In those cases, delivery charges are competitive with those of the outside messenger.

15.4 **Reprographics Costs**: When required by size or time constraints of the specific project, reprographics services may be provided by outside vendors and will be charged to clients at actual cost.

15.5 **Binding**: The Firm charges $5.00 for each binding (velo, spiral, fastback, etc.) job.

15.6 **Data Transfers**: The Firm charges a fixed rate for burning CDs and DVDs at $8 and $12, respectively.

15.7 **Computer Research**: The Firm uses several databases to conduct computer-assisted research. The Firm contracts for the majority of those database services in bulk and for several years in advance. The Firm bills clients at a discount from the vendors' regular rates to third parties where applicable. Charges for usage of databases that are not included under these advance contracts, and all other research databases, are billed to clients at actual cost.

15.8 **Long-Distance Telephone Calls**: The Firm does not charge clients for long-distance telephone calls.

15.9 Travel expenses shall be reimbursed in accordance with Florida laws on travel.

pwc

March 1, 2019

R. Joseph Burby, Esq.
Bryan Cave Leighton Paisner LLP
1201 West Peachtree Street NE
Suite 1400
Atlanta, Georgia 30309

Dear Mr. Burby,

This engagement letter dated March 1, 2019 (the "Effective Date") confirms that Bryan Cave Leighton Paisner LLP ("Counsel") on its own behalf and as counsel for its client, the Board of Governors of the State University System of Florida ("Client") has engaged PricewaterhouseCoopers Advisory Services LLC. ("PwC") to perform the professional services described below. Client and PwC are sometimes referred to in this engagement letter as the "parties" and each, individually, as a "party."

PwC will work under the direction of Counsel in this matter. Accordingly, PwC's Services shall be subject to Client's attorney-client and work product confidentiality privileges. However, as a consultant, PwC makes no representation as to whether the privilege will apply, as the application of privilege is a legal question.

SCOPE OF PWC SERVICES, DELIVERABLES, AND TIMING.

(a) Services to be provided by PwC. Client is engaging PwC to provide the following professional services (the "Services"):

Forensic accounting services in connection with Counsel's independent investigation into the potential misuse of university funds for capital infrastructure projects at the University of Central Florida.

PwC is not required to perform services that are inconsistent with the scope of Services or terms and conditions set forth in this engagement letter. Either party may request changes to the scope of Services. To be effective, such change must be agreed in a writing and signed by the parties.

(b) Deliverables. PwC will provide the following Deliverables (as defined below):

We may, at the direction of Counsel, prepare summaries of procedures and analyses performed. The Deliverables will be unbranded.

FEES, EXPENSES, AND PAYMENT.

(a) Professional Fees and Expenses

PwC's fee is based on the time required by PwC professionals to complete the engagement and will be billed hourly rates between $350 and $630 per hour. Hourly rates may be revised from time to time, and the adjusted rates will be reflected in billings.

In the event that there are any Client-initiated changes to the scope, schedule, responsibilities, or Deliverables that impact the effort required, PwC will address these changes through the change control process.

If PwC is requested or authorized by Client or required by government regulation, regulatory agency, subpoena, or other legal process to produce PwC's Deliverables, working papers, or personnel for testimony or interview with respect to services PwC performed for Client, Client



will reimburse PwC for PwC's, the PwC Subcontractors' (as defined below), and their respective counsels' expenses and professional time incurred in responding to such a request.

The Client has designated the University of Central Florida ("UCF") to serve as the fiscal agent for this contract to remit payment for professional fees and expenses incurred.

(b) Payment Terms.

PwC will bill Counsel for reasonable out-of-pocket expenses in accordance with Florida law, any applicable sales, use, excise, or-value added tax, and PwC's internal per-ticket charges for booking travel. Amounts billed for Services performed by PwC or the PwC Subcontractors (as defined below) shall be considered fees and not expenses and will be billed as set forth above. PwC will invoice Counsel on a monthly basis in arrears. Counsel will pay each invoice within 15 calendar days after the invoice date. As noted above, UCF has the ultimate responsibility for payment of our professional fees and expenses.

DELIVERABLES; TERMS AND DEFINITIONS.

(a) Ownership and License.

Client will own each particular physical copy of the Materials (as defined below) prepared for and delivered to Client under this engagement letter that are identified as a "Deliverable" (collectively, the "Deliverables"). PwC shall own all intellectual property rights in and to the Deliverables and any other Materials (as defined below) that PwC, the PwC Subcontractors (as defined below), or their respective personnel may make, conceive, develop, or create during or as a result of the Services, including PwC's working papers (the "Work Product"). Each party will continue to own Materials made, conceived, developed, or created by or for such party independent from, or prior to commencement of, the performance of Services under this engagement letter and any intellectual property rights therein (collectively, the applicable party's "Background Materials"). Subject to Client's compliance with the terms of this engagement letter, PwC grants to Client under PwC's intellectual property rights a non-exclusive, non-transferable license to use the Deliverables and Work Product delivered to Client for Client's business purposes only, as set forth in this engagement letter. For the avoidance of doubt, neither the Work Product nor PwC's Background Materials include Client's Confidential Information (as defined below) or Client's Background Materials, both of which shall remain the sole and exclusive property of Client. As used herein, "Materials" means information, know-how, data, and other technology, including works of authorship and other creations and ideas, databases, compilations, inventions, developments, software, firmware, and other computer programs (in source code, object code, or any other format), documentation, technical information, specifications, configuration information, designs, plans, drawings, writings, schematics, documents, reports, methods, procedures, concepts, techniques, protocols, systems, elements, components, subsystems, devices, equipment and other hardware.

(b) Use and Disclosure.

(i) PwC provides the Services and the Deliverables, Work Product, and PwC's Background Materials solely for Client's use and benefit as set forth herein and not for any other person's or entity's use, benefit, or reliance, and PwC disclaims any contractual or other responsibility, liability, or duty of care to any other person or entity based upon the Services, Deliverables, Work Product, or PwC's Background Materials. Except as described in this section, Client shall not discuss the Services with, or disclose the Deliverables, Work Product, or PwC's Background Materials to, any third party without PwC's prior written consent. Client may disclose Deliverables to, or discuss information relating to the Services with, Client's third-party professional advisors (including subcontractors, accountants, auditors, attorneys, financial, and other advisors) that are acting solely for Client's benefit and on Client's behalf and that have a need to know such information in order to provide advice or services to Client (collectively, "Third-Party Professional Advisors"), provided that such Third-Party Professional Advisors agree: (i) that PwC did not perform the Services or prepare Deliverables

pwc

for such Third-Party Professional Advisors' use, benefit, or reliance and that PwC assumes no duty, liability, or responsibility to such Third-Party Professional Advisors; and (ii) not to disclose the Services or Deliverables to any other party without PwC's prior written consent. Notwithstanding the foregoing, PwC's prior written consent (which consent will include the requirement to enter into an access letter in PwC's standard form) shall be required if Client wishes to disclose the Deliverables or discuss the Services with any person or entity that is not a Third-Party Professional Advisor. For the avoidance of doubt, Third-Party Professional Advisors do not include any parties that are providing or may provide insurance, financing, capital in any form, a fairness opinion, or selling or underwriting securities in connection with any transaction that is the subject of the Services or any parties that have or may obtain a financial interest in Client or an anticipated transaction. Notwithstanding terms to the contrary in this engagement letter including without limitation the above section, the parties agree that Client can publicly disclose that Client retained PwC to provide the Services and may also disclose the results of the investigation and its findings.

(c) Except to the extent prohibited by law, Client shall indemnify and hold harmless PwC and the Beneficiaries (as defined below) from and against all third party claims, losses, liabilities, and damages (including but not limited to any costs, expenses, and reasonable attorneys' fees) arising from or relating to the Services and/or Deliverables.

(d) Oral Advice and Draft Deliverables.

Client may rely only on final, written Deliverables and not on oral advice, draft Deliverables, or other information provided by PwC. Upon Client's request, PwC will confirm oral advice in a Deliverable on which Client may rely.

(e) Other Materials.

PwC may provide or otherwise make available certain Materials that are not Deliverables, including spreadsheets and hosted, web-based, data analytics, internet, cloud, visualization, or other tools or software used to provide the Services or deliver the Deliverables (collectively, "PwC Technology"). If PwC Technology is provided or otherwise made available, PwC hereby grants to Client a non-exclusive, non-transferable license to use PwC Technology in accordance with PwC's instructions for Client's internal use and benefit only and solely in connection with and during the term of PwC's performance of the Services. PwC Technology is provided on an "as is" and "as-available" basis, and PwC does not represent or warrant that PwC Technology or any content therein will be uninterrupted or error free or that it will provide useful, accurate, or specific information or results. PwC Technology is subject to change without notice, and PwC may change the functionality of, or suspend or discontinue access to, all or any portion of PwC Technology at any time without notice. PwC Technology, and all Materials contained therein, are PwC's Confidential Information. PwC Technology and information contained therein are not intended to be Client's permanent records and, unless otherwise agreed in writing, access to PwC Technology and such information terminates upon expiration, completion, or termination of the Services. PwC will, in its discretion, make data and records that are directly connected with the provision of the Services available to Client via PwC Technology. Client is responsible for separately maintaining copies of any relevant data and records made available through PwC Technology that Client may need. Client will provide PwC with written confirmation (by email or otherwise) of the names and employer email addresses of those users that Client authorizes to access and use PwC Technology on Client's behalf ("Client Users"), and Client will promptly notify PwC in writing of any changes thereto. Client shall only authorize Client Users to use and access PwC Technology in accordance with and subject to the same restrictions set forth above in the Use and Disclosure of Deliverables section that apply to Deliverables. Client is responsible and liable for all Client Users' access to PwC Technology. Client shall not (and shall not allow any Client User to) misappropriate, infringe, reverse engineer, decompile, disassemble, or otherwise attempt to derive the source code, techniques, processes, algorithms, know-how, processes, formulae, methodologies, or other information or any of PwC's rights in PwC Technology, or otherwise use or access PwC Technology other than as expressly permitted herein.



PWC RESPONSIBILITIES.

(a) PwC will perform the Services in accordance with the relevant standards promulgated by the American Institute of Certified Public Accountants ("AICPA") as set forth below: Consulting Services will be performed under the Standards for Consulting Services; tax Services will be performed under the Statements on Standards for Tax Services; Accounting Advisory Services for non-audit clients will be performed under the Standards for Reports on the Application of Accounting Principles; and valuation Services that represent an estimate of value will be performed under the Statement on Standards for Valuation Services.

(b) PwC's role is advisory only. PwC will not provide an audit, accounting, or attest opinion or other form of assurance. PwC will not verify or audit any information provided to it. Because PwC will provide the Services solely for Client's use and benefit and pursuant to a relationship exclusively with Client, PwC disclaims any contractual or other responsibility, liability, or duty of care to others based upon the Services or upon any Deliverables or advice PwC provides.

CLIENT RESPONSIBILITIES.

(a) Client is responsible for all management functions and decisions relating to the Services, including without limitation evaluation and acceptance of the adequacy of the scope of Services in addressing Client's needs. It is Client's responsibility to establish and maintain its internal controls. Client also is responsible for the results achieved from using the Services or Deliverables. Client will designate a competent member of Client's management to oversee the Services. Client will provide reasonable assistance and accurate and complete information on a timely basis, and PwC will perform the Services on that basis. Client represents and warrants that it has the requisite right, consent, and permission to use and disclose, and to permit PwC and the PwC Subcontractors to use and disclose, all information, materials (including without limitation emails), software, or hardware (including those of third parties) provided to PwC or the PwC Subcontractors in connection with the Services and this engagement letter.

CONFIDENTIALITY.

"Confidential Information" means non-public information marked "confidential" or "proprietary" or information that otherwise should be understood by a reasonable person to be confidential in nature, provided by a party or on its behalf. All terms of this engagement letter, including but not limited to the fee and expense structure, are considered Confidential Information. Confidential Information does not include any information that: (i) is rightfully known to the receiving party ("Recipient") prior to its disclosure; (ii) is released by the disclosing party ("Discloser") to any other person or entity (including governmental agencies) without restriction; (iii) is independently developed by Recipient without use of or reliance on Discloser's Confidential Information; (iv) is or later becomes publicly available without violation of this engagement letter; or (v) may be lawfully obtained by Recipient from a third party without applicable restriction. Recipient will protect the Confidential Information of Discloser using reasonable measures commensurate with those that Recipient uses to protect its own Confidential Information. Recipient may use or disclose the Confidential Information of Discloser only: (1) to perform the Services; (2) as permitted in this engagement letter; (3) as requested or directed by Discloser; or (4) as required by applicable law, statute, rule, regulation, or professional standard. Except as set forth in this section, Recipient will not disclose the Confidential Information of Discloser to third parties without Discloser's prior consent. Notwithstanding the foregoing, without Discloser's prior written consent, Recipient may disclose Confidential Information to professional advisors, subcontractors, PwC Subcontractors, or employees on a need-to-know basis, provided that such entities and individuals are required to comply with confidentiality obligations. If disclosure of Discloser's Confidential Information is required by law, statute, rule, or regulation (including any subpoena or other similar form of process), or by professional standards, Recipient shall provide Discloser with written notice prior to such disclosure (to the extent permitted by applicable law); provided, however, that prior written notice is not required in connection



with requests for disclosures arising from or related to government audits, investigations, or supervisory examinations by regulatory authorities with jurisdiction over Recipient.

LIMITATIONS OF LIABILITY. Except to the extent finally determined to be prohibited by law, or except with respect to: (a) a party's express indemnification obligations hereunder; (b) Client's breach of Use and Disclosure restrictions; (c) Client's payment and reimbursement obligations hereunder; as to which the following limitations do not apply, each party's aggregate liability for all claims, losses, liabilities, or damages in connection with this engagement letter or its subject matter, whether as a result of breach of contract, tort (including negligence), or otherwise, regardless of the theory of liability asserted, is limited to no more than one time the total amount of fees paid to PwC for the particular Service giving rise to the liability under this engagement letter. Furthermore, except for a party's express indemnification obligations hereunder, Client's breach of Use and Disclosure restrictions, and Client's reimbursement obligations, neither party will be liable in any event for lost profits, consequential, indirect, punitive, exemplary, or special damages. Also, PwC shall have no liability arising from or relating to any third-party hardware, software, information, or materials selected or supplied by Client.

OTHER PWC FIRMS; PWC SUBCONTRACTORS. PwC is a firm in the global network of separate and independent PricewaterhouseCoopers firms (exclusive of PwC, the "Other PwC Firms"). PwC may draw on the resources of and/or subcontract to its subsidiaries and affiliates, the Other PwC Firms, and/or third-party contractors and subcontractors within or outside of the United States (each a "PwC Subcontractor") in connection with the provision of Services and/or for internal, administrative and/or regulatory compliance purposes. Client agrees that PwC may provide information PwC receives in connection with this engagement letter to the PwC Subcontractors for such purposes. PwC will be solely responsible for the provision of the Services (including those performed by the PwC Subcontractors), for the protection of any Confidential Information provided to the PwC Subcontractors and for compliance with the other terms and conditions of this engagement letter. The PwC Subcontractors and the partners, principals, members and employees of PwC and the PwC Subcontractors (collectively the "Beneficiaries") shall have no liability or obligations arising out of this engagement letter. PwC disclaims any contractual or other responsibility or duty of care to any of Client's subsidiaries or affiliates. Client agrees to bring any claim or other legal proceeding of any nature arising from the Services against PwC and not against the Beneficiaries; provided however, that PwC shall be fully responsible and liable for the acts and omissions of Beneficiaries. Client shall ensure its subsidiaries and affiliates do not assert any claim or other legal proceeding against PwC or the Beneficiaries related to or arising from the Services, or Deliverables. Client assumes responsibility and liability in the event that Client's subsidiaries and affiliates pursue such claims or proceedings. While PwC is entering into this engagement letter on its own behalf, this section also is intended for the benefit of the Beneficiaries.

TERMINATION. Any party may terminate this engagement letter without penalty upon written notice to the other party. Any provisions of this engagement letter that expressly or by implication are intended to survive its termination will survive and continue to bind the parties.

DISPUTE OF RESOLUTION. Any disputes that arise between the parties that are not resolved by mutual agreement shall be resolved by arbitration. The arbitration will be conducted in accordance with the Rules for Non-Administered Arbitration of the International Institute for Conflict Prevention and Resolution (the "Rules") then in effect. The arbitration will be conducted before a panel of three arbitrators selected using the screened process provided in the Rules. The arbitration panel and not any federal, state, or local court or agency shall have exclusive authority to resolve any dispute relating to the interpretation, applicability, enforceability, or formation of this engagement letter. The arbitration panel shall have no power to award non-monetary or equitable relief of any sort. It shall also have no power to award damages inconsistent with the limitations of liability provisions or any

pwc

other terms herein. Judgment on any arbitration award may be entered in any court having jurisdiction. All aspects of the arbitration shall be treated as confidential. Client accepts and acknowledges that any demand for arbitration arising from or in connection with the Services must be issued within one year from the date Client became aware or should reasonably have become aware of the facts that give rise to the alleged liability and, in any event, no later than two years after the cause of action accrued.

CHOICE OF LAW. This engagement letter and any dispute between the parties, whether in contract, tort, or otherwise, will be governed by and construed, interpreted, and enforced in accordance with the laws of the State of Florida, without giving effect to any choice of law principles or provisions relating to conflicts of laws that would require the laws of another jurisdiction to apply.

CPA NOTICE. PwC is owned by professionals who hold CPA licenses as well as by professionals who are not licensed CPAs. Depending on the nature of the Services, non-CPA owners may be involved in providing Services under this engagement letter.

NO LEGAL ADVICE; CHANGES IN LAWS. The Services do not include the provision of legal advice, and PwC makes no representations regarding questions of legal interpretation. Client should consult with its attorneys with respect to any legal matters or items that require legal interpretation under federal, state, or any other type of law or regulation. Changes in the law and/or its interpretation may take place before PwC's advice is acted upon or may be retrospective in effect; PwC accepts no responsibility for changes in the law or its interpretation that may occur after the provision of the Services.

MISCELLANEOUS.

(a) Non-Exclusive Engagement Letter; Other Matters.

This is a non-exclusive agreement, and subject to its confidentiality obligations, PwC and the PwC Subcontractors are not prevented or restricted from providing services to other clients. PwC is an independent contractor, not a fiduciary or agent of Client, and shall not perform any obligation of Client, whether regulatory or contractual, nor shall PwC negotiate on Client's behalf.

Notwithstanding any other provision of this agreement, PwC and the Other PwC Firms may use Confidential Information received hereunder, including tax return information, to develop, enhance, modify and improve technologies, tools, methodologies, services and offerings, and/or for development or performance of data analysis or other insight generation. Information developed in connection with these purposes may be used or disclosed to Client or current or prospective clients to provide them services or offerings. PwC and the Other PwC Firms will not use or disclose the Confidential Information in a way that would permit Client to be identified by third parties without Client's consent.

With respect to tax return information, Client may request in writing a more limited use and disclosure than the foregoing. The foregoing consent is valid until further notice by Client.

If PwC commenced Services prior to execution of this engagement letter, the terms of this engagement letter shall govern such Services.

(b) Order of Precedence. If there is a conflict between the terms contained in the main body of this engagement letter and any Exhibit to this engagement letter, the following order of precedence shall apply: (i) the applicable Exhibit and then (ii) the main body of this engagement letter.

(c) Entire Engagement Letter; Severability; Amendments. This engagement letter and its Exhibits represent the entire agreement between the parties with regard to the subject matter hereof and supersede any prior understandings, proposals, or agreements concerning the Services. If any provision (or any part thereof) of this engagement letter is



found to be unenforceable or invalid, the remainder of such provision shall remain enforceable to the maximum extent permitted by law.

(d) Assignment. No party to this engagement letter may assign or transfer this engagement letter or any rights, licenses, obligations, claims, or proceeds from claims arising out of or in any way relating to this engagement letter, any Services provided hereunder, or any fees for this engagement letter or such Services to anyone, by operation of law or otherwise, without the prior written consent of the other parties; and any assignment without such consent shall be void and invalid. This engagement letter shall be binding upon and inure to the benefit of the parties hereto and their permitted successors and assigns, and except as expressly provided herein, nothing in this engagement letter shall confer upon any other person or entity any legal or equitable right, benefit, or remedy of any nature whatsoever under or by reason of this engagement letter.

(e) Force Majeure. No party shall be liable for any delay or failure to perform any of the Services or obligations in this engagement letter due to causes beyond its reasonable control.

(f) Counterparts; Headings. This engagement letter may be executed in counterparts, each of which shall be deemed an original but all of which taken together shall constitute one single document between the parties. Counterparts may be exchanged by facsimile or attached as a pdf, jpeg, or similar file type to an email or by DocuSign, Adobe Acrobat, or other electronic signature. Headings in this engagement letter are for convenience only and shall not be used in interpreting this engagement letter or any provision of it.

(g) Florida Public Records Law. Nothing in this agreement shall be interpreted as requiring Client to violate Florida public records law, and Client's compliance with such law shall not be deemed a breach of this agreement.

pwc

* * * * *

If Client has any questions about this engagement letter, please discuss them with Robert Gallagher at robert.e.gallagher@pwc.com Phone Number: (678) 419-4314. If the Services and terms outlined in this engagement letter are acceptable to Client, please sign one copy of this engagement letter in the space provided and return it to the undersigned.

Very truly yours,

PricewaterhouseCoopers Advisory Services LLC

By: _____
Robert Gallagher
Partner

Date: March 1, 2019

ACKNOWLEDGED AND AGREED

Bryan Cave Leighton Paisner LLP

By: _____
Joseph Burby

3/4/19
(Date)

Board of Governors of State University System of Florida
By:

_____
Ned Lautenbach, Chair

3/7/19
Date

University of Central Florida Board of Trustees
By:

_____
Beverly Seay, Chair, Audit and Compliance Committee

_____
Date

pwc

If Client has any questions about this engagement letter, please discuss them with Robert Gallagher at robert.c.gallagher@pwc.com Phone Number: (678) 419-4314. If the Services and terms outlined in this engagement letter are acceptable to Client, please sign one copy of this engagement letter in the space provided and return it to the undersigned.

Very truly yours,

PricewaterhouseCoopers Advisory Services LLC

By: R C Gallagher

Robert Gallagher
Partner

Date: March 1, 2019

ACKNOWLEDGED AND AGREED

Bryan Cave Leighton Paisner LLP

By:

Joseph Burby

(Date)

Board of Governors of State University System of Florida
By:

Ned C. Lautenbach

Ned Lautenbach, Chair

3/7/19

Date

University of Central Florida Board of Trustees
By:

Beverly Seay

Beverly Seay, Chair, Audit and Compliance Committee

4 March 2019

Date

Lowndes

JAMES F. HEEKIN, JR.
jim.heekin@lowndes-law.com
215 North Eola Drive, Orlando, Florida 32801
T: 407-418-6276 | F: 407-843-4444
MAIN NUMBER: 407-843-4600

MERITAS® LAW FIRMS WORLDWIDE

May 23, 2019

VIA EMAIL AND USPS

R. Joseph Burby, IV
Bryan Cave Leighton Paisner LLP
1201 W. Peachtree Street NW
Atlanta, Georgia 30309-3471

Re: Florida Board of Governors Inquiry

Dear Mr. Burby:

This will respond to your letter of May 16, 2019, to our client, Dr. John C. Hitt, and your invitation to participate in another conversation about the University of Central Florida and its operations.

Our client indicates that in your prior interview of him he answered all of your questions in a forthright fashion to the best of his ability and recollection. He states that he does not have a transcript of the interview. He believes, however, that you maintained sufficient notes of the conversation and that you likely will be able to refer to his responses given to you at that time for purposes of your present inquiry.

Dr. Hitt does not have anything further to add to his previous responses to your questions on the matter. If you have specific reasons that cause you to believe an additional interview with our client is necessary, however, kindly provide those to me. I will take the matter under advisement with our client.

Sincerely,

James F. Heekin, Jr.

JFH/alm

Law Offices of
CHARLES M. GREENE, P.A.
55 EAST PINE STREET
ORLANDO, FLORIDA 32801

CHARLES M. GREENE
*Admitted to Bar in Florida, Georgia & New York
**Board Certified - Civil Trial - Florida
***Board Certified Advocate – National Board of Trial Advocacy
****American Board of Trial Advocates – Central Florida Chapter

Telephone: (407) 648-1700
Facsimile: (407) 648-0071
E-mail: cmg@cmgpa.com

May 28, 2019

VIA E-MAIL:
joey.burby@bclplaw.com

R. Joseph Burby, IV, Esquire
Bryan Cave Leighton Paisner, LLP
One Atlantic Center, 14th Floor
1201 W. Peachtree St., N.W.
Atlanta, GA 30309-3471

Re: UCF Investigation

Dear Mr. Burby:

I am writing in response to your letter of May 16, 2019: Yes, I represent Bill Merck, Tracy Clark, and Lee Kernek. No, none of the foregoing will voluntarily submit themselves to an interview by you.

Sincerely,

Charles M. Greene

cc: Tracy Clark
Lee Kernek
Bill Merck

Burby, Joey

From: Dale Whittaker <a_dale_whittaker@yahoo.com>

Sent: Monday, May 20, 2019 8:25 AM

To: rcoates@rcoateslaw.com

Cc: Robert Garvy; Criser III, Marshall; Seymour, Thad; Lautenbach, Ned

Subject: Re: Florida Board of Governors Investigation of Capital Projects Funding at UCF

Thanks, Richard. I will decline the interview. It is time to move on and work toward solutions. I am willing to offer my experience and perspective to identify policy or process improvements, as I did while president. I may be contacted directly using this email address.

All the best!

On May 16, 2019, at 7:50 PM, rcoates@rcoateslaw.com wrote:

> Fyi. Let me. Know
>
> Sent from my BlackBerry 10 smartphone.
>
> ---
>
> **From:** Jarquin, Sandy <jarquins@bclplaw.com>

Sent: Thursday, May 16, 2019 4:19 PM
To: rcoates@rcoateslaw.com
Cc: Julie.Leftheris@flbog.edu; Burby, Joey
Subject: Florida Board of Governors Investigation of Capital Projects Funding at UCF

Please see the attached correspondence from R. Joseph Burby.

BRYAN CAVE LEIGHTON PAISNER LLP

SANDRA JARQUIN
Secretary
jarquins@bclplaw.com
T: +1 404 572 6771

BRYAN CAVE LEIGHTON PAISNER LLP
One Atlantic Center 14th Floor, 1201 W. Peachtree St., N.W., Atlanta, GA 30309-3471

bclplaw.com

This electronic message is from a law firm. It may contain confidential or privileged information. If you received this transmission in error, please reply to the sender to advise of the error and delete this transmission and any attachments.

We may monitor and record electronic communications in accordance with applicable laws and regulations. Where appropriate we may also share certain information you give us with our other offices (including in other countries) and select third parties. For further information (including details of your privacy rights and how to exercise them), see our updated Privacy Notice atwww.bclplaw.com.

<Ltr to Coates.PDF>

Burby, Joey

From: Burby, Joey
Sent: Wednesday, July 31, 2019 3:47 PM
To: 'Dale Whittaker'
Cc: thad.seymour@ucf.edu; bev@bjseay.com; Leftheris, Julie (Julie.Leftheris@flbog.edu)
Subject: RE: UCF Investigation

Dr. Whittaker,

We do not believe at this point in the investigation (3 weeks before our final report is due) that it would be productive to send you written questions, particularly if they are limited to policy or process improvements which as I explained in our telephone conversation is beyond the scope of our engagement. We also have not offered that opportunity to any other witnesses, instead insisting on in-person or telephone interviews.

We will include both your May 20,2019 email and your July 29, 2019 email below as exhibits to our report, so there is no confusion about how you responded to our interview request. If the Board of Governors wishes to receive your assistance in identifying policy or process improvements, I'm sure they will contact you.

Regards,
Joey

BRYAN CAVE LEIGHTON PAISNER LLP

R. JOSEPH BURBY, IV
Partner
BRYAN CAVE LEIGHTON PAISNER LLP - Atlanta, GA USA
joey.burby@bclplaw.com
T: +1 404 572 6815 M: +1 404 441 6928

From: Dale Whittaker [mailto:adalewhittaker@gmail.com]
Sent: Monday, July 29, 2019 3:43 PM
To: Burby, Joey
Cc: thad.seymour@ucf.edu; bev@bjseay.com
Subject: UCF Investigation

Dear Joey,

Thank you for the conversation and for sending the materials regarding your charge from the Board of Governors. I read the charge letter and watched the June BOG meeting in which you reported and was disappointed to see that the focus of the questions was not on finding systemic issues at all levels.
I am concerned that the motivation of the investigation remains more heavily focused on punitive measures than on identifying and resolving the issues that would improve the entire system.

I am also disappointed that my response to your invitation for an interview was characterized as uncooperative. As I said in my email of May 20, 2019, I am willing to offer my experience and perspective to identify policy or process improvements, as I did while president.

Therefore, I invite you to send me questions that you have and I will respond in writing accordingly. I am pleased to cooperate with your investigation in this way.

- Dale Whittaker

BRYAN CAVE LEIGHTON PAISNER LLP

BRYAN CAVE LEIGHTON PAISNER LLP
One Atlantic Center 14th Floor
1201 W Peachtree St NW
Atlanta GA 30309 3471
T: +1 404 572 6600
F: +1 404 572 6999
www.bclplaw.com

May 16, 2019

R. Joseph Burby, IV
Direct: 404-572-6815
Fax: 404-420-0815
Joey.Burby@bclplaw.com

VIA OVERNIGHT COURIER

Tony G. Waldrop
President, University of South Alabama
307 University Blvd. North, Room 130
Mobile, AL 36688

Re: Florida Board of Governors
Investigation of Capital Projects Funding at UCF

Dear Dr. Waldrop:

This firm has been engaged by the State University System of Florida Board of Governors (BOG) to investigate the use of Education and General (E&G) funds by the University of Central Florida (UCF) for actual or planned capital projects. The investigation is being overseen by the BOG Inspector General and Director of Compliance, Julie Leftheris.

We would like to interview you as part of our investigation. We are focused on several projects which appear to have been approved for E&G funding in 2012 when you were serving as UCF's Provost. Please let us know if you are willing to be interviewed. If you are represented by an attorney, please have your attorney contact me. If you do not respond, we will interpret that to mean you are declining our interview request.

Thank you for your cooperation, and I look forward to hearing from you.

Sincerely yours,

R. Joseph Burby, IV

For BRYAN CAVE LEIGHTON PAISNER LLP

cc: Julie Leftheris (via email)

BRYAN CAVE LEIGHTON PAISNER LLP

BRYAN CAVE LEIGHTON PAISNER LLP
One Atlantic Center 14th Floor
1201 W Peachtree St NW
Atlanta GA 30309 3471
T: +1 404 572 6600
F: +1 404 572 6999
www.bclplaw.com

May 20, 2019

R. Joseph Burby, IV
Direct: 404-572-6815
Fax: 404-420-0815
Joey.Burby@bclplaw.com

VIA OVERNIGHT COURIER
& E-MAIL [vfortier@cfl.rr.com]

Vanessa Fortier
808 Vista Cove
Chuluota, FL 32766

Re: Florida Board of Governors
Investigation of Capital Projects Funding at UCF

Dear Ms. Fortier:

This firm has been engaged by the State University System of Florida Board of Governors (BOG) to investigate the use of Education and General (E&G) funds by the University of Central Florida (UCF) for actual or planned capital projects. The investigation is being overseen by the BOG Inspector General and Director of Compliance, Julie Leftheris.

We would like to interview you as part of our investigation. We are focused on several projects which appear to have been approved for E&G funding while you were serving as UCF's Associate Vice President for Academic Affairs. Please let me know if you are willing to be interviewed. If you are represented by an attorney, please have your attorney contact me. If you do not respond, we will interpret that to mean that you are declining our interview request.

Thank you for your cooperation, and I look forward to hearing from you.

Sincerely yours,

R. Joseph Burby, IV

For BRYAN CAVE LEIGHTON PAISNER LLP

cc: Julie Leftheris, Inspector General, Florida Board of Governors (via email)

Burby, Joey

From: Diane Chase <diane.chase@unlv.edu>
Sent: Wednesday, July 17, 2019 7:33 PM
To: Burby, Joey
Cc: Jones, Sakinah; Sandra Gajkowski; Leftheris, Julie (Julie.Leftheris@flbog.edu); Underwood, Brian
Subject: Re: UCF Board of Trustees Investigation

Joey,
Thank you for your email. If what you want to ask about is this document and the chiller project, I don't have anything else to add.
Diane

Diane Z. Chase, Ph.D.
Executive Vice President and Provost
Office of the Executive Vice President and Provost
University of Nevada, Las Vegas

diane.chase@unlv.edu
Office: 702-895-3301

Web • Twitter • Facebook • Instagram • YouTube

On Wed, Jul 17, 2019 at 3:07 PM Burby, Joey <joey.burby@bclplaw.com> wrote:

Dr. Chase,

Not sure if I already responded to your message below, but if not, thank you for providing this information.

While it seems you don't recall a lot about this project, we still think it would be helpful to have a short call with you to talk about it and ask a few more questions. Do you have some time available next week for a call?

Thanks,

Joey

BRYAN CAVE LEIGHTON PAISNER LLP

R. JOSEPH BURBY, IV
Partner
BRYAN CAVE LEIGHTON PAISNER LLP - Atlanta, GA USA
joey.burby@bclplaw.com
T: +1 404 572 6815 M: +1 404 441 6928

From: Diane Chase [mailto:diane.chase@unlv.edu]
Sent: Wednesday, July 03, 2019 3:02 PM
To: Burby, Joey
Cc: Jones, Sakinah; Sandra Gajkowski; Leftheris, Julie (Julie.Leftheris@flbog.edu)
Subject: Re: UCF Board of Trustees Investigation

Joey,

Thank you for your email.

I don't think I can help you on this one. I don't recall being engaged in a detailed conversation about the project or the source of funds - and that would be typical as it was/is not an academic matter. I do recall that there were facilities presentations to the Board of Trustees about how the chiller would be cost effective and save the university funding over time.

Diane

Diane Z. Chase, Ph.D.
Executive Vice President and Provost
Office of the Executive Vice President and Provost
University of Nevada, Las Vegas

diane.chase@unlv.edu
Office: 702-895-3301

Web • Twitter • Facebook • Instagram • YouTube

On Thu, Jun 27, 2019 at 2:03 PM Burby, Joey <joey.burby@bclplaw.com> wrote:

Dear Dr. Chase,

As you may recall, we spoke last year in connection with my firm's investigation of the funding of Trevor Colbourn Hall at UCF for the University's Board of Trustees. My firm has since been retained by the Florida Board of Governors to investigate all capital project funding at UCF since 2010. This investigation is being overseen by the BOG's Inspector General and Director of Compliance, Julie Leftheris (copied).

We would like to speak with you again, this time concerning the funding of a Combined Heating and Power plant at UCF. Specifically, we would like to discuss your understanding of how the project was funded including the attached Memorandum of Understanding that you signed in July 2014 along with former CFO Bill Merck.

Please let us know if you are willing to be interviewed as part of our investigation and, if so, your availability over the next several weeks.

Thank you for your cooperation, and we look forward to hearing from you.

Regards,

Joey

BRYAN CAVE LEIGHTON PAISNER LLP

R. JOSEPH BURBY, IV
Partner
BRYAN CAVE LEIGHTON PAISNER LLP - Atlanta, GA USA
joey.burby@bclplaw.com
T: 404-572-6815 M: +1 404 441 6928

From: diane.chase@unlv.edu [mailto:diane.chase@unlv.edu]
Sent: Monday, November 05, 2018 11:20 PM
To: Burby, Joey
Cc: diane.chase@unlv.edu; Beverly Seay (Beverly.Seay@ucf.edu); Jones, Sakinah; Sandra Gajkowski
Subject: Re: UCF Board of Trustees Investigation

Joey,

I don't believe I have much to add to the discussion, but I am happy to talk with you by phone. I am copying my assistant Sandie to help set up a time. Please send me whatever documents you believe would be useful for me to review.

Diane

Diane Z. Chase, Ph.D.
Executive Vice President and Provost
Office of the Executive Vice President and Provost
University of Nevada, Las Vegas

diane.chase@unlv.edu
Office: 702-895-3301

Web • Twitter • Facebook • Instagram • YouTube

On Nov 5, 2018, at 8:15 AM, Burby, Joey <joey.burby@bclplaw.com> wrote:

Dear Dr. Chase,

My name is Joey Burby, and I am an attorney with the law firm of Bryan Cave Leighton Paisner LLP. We have been retained by the University of Central Florida Board of Trustees to investigate the inappropriate use of state funds for certain capital projects at the university. We are focused on one project in particular, the renovation of Colbourn Hall and construction of new Trevor Colbourn Hall, which appears to have been considered for funding while you were serving as Interim Provost in 2014.

We would like to interview you in connection with our investigation. We think a telephone interview would be sufficient and anticipate needing around one hour. There are some documents we would like to ask you about that we can send you by email to review in advance of the call.

Please let us know if you are willing to be interviewed and, if so, your availability over the next two weeks.

Thank you for your cooperation, and we look forward to hearing from you.

Regards,

Joey

BRYAN CAVE LEIGHTON PAISNER LLP

R. JOSEPH BURBY, IV
Partner
joey.burby@bclplaw.com
T: +1 404 572 6815 F: +1 404 420 0815 M: +1 404 441 6928

BRYAN CAVE LEIGHTON PAISNER LLP
One Atlantic Center 14th Floor, 1201 W. Peachtree St., N.W., Atlanta, GA 30309-3471

bclplaw.com

This electronic message is from a law firm. It may contain confidential or privileged information. If you received this transmission in error, please reply to the sender to advise of the error and delete this transmission and any attachments.

We may monitor and record electronic communications in accordance with applicable laws and regulations. Where appropriate we may also share certain information you give us with our other offices (including in other countries) and select third parties. For further information (including details of your privacy rights and how to exercise them), see our updated Privacy Notice at www.bclplaw.com.

This electronic message is from a law firm. It may contain confidential or privileged information. If you received this transmission in error, please reply to the sender to advise of the error and delete this transmission and any attachments.

We may monitor and record electronic communications in accordance with applicable laws and regulations. Where appropriate we may also share certain information you give us with our other offices (including in other countries) and select third parties. For further information (including details of your privacy rights and how to exercise them), see our updated Privacy Notice at www.bclplaw.com.

This electronic message is from a law firm. It may contain confidential or privileged information. If you received this transmission in error, please reply to the sender to advise of the error and delete this transmission and any attachments.

We may monitor and record electronic communications in accordance with applicable laws and regulations. Where appropriate we may also share certain information you give us with our other offices (including in other countries) and select third parties. For further information (including details of your privacy rights and how to exercise them), see our updated Privacy Notice at www.bclplaw.com.

From: Burby, Joey
Sent: Wednesday, July 17, 2019 2:27 PM
To: Jones, Sakinah
Subject: FW: COM RESOURCES rev.XLSX
Attachments: COM RESOURCES rev.XLSX

BRYAN CAVE LEIGHTON PAISNER BCLP

R. JOSEPH BURBY, IV
Partner
BRYAN CAVE LEIGHTON PAISNER LLP - Atlanta, GA USA
joey.burby@bclplaw.com
T: +1 404 572 6815 M: +1 404 441 6928

From: Steven Omli [mailto:Steven.Omli@ucf.edu]
Sent: Wednesday, June 19, 2019 2:28 PM
To: Burby, Joey; Michelle Lynn Davis
Subject: FW: COM RESOURCES rev.XLSX

Hi Joey and Michelle,

Here is the email I referenced during our call.

Steve

From: Scott Sumner
Sent: Sunday, June 24, 2012 3:24 PM
To: Steven Omli <Steven.Omli@ucf.edu>
Subject: FW: COM RESOURCES rev.XLSX

For discussion at our meeting tomorrow.
Thanks.
sss

From: Tracy Clark
Sent: Thursday, June 21, 2012 10:58 AM
To: Scott Sumner
Subject: COM RESOURCES rev.XLSX

Please call me to discuss.

Tracy Clark, CPA
Assistant Vice President for Finance, Controller
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Fl 32826
Phone: 407-882-1006
Tracy.clark@ucf.edu

92010004 - UCF522 - COM ADDL RESOURCES

		2009	2010	2011	2012	Grand Total	
112000	CASH IN BANK	1,124,942.61	(842,499.12)	(309,047.12)	(8,997.05)	(35,600.68)	
112001	CASH IN BANK	-	-	(0.00)	(0.00)	(0.00)	
311000	ACCOUNTS PAYABLE	-	0.00	0.00	0.00	0.00	
549000	Equity			282,443.49		282,443.49	
560500	Equity			(282,443.49)		(282,443.49)	
604082	TF UCF FINANCING CORP DSO		(6,988,991.67)			(6,988,991.67)	
615071	TSFR FM ACADEMIC SUPPORT		(3,051,155.58)	(4,562,249.02)	(644,595.33)	(8,257,999.93)	
615085	TSFR FM Cap Fac Match TF	(2,000,000.00)				(2,000,000.00)	
713101	PROFESSIONAL SERVICES				2,100.00	2,100.00	
713401	CONSTRUCTION CONTRACTS	870,939.35	9,697,479.11	3,700,843.37	615,299.97	14,884,561.80	
713999	INDEPENDENT CONTRACTORS SVCS			5,000.00		5,000.00	
714301	CONSTR OTHER EXPENSES		(0.00)	81,680.70		81,680.70	
722104	TELEPHONE EQ INSTALLATION			242,995.58	105.00	243,100.58	
724101	REPAIRS AND MAINTENANCE			1,262.01		1,262.01	
724201	REP AND MAINT SERVICES		4,404.36			4,404.36	
732101	BUILDING AND CONSTR MATERIAL				1,109.70	1,109.70	
734101	EDUC MATERIAL & SUPPLIES				2,148.00	2,148.00	
736301	PARTS AND FITTINGS			112,348.16	1,118.12	113,466.28	
752101	FURNITURE AND EQUIP TAGABLE		190,541.12	226,716.80	41,702.50	458,960.42	
752102	FURNITURE AND EQUIP non TAGABLE		166,404.33	336,968.03		503,372.36	
752206	EQUIP & MACHINERY TAGABLE				8,000.18	8,000.18	
754201	CMP MAIN FR ASOC EQ TAGABLE		29,613.67	2,463.30		32,076.97	
754205	PC ASSOCIATED EQUIP TAGABLE			38,314.09		38,314.09	
754209	DATA COMM DEVICES TAGABLE	2,988.40	711,249.97	42,519.10		756,757.47	
754210	DATA COMM DEVICES Nontagable		82,953.81	11,987.99		94,941.80	
755001	FURN & FIXTURES $1-$999				8,018.38	8,018.38	
755150	FURN & FIXTURES $1000-$4999				27,342.29	27,342.29	
755151	EQUIP & MACHINERY $1000-$4999				3,473.96	3,473.96	
755157	DATA COMM DEVICES $1000-$4999				116.48	116.48	
756299	MISC EXPENDITURES	1,129.64				1,129.64	2,384,675.67
782111	TSFR TO UCF FINANCING CORP DSO			68,197.01	(56,942.20)	11,254.81	
Grand Total		(0.00)	0.00	0.00	(0.00)	0.00	

Project	615071	TSFR FM ACAD SUPPORT	2,384,675.67
92010004	615008	TSFR FM E&G COM	(2,384,675.67)
COM E&G	781139	TT UNIV CONST	2,384,675.67
25010710	112001	CASH	(2,384,675.67)
AA VP Lease Inv	112001	CASH	2,384,675.67
10010306	781139	TT UNIV CONST	(2,384,675.67)

List of Accounts	1740			
Account	**Alternate Account**	**Account Description**	**Status**	**AltAccount Description**
111000	111000	CASH ON HAND	Active	CASH ON HAND
112000	112000	CASH IN BANK	Active	CASH IN BANK
112002	112002	CASH WITH TRUSTEES- DSO	Active	CASH WITH TRUSTEES-DSO
112003	112003	CASH-MONEY MARKET ACCOUNT	Active	CASH-MONEY MARKET ACCOUNT
113000	113000	CASH WITH SBA	Active	CASH WITH SBA
141000	141000	INVESTMENTS IN ST TREASURY	Active	INVESTMENTS IN STATE TREASURY
142000	142000	INVESTMENTS IN SBA - BONDS	Active	INVESTMENTS IN SBA
142001	142000	INVESTMENTS IN SBA - GEN INV	Active	INVESTMENTS IN SBA
143000	143000	SPECIAL INVEST IN ST TREASURY	Active	SPECIAL INVEST IN ST TREASURY
143990	143990	INVEST ADJ TO FAIR MKT VALUE	Active	INVEST ADJ TO FAIR MKT VALUE
147000	147000	OTHER INVESTMENTS-CDARS	Active	OTHER INVESTMENTS
147001	147000	OTHER INVESTMENTS-BNY	Active	OTHER INVESTMENTS
147901	147000	INVESTMENTS w TRUSTEE-DSO USE	Active	OTHER INVESTMENTS
147990	147990	INV ADJ TO FMV BNY	Active	INV ADJ TO FMV BNY
149100	149100	INVEST ADJ FOR SEC LEND TRANS	Active	INVEST ADJ FOR SEC LEND TRANS
149200	149200	INVEST ADJ FOR REV REPURCH AGR	Active	INVEST ADJ FOR REV REPURCH AGR
151000	151000	AR MISCELLANEOUS	Active	ACCOUNTS RECEIVABLE
151100	151100	AR-FEES	Active	AR-FEES
151101	151100	AR-FALL RESIDENT TUITION	Active	AR-FEES
151102	151100	AR-SPG RESIDENT TUITION	Active	AR-FEES
151103	151100	AR-SUM RESIDENT TUITION	Active	AR-FEES
151104	151100	AR-FALL NONRESIDENT TUITION	Active	AR-FEES
151105	151100	AR-SPG NONRESIDENT TUITION	Active	AR-FEES
151106	151100	AR-SUM NONRESIDENT TUITION	Active	AR-FEES
151107	151100	AR-FALL LATE REGISTRATION	Active	AR-FEES
151108	151100	AR-SPG LATE REGISTRATION	Active	AR-FEES
151109	151100	AR-SUM LATE REGISTRATION	Active	AR-FEES
151110	151100	AR-FALL LATE PAYMENT	Active	AR-FEES
151111	151100	AR-SPG LATE PAYMENT	Active	AR-FEES
151112	151100	AR-SUM LATE PAYMENT	Active	AR-FEES
151113	151100	AR-INTL STU SVC FEE	Active	AR-FEES
151198	151000	AR-RETURNED CHECKS	Active	ACCOUNTS RECEIVABLE
151199	151100	AR-MISCELLANEOUS FEES	Active	AR-FEES
151300	151300	AR-SALES AND SVC	Active	AR SALES SVC AUXILIARY ENTER
151301	151300	AR-FALL	Active	AR SALES SVC AUXILIARY ENTER
151302	151300	AR-SPG	Active	AR SALES SVC AUXILIARY ENTER
151303	151300	AR-SUM	Active	AR SALES SVC AUXILIARY ENTER
151308	151300	AR-CANCELLATIONS FALL	Active	AR SALES SVC AUXILIARY ENTER
151309	151300	AR-CANCELLATIONS SPG	Active	AR SALES SVC AUXILIARY ENTER
151310	151300	AR-CANCELLATIONS SUM	Active	AR SALES SVC AUXILIARY ENTER
151322	151300	AR-TRAFFIC FINES	Active	AR SALES SVC AUXILIARY ENTER
151326	151100	AR-RETURNED CHECK FEE	Active	AR-FEES
151327	151100	AR-LIBRARY CHARGES	Active	AR-FEES
151331	151000	AR-SHORT TERM LOAN LATE FEE	Active	ACCOUNTS RECEIVABLE
151332	151000	AR-TRAFFIC FINES	Active	ACCOUNTS RECEIVABLE
151901	151000	AR-REFUND CLEARING	Active	ACCOUNTS RECEIVABLE
151902	151000	AR-VENDORS PAYABLE CLEARING	Active	ACCOUNTS RECEIVABLE
153000	153000	INTEREST RECEIVABLE	Active	INT AND DIV RECEIVABLE
153100	153100	INTEREST RECEIV - STU LOANS	Active	INTEREST ON LOANS RECEIVABLE
153200	153200	INTEREST RECEIV - SBA	Active	INTEREST ON INVEST DIVIDENDS
153901	153000	INTEREST RECEIV - DSO USE ONLY	Active	INT AND DIV RECEIVABLE
154000	154000	LOANS AND NOTES RECEIVABLE	Active	LOANS AND NOTES RECEIVABLE
154001	154000	CUR LNS AND NTS REC DISB	Active	LOANS AND NOTES RECEIVABLE
154002	154000	CUR LNS AND NTS REC RECEIPTS	Active	LOANS AND NOTES RECEIVABLE
154003	154000	SHORT TERM LOANS	Active	LOANS AND NOTES RECEIVABLE
155000	155000	CONTRACTS AND GRANTS REC	Active	CONTRACTS AND GRANTS REC
159000	159000	ALL FOR UNCOLLECTIBLES	Active	ALL FOR UNCOLLECTIBLES

159100	159100	ALL UNCOL-FEES	Active	ALL UNCOL-FEES
159300	159300	ALL UNCOL-SALES SVCS AUX ENT	Active	ALL UNCOL-SALES SVCS AUX ENT
159400	159400	ALL UNCOL- INT LOANS REC	Active	ALL UNCOL- INT LOANS REC
159500	159500	ALL UNCOL-LNS AND NTS REC	Active	ALL UNCOL-LNS AND NTS REC
161000	161000	DUE FROM UCF	Active	DUE FROM UCF
161001	161000	DUE FM E&G UNIVERSITY OPERAT	Active	DUE FROM UCF
161003	161000	DUE FM E&G STUDENT FEES - UNIV	Active	DUE FROM UCF
161004	161000	DUE FM CONTINUING EDUCATION	Active	DUE FROM UCF
161005	161000	DUE FM STUDENT ACTIVITIES	Active	DUE FROM UCF
161006	161000	DUE FM CAMPUS CONCESSION	Active	DUE FROM UCF
161007	161000	DUE FM STU FINANCIAL ASSIST	Active	DUE FROM UCF
161008	161000	DUE FM E&G - COLL OF MEDICINE	Active	DUE FROM UCF
161009	161000	DUE FM E&G STU FEES - COLL OF	Active	DUE FROM UCF
161013	161000	DUE FM OFFICE SUPPLIES	Active	DUE FROM UCF
161014	161000	DUE FM UNIV BOOKSTORE	Active	DUE FROM UCF
161015	161000	DUE FM PRINTING SERVICES	Active	DUE FROM UCF
161016	161000	DUE FM PARKING SVCS	Active	DUE FROM UCF
161017	161000	DUE FM FOOD SVCS	Active	DUE FROM UCF
161018	161000	DUE FM ROSEN AUXILIARY SVCS	Active	DUE FROM UCF
161020	161000	DUE FM OVERHEAD ADMINISTRATION	Active	DUE FROM UCF
161021	161000	DUE FM PEGASUS HEALTH	Active	DUE FROM UCF
161022	161000	DUE FM HEALTH CENTER	Active	DUE FROM UCF
161023	161000	DUE FM COMP SVCS & TELECOMM	Active	DUE FROM UCF
161024	161000	DUE FM CREATIVE SCH FOR CHILD	Active	DUE FROM UCF
161027	161000	DUE FM ATHLETICS	Active	DUE FROM UCF
161028	161000	DUE FM FEDERAL CONTRACTS & GRT	Active	DUE FROM UCF
161029	161000	DUE FM STATE CONTRACTS & GRTS	Active	DUE FROM UCF
161030	161000	DUE FM PRIVATE CONTRACTS & GRT	Active	DUE FROM UCF
161031	161000	DUE FM RESEARCH & COMMERCIAL	Active	DUE FROM UCF
161032	161000	DUE FM FEDERAL WORK STUDY PROG	Active	DUE FROM UCF
161034	161000	DUE FM DIRECT SUPPORT ORGS	Active	DUE FROM UCF
161035	161000	DUE FM FED ADMIN ALLOWANCE	Active	DUE FROM UCF
161036	161000	DUE FM RESTRICTED SCHOLAR	Active	DUE FROM UCF
161037	161000	DUE FM FED PERKINS LOAN	Active	DUE FROM UCF
161038	161000	DUE FM INSTITUTIONAL LOAN	Active	DUE FROM UCF
161039	161000	DUE FM UNIV CONSTRUCTION	Active	DUE FROM UCF
161044	161000	DUE FM AGENCY FUND	Active	DUE FROM UCF
161047	161000	DUE FM ORGANIZATION ACCTS	Active	DUE FROM UCF
161048	161000	DUE FM CUSTODIAL SCHOLAR	Active	DUE FROM UCF
161049	161000	DUE FM BUSINESS SVCS	Active	DUE FROM UCF
161050	161000	DUE FM AUXILIARY OVERHEAD	Active	DUE FROM UCF
161051	161000	DUE FM INVESTMENT IN PLANT	Active	DUE FROM UCF
161052	161000	DUE FM FLA SOLAR ENERGY	Active	DUE FROM UCF
161059	161000	DUE FM UNRESTRICTED SCHOLAR	Active	DUE FROM UCF
161060	161000	DUE FM POSTAL SERVICES	Active	DUE FROM UCF
161062	161000	DUE FM EXECUTIVE DEV CTR	Active	DUE FROM UCF
161067	161000	DUE FM ADV MAT PROC ANAL CTR	Active	DUE FROM UCF
161071	161000	DUE FM ACADEMIC SUPPORT	Active	DUE FROM UCF
161073	161000	DUE FM ADMIN & FINANCE	Active	DUE FROM UCF
161074	161000	DUE FM INSTITUTE OF GOV	Active	DUE FROM UCF
161075	161000	DUE FM STU SVCS ENTERPR	Active	DUE FROM UCF
161079	161000	DUE FM STUDENT HOUSING	Active	DUE FROM UCF
161082	161000	DUE FM STATE REVENUE CERTIF	Active	DUE FROM UCF
161088	161000	DF IN HOUSE AWARDS	Active	DUE FROM UCF
161090	161000	DUE FROM TECHNOLOGY FEE	Active	DUE FROM UCF
161091	161000	DUE FM CAMPUS CARD	Active	DUE FROM UCF
161099	161000	DUE FM REVENUE CERTS IS	Active	DUE FROM UCF
163000	163000	DF PRIMARY GOVERNMENT	Active	DF PRIMARY GOVERNMENT
167001	167000	DF UCF FOUNDATION	Active	DF CMP UN PRIMARY GOVT

167002	167000	DF UCF ATHLETICS FOUNDATION	Active	DF CMP UN PRIMARY GOVT
167003	167000	DUE FM UCF RESEARCH FOUNDATION	Active	DF CMP UN PRIMARY GOVT
167004	167000	DF UCF GOLDEN KNIGHTS FDN	Active	DF CMP UN PRIMARY GOVT
167005	167000	DF UCF CONVOCATION CTR FDN	Active	DF CMP UN PRIMARY GOVT
167006	167000	DF UCF FINANCING CORP DSO	Active	DF CMP UN PRIMARY GOVT
167901	167000	DF UCF DSO USE ONLY	Active	DF CMP UN PRIMARY GOVT
171000	171000	SUPPLY INVENTORY	Active	SUPPLY INVENTORY
172000	172000	RESALE INVENTORY	Active	GOODS PURCHASED FOR RESALE
191000	191000	PREPAID ITEMS-TRAVEL ADVANCES	Active	PREPAID ITEMS
191001	191000	PREPAID ITEMS-BOND ISSUES	Active	PREPAID ITEMS
191002	191000	PREPAID ITEMS-FL DEPT OF REV	Active	PREPAID ITEMS
191003	191000	PREPAID ITEMS-EXPENSES	Active	PREPAID ITEMS
192000	192000	DEPOSITS	Active	DEPOSITS
199000	199000	OTHER CURRENT ASSETS	Active	OTHER CURRENT ASSETS
221000	221000	RESTRICTED CASH ON HAND	Active	RESTRICTED CASH ON HAND
222000	222000	RESTRICTED CASH IN BANK	Active	RESTRICTED CASH IN BANK
222003	222000	NC CASH-MONEY MARKET ACCOUNT	Active	RESTRICTED CASH IN BANK
223000	223000	RESTRICTED CASH WITH SBA	Active	RESTRICTED CASH WITH SBA
226000	226000	RESTRICTED INVEST SBA	Active	RESTRICTED INVEST SBA
227001	227000	RESTRICTED INVESTMENTS - BNY	Active	RESTRICTED OTHER INVESTMENTS
227990	227990	FMV ADJ INV BNY	Active	FMV ADJ INV BNY
242001	142000	NC INVESTMENTS IN SBA - GEN IN	Active	INVESTMENTS IN SBA
243000	143010	SPECIAL INVESTMENTS WITH STATE	Active	SP INVEST ST TREAS-RESTRICTED
243990	243990	FMV ADJ INVESTMENTS	Active	FMV ADJ INVESTMENTS
244000	143010	NC RESTR SP INVEST ST TREAS	Active	SP INVEST ST TREAS-RESTRICTED
247000	247000	OTHER INVESTMENTS - CDARS	Active	OTHER INVESTMENTS
251000	251000	ADV TO OTH FUNDS BETWEEN DPTS	Active	ADV TO OTH FUNDS BETWEEN DPTS
252000	252000	DEFERRED FISCAL CHARGES	Active	DEFERRED FISCAL CHARGES
254001	254000	LONG TERM LOANS AND NOTES REC	Active	LOANS AND NOTES REC NONCURR
254002	254000	LONG TERM LOANS AND NOTES CANC	Active	LOANS AND NOTES REC NONCURR
254003	254000	LONG TERM LNS AND NTS ASSIGNED	Active	LOANS AND NOTES REC NONCURR
257000	257000	NONCURR DUE FM COMPONENT UNITS	Active	NC DUE FM COMPONENT UNITS
258102	258000	DF UCF ATHLETICS FDN NON CURR	Active	ADVANCES TO COMPONENT UNITS
259000	259000	ALLOWANCE FOR UNCOLLECTIBLES	Active	ALLOWANCE FOR UNCOLLECTIBLES
259400	259400	NC ALL UNCOL-LNS AND NOTES REC	Active	NC ALL UNCOL-LNS AND NOTES REC
259500	259500	LT ALL UNCOL-LNS AND NTS REC	Active	LT ALL UNCOL-LNS AND NTS REC
264000	264000	ART AND HIST TREASURE DEPR	Active	WRKS ART AND HIS TREAS DEPR
265000	265000	ACC DEPREC ART AND HIST TREAS	Active	AC DEPR WRKS ART AND HIS TRS
266000	266000	ART AND HIST TREASURES NONDEPR	Active	WRKS ART AND HIS TRS NONDEPR
267000	267000	LEASEHOLD IMPROVEMENTS	Active	LEASEHOLD IMPROVEMENTS
268000	268000	ACC DEPR LEASEHOLD IMPRVMNTS	Active	ACC DEPR LEASEHOLD IMPRVMNTS
271000	271000	LAND	Active	LAND
271001	271000	LAND AND LAND IMPROVEMENTS	Active	LAND
272000	272000	BUILDINGS	Active	BUILDINGS
272001	272000	MODULAR BUILDING STRUCTURES	Active	BUILDINGS
272002	272000	BUILDINGS AND BLDG IMPROVE	Active	BUILDINGS
272003	272000	BUILDINGS AND FIXED EQUIPMENT	Active	BUILDINGS
272004	272000	FCO REAL PROP ARTWORK	Active	BUILDINGS
273000	273000	ACC DEPR BLDGS AND BLDG IMPR	Active	ACC DEPR BLDGS AND BLDG IMPR
274000	274000	INFRASTRUCTURE AND IMPROVE	Active	INFRASTR AND OTHER IMPR
275000	275000	ACC DEPR INFRASTR AND IMPROVE	Active	AC DEPR INFRASTR AND OTH IMPR
276000	276000	FURNITURE AND EQUIPMENT	Active	FURNITURE AND EQUIPMENT
276025	276000	ARTWORK	Active	FURNITURE AND EQUIPMENT
277000	277000	ACC DEPR FURNITURE AND EQPT	Active	ACC DEPR FURNITURE AND EQ
278000	278000	CONSTRUCTION WORK IN PROGRESS	Active	CONSTRUCTION WORK IN PROGRESS
282000	282000	LIBRARY RESOURCES	Active	LIBRARY RESOURCES
282001	282000	BOOKS CAPITALIZED	Active	LIBRARY RESOURCES
283000	283000	ACC DEPR LIBRARY RESOURCES	Active	ACC DEPR LIBRARY RESOURCES
284000	284000	PROPERTY UNDER CAPITAL LEASE	Active	PROPERTY UNDER CAPITAL LEASE

288000	288000	OTHER FIXED ASSETS	Active	OTHER FIXED ASSETS
289000	289000	ACC DEPR OTHER FIXED ASSETS	Active	ACC DEPR OTHER FIXED ASSETS
311000	311000	ACCOUNTS PAYABLE	Active	ACCOUNTS PAYABLE
311001	311000	ACCOUNTS PAYABLE-LOAN PROC FEE	Active	ACCOUNTS PAYABLE
311002	311000	ACCOUNTS PAYABLE-MISCELLANEOUS	Active	ACCOUNTS PAYABLE
313000	313000	CONSTRUCTION CONTR PAY	Active	CONSTRUCTION CONTR PAY
321000	321000	ACCRUED SALARIES AND WAGES	Active	ACCRUED SALARIES AND WAGES
321001	321000	ACC SAL PAY-EE TAXES WITHHELD	Active	ACCRUED SALARIES AND WAGES
321002	321000	ACC SAL PAY-EE RETIRE CONTRIB	Active	ACCRUED SALARIES AND WAGES
321003	321000	ACC SAL PAY-EE STATE BENEFITS	Active	ACCRUED SALARIES AND WAGES
321004	321000	ACC SAL PAY-EE LIFE & DISABIL	Active	ACCRUED SALARIES AND WAGES
321005	321000	ACC SAL PAY-EE GARNISHMENTS	Active	ACCRUED SALARIES AND WAGES
321006	321000	ACC SAL PAY-EE SAVINGS BONDS	Active	ACCRUED SALARIES AND WAGES
321007	321000	ACC SAL PAY-EE FLORIDA PREPD	Active	ACCRUED SALARIES AND WAGES
321008	321000	ACC SAL PAY-EE CHARITIES	Active	ACCRUED SALARIES AND WAGES
321009	321000	ACC SAL PAY-EE PARKING/BUS	Active	ACCRUED SALARIES AND WAGES
321010	321000	ACC SAL PAY-EE UNION DUES	Active	ACCRUED SALARIES AND WAGES
321011	321000	ACC SAL PAY-EE UCF ATHL/FDN	Active	ACCRUED SALARIES AND WAGES
321012	321000	ACC SAL PAY-EE ACCT RECEIV	Active	ACCRUED SALARIES AND WAGES
321013	321000	ACC SAL PAY-EE TAXES	Active	ACCRUED SALARIES AND WAGES
321014	321000	ACC SAL PAY-EE ADOPTION PROG	Active	ACCRUED SALARIES AND WAGES
321015	321000	ACC SAL PAY-EE 9MO FAC DEF CMP	Active	ACCRUED SALARIES AND WAGES
321101	321000	ACC SAL PAY-ER TAXES	Active	ACCRUED SALARIES AND WAGES
321102	321000	ACC SAL PAY-ER RETIRE CONTRIB	Active	ACCRUED SALARIES AND WAGES
321103	321000	ACC SAL PAY-ER STATE BENEFITS	Active	ACCRUED SALARIES AND WAGES
321201	321000	ACC SAL PAY-NRA W/H TAXES	Active	ACCRUED SALARIES AND WAGES
331000	331000	DEPOSITS PAYABLE	Active	DEPOSITS PAYABLE
331003	331000	DEPOSITS PAYABLE ABAN PROP VEN	Active	DEPOSITS PAYABLE
351000	351000	DUE TO UCF	Active	DUE TO UCF
351001	351000	DUE TO E&G UNIVERSITY OPERATIO	Active	DUE TO UCF
351003	351000	DUE TO E&G STUDENT FEES - UNIV	Active	DUE TO UCF
351004	351000	DUE TO CONTINUING EDUCATION	Active	DUE TO UCF
351005	351000	DUE TO STUDENT ACTIVITIES	Active	DUE TO UCF
351006	351000	DUE TO CAMPUS CONCESSION	Active	DUE TO UCF
351007	351000	DUE TO STU FINANCIAL ASSISTAN	Active	DUE TO UCF
351008	351000	DUE TO E&G COLLEGE OF MEDICIN	Active	DUE TO UCF
351009	351000	DUE TO E&G STU FEES - COLL OF	Active	DUE TO UCF
351013	351000	DUE TO OFFICE SUPPLIES	Active	DUE TO UCF
351014	351000	DUE TO UNIV BOOKSTORE	Active	DUE TO UCF
351015	351000	DUE TO PRINTING SERVICES	Active	DUE TO UCF
351016	351000	DUE TO PARKING SVCS	Active	DUE TO UCF
351017	351000	DUE TO FOOD SVCS	Active	DUE TO UCF
351018	351000	DUE TO ROSEN AUXILIARY SVCS	Active	DUE TO UCF
351020	351000	DUE TO OVERHEAD ADMINISTRATION	Active	DUE TO UCF
351022	351000	DUE TO HEALTH CENTER	Active	DUE TO UCF
351023	351000	DUE TO COMP SVCS & TELECOMM	Active	DUE TO UCF
351024	351000	DUE TO CREATIVE SCH FOR CHILD	Active	DUE TO UCF
351027	351000	DUE TO ATHLETICS	Active	DUE TO UCF
351028	351000	DUE TO FEDERAL CONTRACTS & GRT	Active	DUE TO UCF
351029	351000	DUE TO STATE CONTRACTS & GRTS	Active	DUE TO UCF
351030	351000	DUE TO PRIVATE CONTRACTS & GRT	Active	DUE TO UCF
351031	351000	DUE TO RESEARCH & COMMERCIAL	Active	DUE TO UCF
351032	351000	DUE TO FEDERAL WORK STUDY PROG	Active	DUE TO UCF
351034	351000	DUE TO DIRECT SUPPORT ORGS	Active	DUE TO UCF
351035	351000	DUE TO FED ADMIN ALLOWANCE	Active	DUE TO UCF
351036	351000	DUE TO RESTRICTED SCHOLAR	Active	DUE TO UCF
351037	351000	DUE TO FED PERKINS LOAN	Active	DUE TO UCF
351038	351000	DUE TO INSTITUTIONAL LOAN	Active	DUE TO UCF
351039	351000	DUE TO UNIV CONSTRUCTION	Active	DUE TO UCF

351044	351000	DUE TO AGENCY FUND	Active	DUE TO UCF
351047	351000	DUE TO ORGANIZATION ACCTS	Active	DUE TO UCF
351048	351000	DUE TO CUSTODIAL SCHOLAR	Active	DUE TO UCF
351049	351000	DUE TO BUSINESS SVCS	Active	DUE TO UCF
351050	351000	DUE TO AUXILIARY OVERHEAD	Active	DUE TO UCF
351052	351000	DUE TO FLA SOLAR ENERGY	Active	DUE TO UCF
351059	351000	DUE TO UNRESTRICTED SCHOLAR	Active	DUE TO UCF
351060	351000	DUE TO POSTAL SERVICES	Active	DUE TO UCF
351062	351000	DUE TO EXECUTIVE DEV CTR	Active	DUE TO UCF
351067	351000	DUE TO ADV MAT PROC ANAL CTR	Active	DUE TO UCF
351071	351000	DUE TO ACADEMIC SUPPORT	Active	DUE TO UCF
351073	351000	DUE TO ADMIN & FINANCE	Active	DUE TO UCF
351074	351000	DUE TO INSTITUTE OF GOV	Active	DUE TO UCF
351075	351000	DUE TO STU SVCS ENTERPR	Active	DUE TO UCF
351079	351000	DUE TO STUDENT HOUSING	Active	DUE TO UCF
351082	351000	DUE TO STATE REVENUE CERTIFIC	Active	DUE TO UCF
351088	351000	DUE TO IN HOUSE AWARDS	Active	DUE TO UCF
351090	351000	DUE TO TECHNOLOGY FEE	Active	DUE TO UCF
351091	351000	DUE TO CAMPUS CARD	Active	DUE TO UCF
351299	351000	DUE TO UCF COM SIP	Active	DUE TO UCF
351599	351000	DUE TO FINANCE CORP DSO	Active	DUE TO UCF
355000	355000	DT OTHER GOVERNMENTAL UNITS	Active	DT OTHER GOVERNMENTAL UNITS
355001	355000	SALES TAX COLLECTED - 6.00%	Active	DT OTHER GOVERNMENTAL UNITS
355002	355000	SALES TAX COLLECTED - 6.50%	Active	DT OTHER GOVERNMENTAL UNITS
355003	355000	SALES TAX COLLECTED - 6.75%	Active	DT OTHER GOVERNMENTAL UNITS
355004	355000	SALES TAX COLLECTED - 7.00%	Active	DT OTHER GOVERNMENTAL UNITS
355005	355000	SALES TAX COLLECTED - 7.50%	Active	DT OTHER GOVERNMENTAL UNITS
355006	355000	DUE TO SEMINOLE COUNTY SURTAX	Active	DT OTHER GOVERNMENTAL UNITS
355101	355000	TOURIST DEV TAX COLLECTED - 6%	Active	DT OTHER GOVERNMENTAL UNITS
355200	355000	FL COMMUNICATION SVCS TAX	Active	DT OTHER GOVERNMENTAL UNITS
355201	355000	FL COMM GROSS RCPT TAX 0.15%	Active	DT OTHER GOVERNMENTAL UNITS
355202	355000	FL COMM GROSS RCPT TAX 2.37%	Active	DT OTHER GOVERNMENTAL UNITS
355203	355000	LOCAL COMMUNICATION SVCS TAX	Active	DT OTHER GOVERNMENTAL UNITS
357001	357000	DT UCF FOUNDATION	Active	DUE TO COMPONENT UNIT/PRIMARY
357002	357000	DT UCF ATHLETICS FOUNDATION	Active	DUE TO COMPONENT UNIT/PRIMARY
357003	357000	DUE TO UCF RESEARCH FOUNDATION	Active	DUE TO COMPONENT UNIT/PRIMARY
357004	357000	DT UCF GOLDEN KNIGHTS FDN	Active	DUE TO COMPONENT UNIT/PRIMARY
357005	357000	DT UCF CONVOCATION CTR FDN	Active	DUE TO COMPONENT UNIT/PRIMARY
357006	357000	DT UCF FINANCING CORP DSO	Active	DUE TO COMPONENT UNIT/PRIMARY
357007	357000	DT CF CLINICAL PRACTICE ORG	Active	DUE TO COMPONENT UNIT/PRIMARY
357901	357000	DT UCF DSO USE ONLY	Active	DUE TO COMPONENT UNIT/PRIMARY
361000	361000	MATURED BONDS PAYABLE	Active	MATURED BONDS PAYABLE
361900	361900	CAPITAL IMPROVEMENT DEBT PAYAB	Active	CAPITAL IMPROVEMENT DEBT PAYAB
362000	362000	MATURED REV CERT PAYABLE	Active	MATURED REV CERT PAYABLE
363000	363000	UNAMORT PREM ON BDS PAYABLE	Active	UNAMORT PREM ON BDS PAYABLE
363900	363900	UNAMORTIZED PREMIUM CI DEBT	Active	Unamortized Premium CI Debt
364000	364000	UNAMORT DISC ON BDS PAY-CURR	Active	UNAMORT DISC ON BDS PAY-CURR
364900	364900	UNAMORTIZED DISCOUNT CI DEBT	Active	UNAMORTIZED DISCOUNT CI DEBT
365000	365000	AMT DEFERRED ON REFUNDING-CURR	Active	AMT DEFERRED ON REFUND-CURR
365900	365900	DEFER AMT ON REFUNDING CI DEBT	Active	DEFER AMT ON REFUNDING CI DEBT
366000	366000	UNAMORT DISC ON COP - CURRENT	Active	UNAMORT DISC ON COP - CURRENT
369000	369000	MATURED INTEREST PAYABLE	Active	MATURED INTEREST PAYABLE
371000	371000	CURRENT BONDS PAYABLE	Active	CURRENT BONDS PAYABLE
372000	372000	CURRENT CERT OF PARTICIPATION	Active	CURRENT REV CERT PAYABLE
379000	379000	CURRENT ACCRUED INTEREST	Active	CURRENT ACCRUED INTEREST
385000	385000	INSTALLMENT PURCH CONTRACTS	Active	INSTALLMENT PURCH CONTRACTS
386000	386000	CURRENT COMP ABS LIABILITY	Active	CURRENT COMP ABS LIABILITY
387000	387000	CAPITAL LEASES CUR PORTION	Active	CAPITAL LEASES CUR PORTION
388000	388000	POST EMP HEALTH CARE BENEFITS	Active	POST EMP HEALTH CARE BENEFITS

389000	389000	DEFERRED REVENUES	Active	DEFERRED REVENUES
389100	389100	DEFERRED REVENUES - FEES	Active	DEFERRED REVENUES - FEES
389101	389100	DEFERRED REVENUES - FEES FALL	Active	DEFERRED REVENUES - FEES
389102	389100	DEFERRED REVENUES - FEES SPG	Active	DEFERRED REVENUES - FEES
389103	389100	DEFERRED REVENUES - FEES SUM	Active	DEFERRED REVENUES - FEES
389200	389200	DEFERRED REVENUES - AUX ENT	Active	DEFERRED REVENUES - AUX ENT
397000	397000	OBLIG UNDER SECURITIES AGREE	Active	OBL PAY-SECURITIES LENDING
399000	399000	OTHER CURRENT LIABILITIES	Active	OTHER CURRENT LIABILITIES
399100	399100	LOANS AND NOTES PAYABLE	Active	LOANS AND NOTES PAYABLE CURR
461000	461000	BONDS PAYABLE	Active	BONDS PAYABLE
461900	461900	CAPITAL IMPROVEMENT DEBT PAYAB	Active	CAPITAL IMPROVEMENT DEBT PAYAB
462000	462000	CERTIFICATE OF PARTICIPATION	Active	REVENUE CERT OUTSTANDING
463000	463000	UNAMRTZD PREMIUM ON BNDS PAY	Active	UNAMRTZD PREMIUM ON BNDS PAY
463900	463900	UNAMORTIZED PREMIUM CI DEBT	Active	UNAMORTIZED PREM CI DEBT
464000	464000	UNAMRTZD DISCOUNT ON BNDS PAY	Active	UNAMRTZD DISCOUNT ON BNDS PAY
464900	464900	UNAMORTIZED DISCOUNT CI DEBT	Active	UNAMORTIZED DISCOUNT CI DEBT
465000	465000	AMOUNT DUE ON REFUNDING	Active	AMOUNT DEFERRED ON REFUNDING
465900	465900	DEFERRED REFUNDING ON CI DEBT	Active	DEFERRED REFUNDING CI DEBT
466000	466000	UNAMORT PREM/DISC ON COP	Active	UNAMORT PREM/DISC ON COP
469000	469000	ACCRUED INTEREST	Active	ACCRUED INTEREST
485000	485000	INSTALLMENT PURCHASE CONTR	Active	INSTALLMENT PURCHASE CONTR
486000	486000	COMP ABS LIABILITY LT	Active	COMP ABS LIABILITY LT
487000	487000	CAPITAL LEASES LIABILITY	Active	CAPITAL LEASES LIABILITY
488000	488000	POST EMP HEALTH CARE BENEFITS	Active	POST EMP HEALTH CARE BENEFITS
499000	499000	OTHER LONG-TERM LIABILITIES	Active	OTHER LONG-TERM LIABILITIES
499001	499000	CONSTRUCTION PAYABLE-NON CUR	Active	OTHER LONG-TERM LIABILITIES
499002	499000	DEFERRED COMP - NON CURRENT	Active	OTHER LONG-TERM LIABILITIES
499100	499100	LOANS AND NOTES PAYABLE	Active	LOANS AND NOTES PAY NONCURRENT
601002	613100	NON-CREDIT REVENUE	Active	STUDENT TUITION AND FEES
601003	613100	TRANSCRIPT FEES	Active	STUDENT TUITION AND FEES
601004	613100	ORIENTATION FEES	Active	STUDENT TUITION AND FEES
601011	613100	MATRICULATION FALL TERM	Active	STUDENT TUITION AND FEES
601012	613100	MATRICULATION SPG TERM	Active	STUDENT TUITION AND FEES
601013	613100	MATRICULATION SUM TERM	Active	STUDENT TUITION AND FEES
601016	613100	REPEAT COURSES FALL	Active	STUDENT TUITION AND FEES
601017	613100	REPEAT COURSES SPG	Active	STUDENT TUITION AND FEES
601018	613100	REPEAT COURSES SUM	Active	STUDENT TUITION AND FEES
601019	613100	DIFFERENTIAL TUITION FALL	Active	STUDENT TUITION AND FEES
601020	613100	DIFFERENTIAL TUITION SPG	Active	STUDENT TUITION AND FEES
601021	613100	DIFFERENTIAL TUITION SUM	Active	STUDENT TUITION AND FEES
601022	613100	PROFESSIONAL TUITION FEES FALL	Active	STUDENT TUITION AND FEES
601023	613100	PROFESSIONAL TUITION FEES SPG	Active	STUDENT TUITION AND FEES
601024	613100	PROFESSIONAL TUITION FEES SUM	Active	STUDENT TUITION AND FEES
601025	613100	DISTANCE LEARNING FALL	Active	STUDENT TUITION AND FEES
601026	613100	DISTANCE LEARNING SPG	Active	STUDENT TUITION AND FEES
601027	613100	DISTANCE LEARNING SUM	Active	STUDENT TUITION AND FEES
601031	613100	O/S TUITION FALL TERM	Active	STUDENT TUITION AND FEES
601032	613100	O/S TUITION SPG TERM	Active	STUDENT TUITION AND FEES
601033	613100	O/S TUITION SUM TERM	Active	STUDENT TUITION AND FEES
601041	613100	LATE REG FEES FALL TERM	Active	STUDENT TUITION AND FEES
601042	613100	LATE REG FEES SPG TERM	Active	STUDENT TUITION AND FEES
601043	613100	LATE REG FEES SUM TERM	Active	STUDENT TUITION AND FEES
601044	613100	LATE PAYMENT FEES FALL TERM	Active	STUDENT TUITION AND FEES
601045	613100	LATE PAYMENT FEES SPG TERM	Active	STUDENT TUITION AND FEES
601046	613100	LATE PAYMENT FEES SUM TERM	Active	STUDENT TUITION AND FEES
601051	613100	LOCAL FEES FALL TERM	Active	STUDENT TUITION AND FEES
601052	613100	LOCAL FEES SPG TERM	Active	STUDENT TUITION AND FEES
601053	613100	LOCAL FEES SUM TERM	Active	STUDENT TUITION AND FEES
601066	613100	ADM DEP FORFEITED	Active	STUDENT TUITION AND FEES

601069	613100	APPLICATIONS FEES GRAD	Active	STUDENT TUITION AND FEES
601070	613100	APPLICATION FEES UGRAD	Active	STUDENT TUITION AND FEES
601071	613100	TESTING FEES	Active	STUDENT TUITION AND FEES
602004	613010	WVR NOT BUDGETED O/S FALL	Active	WAIVERS
602005	613010	WVR NOT BUDGETED O/S SPG	Active	WAIVERS
602006	613010	WVR NOT BUDGETED O/S SUM	Active	WAIVERS
602019	613010	WVR LATE PAYMENT FALL	Active	WAIVERS
602020	613010	WVR LATE PAYMENT SPG	Active	WAIVERS
602021	613010	WVR LATE PAYMENT SUM	Active	WAIVERS
602060	613010	WVR BUDGETED IN STATE FALL	Active	WAIVERS
602061	613010	WVR BUDGETED IN STATE SPG	Active	WAIVERS
602062	613010	WVR BUDGETED IN STATE SUM	Active	WAIVERS
602063	613010	WVR NOT BUDGETED IN STATE FALL	Active	WAIVERS
602064	613010	WVR NOT BUDGETED IN STATE SPG	Active	WAIVERS
602065	613010	WVR NOT BUDGETED IN STATE SUM	Active	WAIVERS
602073	613010	WVR BUDGETED O/S FALL	Active	WAIVERS
602074	613010	WVR BUDGETED O/S SPG	Active	WAIVERS
602075	613010	WVR BUDGETED O/S SUM	Active	WAIVERS
602082	613010	WVR LATE REG FALL	Active	WAIVERS
602083	613010	WVR LATE REG SPG	Active	WAIVERS
602084	613010	WVR LATE REG SUM	Active	WAIVERS
604001	672200	AUX SALES/REVENUE-INTERDEPT	Active	SALES AND SVCS OF AUX NONSTATE
604002	672200	AUXILIARY SALES-PREMIUM	Active	SALES AND SVCS OF AUX NONSTATE
604003	619000	REFUND OF STATE SCHOLARSHIPS	Active	OTHER OPERATING REVENUE
604005	672200	NON-TAXABLE AUX SALES-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE
604006	672200	NON-TAXABLE AUX SALES-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604007	619000	OTHER OPERATING REVENUE	Active	OTHER OPERATING REVENUE
604009	672200	NON-TAXABLE AUX FEES-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE
604010	672200	NON-TAXABLE AUX FEES-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604012	672200	NON-TAXABLE ADVERTISING SALES	Active	SALES AND SVCS OF AUX NONSTATE
604013	672200	NON-TAX TICKET SALES-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE
604014	672200	NON-TAXABLE COMMISSIONS	Active	SALES AND SVCS OF AUX NONSTATE
604016	672200	NON-TAX TICKET SALES-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604020	672200	NON-TAXABLE SPONSORSHIP REV	Active	SALES AND SVCS OF AUX NONSTATE
604026	672200	NON-TAXABLE FOOD SALES-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE
604027	672200	NON-TAX FOOD SALES-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604029	672200	FORFEIT DEPOSIT	Active	SALES AND SVCS OF AUX NONSTATE
604031	672200	CONVENIENCE FEE	Active	SALES AND SVCS OF AUX NONSTATE
604032	672200	MEMBERSHIP REVENUES	Active	SALES AND SVCS OF AUX NONSTATE
604037	672200	HOUSING FALL	Active	SALES AND SVCS OF AUX NONSTATE
604038	672200	HOUSING SPRING	Active	SALES AND SVCS OF AUX NONSTATE
604039	672200	HOUSING SUMMER	Active	SALES AND SVCS OF AUX NONSTATE
604040	689000	TSFR FM STATE - CHILD CARE DEV	Active	OTHER NONOPERATING REVENUES
604042	672200	NON-TAX SPACE RENTAL-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604043	672200	NON-TAX SPACE RENTAL-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE
604044	672200	NON-TAXABLE EVENTS-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE
604045	672200	NON-TAXABLE EVENTS-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604046	672200	NON-TAX EQUIP RENTAL-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE
604047	672200	NON-TAX EQUIP RENTAL-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604050	619000	CONTINGENCY COST PAID	Active	OTHER OPERATING REVENUE
604051	619000	RETURNED CHECK CHARGES	Active	OTHER OPERATING REVENUE
604052	619000	TRAFFIC & PARKING VIOLATIONS	Active	OTHER OPERATING REVENUE
604053	619000	LIBRARY LRC FINES	Active	OTHER OPERATING REVENUE
604055	619000	LATE PAYMENT FINES	Active	OTHER OPERATING REVENUE
604058	672200	HSG CANCELLATIONS FALL	Active	SALES AND SVCS OF AUX NONSTATE
604059	672200	HSG CANCELLATIONS SPG	Active	SALES AND SVCS OF AUX NONSTATE
604060	672200	HSG CANCELLATIONS SUM	Active	SALES AND SVCS OF AUX NONSTATE
604063	689000	CUSTODIAL GIFTS	Active	OTHER NONOPERATING REVENUES
604066	672200	NON TAX AUX REVENUE-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE

604067	672200	NON TAX AUX REVENUE-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604070	619000	CLUBS & ORGANIZATIONS	Active	OTHER OPERATING REVENUE
604071	619000	RECOVERY OF BAD DEBTS	Active	OTHER OPERATING REVENUE
604079	619000	PERKINS-IN HOUSE PMTS/REFUNDS	Active	OTHER OPERATING REVENUE
604080	689000	TF UCF-DSO USE ONLY	Active	OTHER NONOPERATING REVENUES
604081	619000	ROYALTIES	Active	OTHER OPERATING REVENUE
604082	689000	TF UCF FINANCING CORP DSO	Active	OTHER NONOPERATING REVENUES
604084	619000	ADMINISTRATIVE REVENUE	Active	OTHER OPERATING REVENUE
604085	619000	RACETRACK REVENUES	Active	OTHER OPERATING REVENUE
604086	619000	STATE SCHOLARSHIPS	Active	OTHER OPERATING REVENUE
604089	689000	TF UCF GOLDEN KNIGHTS CORP	Active	OTHER NONOPERATING REVENUES
604090	689000	TF UCF RESEARCH FOUNDATION	Active	OTHER NONOPERATING REVENUES
604091	631000	STATE APPROPRIATIONS	Active	STATE APPROPRIATIONS
604092	689000	TF UCF CONVOCATION CTR CORP	Active	OTHER NONOPERATING REVENUES
604093	683900	NON CAP DONATIONS GIFTS	Active	NC GRANTS, CONTRACT, GIFTS
604094	689000	TF UCF ATHLETICS ASSOCIATION	Active	OTHER NONOPERATING REVENUES
604097	689000	TF UCF FOUNDATION	Active	OTHER NONOPERATING REVENUES
604098	619000	OVER & SHORT	Active	OTHER OPERATING REVENUE
604099	619000	NON TAXABLE OTHER MISC REVENUE	Active	OTHER OPERATING REVENUE
604104	689000	TF CMP UNITS PRI GOVT	Active	OTHER NONOPERATING REVENUES
604106	689000	OTHER NON OPERATING REVENUE	Active	OTHER NONOPERATING REVENUES
604120	689000	STAFFORD EFT	Active	OTHER NONOPERATING REVENUES
604121	689000	PLUS LOAN EFT	Active	OTHER NONOPERATING REVENUES
604122	689000	STAFFORD PLUS BANK DEBITS	Active	OTHER NONOPERATING REVENUES
604131	689000	STAFFORD NON EFT	Active	OTHER NONOPERATING REVENUES
604132	689000	PLUS NON EFT	Active	OTHER NONOPERATING REVENUES
604133	689000	PRIVATE LOANS EFT	Active	OTHER NONOPERATING REVENUES
604134	689000	PRIVATE LOANS NON EFT	Active	OTHER NONOPERATING REVENUES
604135	689000	PRIVATE LOANS BANK DEBITS	Active	OTHER NONOPERATING REVENUES
604153	619000	LIB SPEC BORROW LRC FINES	Active	OTHER OPERATING REVENUE
604305	672200	TAXABLE AUX SALES-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE
604306	672200	TAXABLE AUX SALES-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604309	672200	TAXABLE AUX FEES-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE
604310	672200	TAXABLE AUX FEES-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604312	672200	TAXABLE ADVERTISING SALES	Active	SALES AND SVCS OF AUX NONSTATE
604313	672200	TAXABLE TICKET SALES	Active	SALES AND SVCS OF AUX NONSTATE
604314	672200	TAXABLE COMMISSIONS	Active	SALES AND SVCS OF AUX NONSTATE
604320	672200	TAXABLE SPONSORSHIP REVENUE	Active	SALES AND SVCS OF AUX NONSTATE
604326	672200	TAXABLE FOOD SALES-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE
604327	672200	TAXABLE FOOD SALES-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604342	672200	TAXABLE SPACE RENTAL-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604343	672200	TAXABLE SPACE RENTAL-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE
604344	672200	TAXABLE EVENTS-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE
604345	672200	TAXABLE EVENTS-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604346	672200	TAXABLE EQUIP RENTAL-CAMPUS	Active	SALES AND SVCS OF AUX NONSTATE
604347	672200	TAXABLE EQUIP RENTAL-EXTERNAL	Active	SALES AND SVCS OF AUX NONSTATE
604366	672200	TAXABLE AUXILIARY REVENUE MISC	Active	SALES AND SVCS OF AUX NONSTATE
604999	689000	MISC REVENUE CONTRA	Active	OTHER NONOPERATING REVENUES
605001	662000	INTEREST - STUDENT LOANS	Active	INTEREST ON LOANS
605002	615000	INTEREST - INVESTMENTS	Active	INTEREST INCOME
605003	662000	INTEREST - LOAN CANC	Active	INTEREST ON LOANS
605004	615000	INTEREST - CONTRA EXP	Active	INTEREST INCOME
605005	615000	INTEREST - SPIA	Active	INTEREST INCOME
605006	662000	INTEREST - ASSIGNED LOANS	Active	INTEREST ON LOANS
605007	662000	INTEREST - WRITTEN OFF	Active	INTEREST ON LOANS
605008	615000	INTEREST - MISC	Active	INTEREST INCOME
605011	615000	INTEREST - SBA BOND PROCEEDS	Active	INTEREST INCOME
605012	689000	INTEREST - AUXILIARY LOANS	Active	OTHER NONOPERATING REVENUES
605013	615000	INTEREST - SBA GEN INV	Active	INTEREST INCOME

605014	615000	INTEREST - CDARS	Active	INTEREST INCOME
605015	615000	INTEREST - MISC INCOME	Active	INTEREST INCOME
605016	615000	INTEREST - BANK ACCOUNTS	Active	INTEREST INCOME
605017	615000	INTEREST AND DIVIDENDS - BNY	Active	INTEREST INCOME
605901	615000	INTEREST-DSO USE ONLY	Active	INTEREST INCOME
605902	615000	INTEREST EXP-DSO USE ONLY	Active	INTEREST INCOME
607001	614100	FEDERAL GRANTS	Active	FEDERAL GRANTS
607002	614100	FEDERAL FLOW THROUGH FUNDS	Active	FEDERAL GRANTS
607006	614100	FEDERAL DEPARTMENT OF EDUC	Active	FEDERAL GRANTS
607007	614100	PERKINS REPLENISHMENT CANC LN	Active	FEDERAL GRANTS
607012	614100	ADMINISTRATIVE COST REVENUES	Active	FEDERAL GRANTS
607013	614100	ASSIGNED LOAN FEES	Active	FEDERAL GRANTS
611020	614300	PRIVATE GRANTS	Active	PRIVATE GRANTS
615001	657000	TSFR FM E&G UNIVERSITY OPERATI	Active	TFR IN FM WI THE AGENCY
615003	657000	TSFR FM E&G STU FEES - UNIVERS	Active	TFR IN FM WI THE AGENCY
615004	657000	TSRF FM CONTINUING EDUCATION	Active	TFR IN FM WI THE AGENCY
615005	657000	TSFR FM STUDENT ACTIVITIES	Active	TFR IN FM WI THE AGENCY
615006	657000	TSFR FM CAMPUS CONCESSIONS	Active	TFR IN FM WI THE AGENCY
615007	657000	TSFR FM STU FINANCIAL ASSISTA	Active	TFR IN FM WI THE AGENCY
615008	657000	TSFR FM E&G COLL OF MEDICINE	Active	TFR IN FM WI THE AGENCY
615009	657000	TSFR FM E&G STU FEES COLL OF M	Active	TFR IN FM WI THE AGENCY
615013	657000	TSFR FM OFFICE SUPPLIES	Active	TFR IN FM WI THE AGENCY
615014	657000	TSFR FM UNIV BOOKSTORE	Active	TFR IN FM WI THE AGENCY
615015	657000	TSFR FM PRINTING SERVICES	Active	TFR IN FM WI THE AGENCY
615016	657000	TSFR FM PARKING SVCS	Active	TFR IN FM WI THE AGENCY
615017	657000	TSFR FM FOOD SVCS	Active	TFR IN FM WI THE AGENCY
615018	657000	TSFR FM ROSEN AUXILIARY SVCS	Active	TFR IN FM WI THE AGENCY
615020	657000	TSFR FM OVERHEAD ADMINISTRATIO	Active	TFR IN FM WI THE AGENCY
615021	657000	TSFR FM PEGASUS HEALTH	Active	TFR IN FM WI THE AGENCY
615022	657000	TSFR FM HEALTH CENTER	Active	TFR IN FM WI THE AGENCY
615023	657000	TSFR FM COMP SVCS & TELECOMM	Active	TFR IN FM WI THE AGENCY
615024	657000	TSFR FM CREATIVE SCH FOR CHILD	Active	TFR IN FM WI THE AGENCY
615027	657000	TSFR FM ATHLETICS	Active	TFR IN FM WI THE AGENCY
615028	657000	TSFR FM FEDERAL CONTRACTS GRAN	Active	TFR IN FM WI THE AGENCY
615029	657000	TSFR FM STATE CONTRACTS & GRTS	Active	TFR IN FM WI THE AGENCY
615030	657000	TSFR FM PRIVATE CONTRACTS & GR	Active	TFR IN FM WI THE AGENCY
615031	657000	TSFR FM RESEARCH & COMMERCIAL	Active	TFR IN FM WI THE AGENCY
615032	657000	TSFR FM FEDERAL WORK STUDY PRO	Active	TFR IN FM WI THE AGENCY
615034	657000	TSFR FM DIRECT SUPPORT ORGS	Active	TFR IN FM WI THE AGENCY
615035	657000	TSFR FM FED ADMIN ALLOWANCE	Active	TFR IN FM WI THE AGENCY
615036	657000	TSFR FM RESTRICTED SCHOLAR	Active	TFR IN FM WI THE AGENCY
615037	657000	TSFR FM FED PERKINS LOAN	Active	TFR IN FM WI THE AGENCY
615038	657000	TSFR FM INSTITUTIONAL LOAN	Active	TFR IN FM WI THE AGENCY
615039	657000	TSFR FM UNIV CONSTRUCTION	Active	TFR IN FM WI THE AGENCY
615049	657000	TSFR FM BUSINESS SVCS	Active	TFR IN FM WI THE AGENCY
615050	657000	TSFR FM AUXILIARY OVERHEAD	Active	TFR IN FM WI THE AGENCY
615051	657000	TSFR FM INVESTMENT IN PLANT	Active	TFR IN FM WI THE AGENCY
615052	657000	TSFR FM FLA SOLAR ENERGY	Active	TFR IN FM WI THE AGENCY
615059	657000	TSFR FM UNRESTRICTED SCHOLAR	Active	TFR IN FM WI THE AGENCY
615060	657000	TSFR FM POSTAL SERVICES	Active	TFR IN FM WI THE AGENCY
615062	657000	TSFR FM EXECUTIVE DEV CTR	Active	TFR IN FM WI THE AGENCY
615067	657000	TSFR FM ADV MAT PROC ANAL CTR	Active	TFR IN FM WI THE AGENCY
615071	657000	TSFR FM ACADEMIC SUPPORT	Active	TFR IN FM WI THE AGENCY
615073	657000	TSFR FM ADMIN & FINANCE	Active	TFR IN FM WI THE AGENCY
615074	657000	TSFR FM INSTITUTE OF GOV	Active	TFR IN FM WI THE AGENCY
615075	657000	TSFR FM STU SVCS ENTERPR	Active	TFR IN FM WI THE AGENCY
615079	657000	TSFR FM STUDENT HOUSING	Active	TFR IN FM WI THE AGENCY
615088	657000	TSFR FM IN HOUSE AWARDS	Active	TFR IN FM WI THE AGENCY
615090	657000	TSFR FM INFO TECHNOLOGY FEE	Active	TFR IN FM WI THE AGENCY

615091	657000	TSFR FM CAMPUS CARD	Active	TFR IN FM WI THE AGENCY
615095	657000	TSFR FM FL INTER ENTER ACADEMY	Active	TFR IN FM WI THE AGENCY
615099	657000	TSFR FM UCF	Active	TFR IN FM WI THE AGENCY
615301	657000	TSFR CONTRA E&G UNIVERSITY	Active	TFR IN FM WI THE AGENCY
615303	657000	TSFR CONTRA STUDENT FEES	Active	TFR IN FM WI THE AGENCY
615304	657000	TSFR CONTRA CONTINUING EDUCATI	Active	TFR IN FM WI THE AGENCY
615305	657000	TSFR CONTRA STUDENT ACTIVITIES	Active	TFR IN FM WI THE AGENCY
615306	657000	TSFR CONTRA CAMPUS CONCESSIONS	Active	TFR IN FM WI THE AGENCY
615307	657000	TSFR CONTRA STU FINANCIAL ASS	Active	TFR IN FM WI THE AGENCY
615308	657000	TC E&G - COLLEGE OF MEDICINE	Active	TFR IN FM WI THE AGENCY
615309	657000	TSFR CONTRA E&G STU FEES COLL	Active	TFR IN FM WI THE AGENCY
615313	657000	TSFR CONTRA OFFICE SUPPLIES	Active	TFR IN FM WI THE AGENCY
615314	657000	TSFR CONTRA UNIV BOOKSTORE	Active	TFR IN FM WI THE AGENCY
615315	657000	TSFR CONTRA PRINTING SVCS	Active	TFR IN FM WI THE AGENCY
615316	657000	TSFR CONTRA PARKING SVCS	Active	TFR IN FM WI THE AGENCY
615317	657000	TSFR CONTRA FOOD SVCS	Active	TFR IN FM WI THE AGENCY
615318	657000	TSFR CONTRA ROSEN AUXILIARY SV	Active	TFR IN FM WI THE AGENCY
615320	657000	TSFR CONTRA OVERHEAD ADMINISTR	Active	TFR IN FM WI THE AGENCY
615321	657000	TSFR FM CONTRA PEGASUS HLTH	Active	TFR IN FM WI THE AGENCY
615322	657000	TSFR CONTRA HEALTH CENTER	Active	TFR IN FM WI THE AGENCY
615323	657000	TSFR CONTRA COMP SVCS & TELECO	Active	TFR IN FM WI THE AGENCY
615324	657000	TSFR CONTRA CREATIVE SCH FOR C	Active	TFR IN FM WI THE AGENCY
615327	657000	TSFR CONTRA ATHLETICS	Active	TFR IN FM WI THE AGENCY
615328	657000	TSFR CONTRA FEDERAL CONTRACTS	Active	TFR IN FM WI THE AGENCY
615329	657000	TSFR CONTRA STATE CONTRACTS &	Active	TFR IN FM WI THE AGENCY
615330	657000	TSFR CONTRA PRIVATE CONTRACTS	Active	TFR IN FM WI THE AGENCY
615331	657000	TSFR CONTRA RESEARCH & COMMERC	Active	TFR IN FM WI THE AGENCY
615332	657000	TSFR CONTRA FEDERAL WORK STUDY	Active	TFR IN FM WI THE AGENCY
615334	657000	TSFR CONTRA DIRECT SUPPORT ORG	Active	TFR IN FM WI THE AGENCY
615335	657000	TSFR CONTRA FED ADMIN ALLOWANC	Active	TFR IN FM WI THE AGENCY
615336	657000	TSFR CONTRA RESTRICTED SCHOLA	Active	TFR IN FM WI THE AGENCY
615337	657000	TSFR CONTRA FED PERKINS LOAN	Active	TFR IN FM WI THE AGENCY
615338	657000	TSFR CONTRA INSTITUTIONAL LOA	Active	TFR IN FM WI THE AGENCY
615339	657000	TSFR CONTRA UNIV CONSTRUCTION	Active	TFR IN FM WI THE AGENCY
615349	657000	TSFR CONTRA BUSINESS SVCS	Active	TFR IN FM WI THE AGENCY
615350	657000	TSFR CONTRA AUXILIARY OVERHEAD	Active	TFR IN FM WI THE AGENCY
615352	657000	TSFR CONTRA FLA SOLAR ENERGY	Active	TFR IN FM WI THE AGENCY
615359	657000	TSFR CONTRA UNRESTRICTED SCHOL	Active	TFR IN FM WI THE AGENCY
615360	657000	TSFR CONTRA POSTAL SERVICES	Active	TFR IN FM WI THE AGENCY
615362	657000	TSFR CONTRA EXECUTIVE DEV CTR	Active	TFR IN FM WI THE AGENCY
615367	657000	TSFR CONTRA ADV MAT PROC ANAL	Active	TFR IN FM WI THE AGENCY
615371	657000	TSFR CONTRA ACADEMIC SUPPORT	Active	TFR IN FM WI THE AGENCY
615373	657000	TSFR CONTRA ADMIN & FINANCE	Active	TFR IN FM WI THE AGENCY
615374	657000	TSFR CONTRA INSTITUTE OF GOV	Active	TFR IN FM WI THE AGENCY
615375	657000	TSFR CONTRA STU SVCS ENTERPR	Active	TFR IN FM WI THE AGENCY
615379	657000	TSFR CONTRA STUDENT HOUSING	Active	TFR IN FM WI THE AGENCY
615390	657000	TSFR CONTRA INFO TECHNOLOGY	Active	TFR IN FM WI THE AGENCY
615391	657000	TSFR CONTRA CAMPUS CARD	Active	TFR IN FM WI THE AGENCY
615395	657000	TSFR FM CONTRA FL INTER ENTER	Active	TFR IN FM WI THE AGENCY
615401	659000	TRANSFERS IN OTHER AGENCIES	Active	TFR IN FM OTHER AGENCIES
615599	657000	TSFR FM FIN CORP	Active	TFR IN FM WI THE AGENCY
615614	657000	TT-TF UNIV BOOKSTORE R & R	Active	TFR IN FM WI THE AGENCY
615616	657000	TT-TF PARKING SERVICES R & R	Active	TFR IN FM WI THE AGENCY
615622	657000	TT-TF HEALTH CENTER R & R	Active	TFR IN FM WI THE AGENCY
615679	657000	TT-TF STUDENT HOUSING R & R	Active	TFR IN FM WI THE AGENCY
615714	657000	TT-TF UNIV BOOKSTORE I & S	Active	TFR IN FM WI THE AGENCY
615716	657000	TT-TF PARKING SERVICES I & S	Active	TFR IN FM WI THE AGENCY
615722	657000	TT-TF HEALTH CENTER I & S	Active	TFR IN FM WI THE AGENCY
615779	657000	TT-TF STUDENT HOUSING I & S	Active	TFR IN FM WI THE AGENCY

615899	619000	TC AGENCY FUNDS	Active	OTHER OPERATING REVENUE
615906	657000	TF-FINANCE CORPORATION DSO	Active	TFR IN FM WI THE AGENCY
615999	689000	AGENCY FUNDS TRANSFERS	Active	OTHER NONOPERATING REVENUES
617001	614200	LOCAL GOV'T C & G REVENUE	Active	STATE & LOCAL C&G REVENUE
618001	619000	PRIOR YEAR REFUNDS	Active	OTHER OPERATING REVENUE
619001	614200	STATE CONTRACTS DEPT OF EDUC	Active	STATE & LOCAL C&G REVENUE
619002	614200	STATE CONTRACTS MISCELLANEOUS	Active	STATE & LOCAL C&G REVENUE
620001	631100	CAPITAL APPROP PECO	Active	CAPITAL APPROPRIATIONS
620002	631100	CAPITAL APPROP GERV	Active	CAPITAL APPROPRIATIONS
620003	631100	CAPITAL APPROP CITF	Active	CAPITAL APPROPRIATIONS
620004	687000	DSO DEPOSITS	Active	CAPITAL GRANTS AND DONATIONS
620005	631100	CAP APPR REVENUE CERTIFICATES	Active	CAPITAL APPROPRIATIONS
620014	631100	CAP APPR 05-06 CMTF	Active	CAPITAL APPROPRIATIONS
620021	631100	CAP APPR 93-94 CFMT	Active	CAPITAL APPROPRIATIONS
620044	631100	CAP APPR 99-00 CFMT	Active	CAPITAL APPROPRIATIONS
620060	657000	TSFR FM CG OH	Active	TFR IN FM WI THE AGENCY
621001	687000	CAPITAL GRANTS AND DONATIONS	Active	CAPITAL GRANTS AND DONATIONS
621002	691000	SALES OF REVENUE CERTIFICATES	Active	BOND PROCEEDS
632001	632000	RELEASED ARRA APPROPRIATIONS	Active	RELEASED ARRA APPROPRIATIONS
651001	689000	TSFR FM COMP UNITS/PRIM GOV'T	Active	OTHER NONOPERATING REVENUES
652000	652000	PROPERTY TRANSFER IN	Active	PROPERTY TRANSFER IN
675000	675000	NONTAXABLE-RENTS-NONSTATE	Active	RENTS ROYALTIES NONSTATE
675300	675000	TAXABLE - RENTS - NONSTATE	Active	RENTS ROYALTIES NONSTATE
677000	677000	REALIZED GAIN/LOSS SALE OF INV	Active	GAIN ON SALE OF INVESTMENTS
678000	678000	REALIZED LOSS ON SALE OF INV	Active	LOSS ON SALE OF INVESTMENTS
683000	683000	NON CAPITAL GRANTS & DONATIONS	Active	NON CAPITAL GRANTS & DONATIONS
683001	683000	NC STATE GRANTS & DONATIONS	Active	NON CAPITAL GRANTS & DONATIONS
683002	683000	NC FEDERAL GRANTS & DONATIONS	Active	NON CAPITAL GRANTS & DONATIONS
683003	683000	NC BRIGHT FUTURES	Active	NON CAPITAL GRANTS & DONATIONS
683004	683000	NC DL FEDERAL LOANS	Active	NON CAPITAL GRANTS & DONATIONS
683999	683000	NC-PELL,BF, SEOG, FSAG-RFNDS	Active	NON CAPITAL GRANTS & DONATIONS
691000	691000	BOND PROCEEDS	Active	BOND PROCEEDS
691900	691900	CAPITAL IMPRVMENT BOND PROCEED	Active	CAPITAL IMPROVMENT BND PROCEED
693000	693000	INSTALL PURCH NOTE PROCEEDS	Active	INSTALL PURCH NOTE PROCEEDS
695000	695000	PROCEEDS OF REFUNDING BONDS	Active	PROCEEDS OF REFUNDING BONDS
711101	771000	FACULTY	Active	PERSONAL SERVICES
711199	771000	SALARY REIMB-FAC OPER-POLICE	Active	PERSONAL SERVICES
711201	771000	ADMIN AND PROF	Active	PERSONAL SERVICES
711301	771000	UNIV SUP PERSONNEL SYSTEM	Active	PERSONAL SERVICES
711401	771000	SOCIAL SECURITY MATCH-SALARY	Active	PERSONAL SERVICES
711402	771000	SIP SOCIAL SECURITY MATCHING	Active	PERSONAL SERVICES
711501	771000	TEACHERS RETIREMENT MATCHING	Active	PERSONAL SERVICES
711502	771000	SIP STATE RETIREMENT MATCHING	Active	PERSONAL SERVICES
711503	771000	STATE RETIREMENT	Active	PERSONAL SERVICES
711504	771000	PUB EMPL OPTIONAL RET PLAN	Active	PERSONAL SERVICES
711505	771000	CJIP PEORP	Active	PERSONAL SERVICES
711550	771000	OPTIONAL RET PLAN MATCHING	Active	PERSONAL SERVICES
711551	771000	PRETAX ADMIN ASSESSMENTS	Active	PERSONAL SERVICES
711601	771000	STATE HEALTH EMPL CONTR	Active	PERSONAL SERVICES
711602	771000	STATE LIFE EMPLOYERS CONTR	Active	PERSONAL SERVICES
711603	771000	STATE DISABILITY EMPL CONTR	Active	PERSONAL SERVICES
711605	771000	UNEMPLOYMENT COMP	Active	PERSONAL SERVICES
711606	771000	WORKMANS COMP	Active	PERSONAL SERVICES
711607	771000	GEN LIABILITY	Active	PERSONAL SERVICES
711611	771000	TERMINATION POOL	Active	PERSONAL SERVICES
711701	771000	SAL-FEDERAL STIMULUS FUNDS	Active	PERSONAL SERVICES
711801	771000	REFUNDS TO EMPLOYEES PR	Active	PERSONAL SERVICES
711901	771000	INCENTIVE PAYMENT SALARIES	Active	PERSONAL SERVICES
711999	771000	PR MATCH AND DEDUCT PROC	Active	PERSONAL SERVICES

712101	771000	TEMPORARY EMPLOYMENT	Active	PERSONAL SERVICES
712104	771000	TEMP EMP-POST DOCTORAL BENEFIT	Active	PERSONAL SERVICES
712301	771000	SOCIAL SECURITY MATCH-OPS	Active	PERSONAL SERVICES
712401	771000	GRADUATE ASSISTANTS	Active	PERSONAL SERVICES
712402	771000	GRADUATE ASST INSTRUCTION	Active	PERSONAL SERVICES
712403	771000	GRADUATE ASST ORGANIZED RES	Active	PERSONAL SERVICES
712501	771000	STUDENT ASSISTANTS	Active	PERSONAL SERVICES
712602	771000	ADJUNCT FACULTY	Active	PERSONAL SERVICES
712603	771000	PART TIME ACADEMIC EMPLOYMENT	Active	PERSONAL SERVICES
713101	772000	PROFESSIONAL SERVICES	Active	CONTRACTUAL SERVICES
713103	722000	PROF SVCS-ENGINEERING	Active	PURCH OF CONSTR OR CAP ASSETS
713106	772000	PROF SVCS-LEGAL	Active	CONTRACTUAL SERVICES
713107	772000	PROF SVCS-MEDICAL/DENTAL	Active	CONTRACTUAL SERVICES
713108	772000	PROF SVCS-TEMPORARY EMPL SERVI	Active	CONTRACTUAL SERVICES
713109	772000	PROF SVCS-ENTERTAINMENT	Active	CONTRACTUAL SERVICES
713111	772000	PROF SVCS-CUSTODIAL & JANITORI	Active	CONTRACTUAL SERVICES
713112	772000	PROF SVCS-BANKING SERVICES	Active	CONTRACTUAL SERVICES
713115	772000	PROF MANAGEMENT FEES	Active	CONTRACTUAL SERVICES
713116	772000	PROF SVCS-FOREIGN NATL (NRA)	Active	CONTRACTUAL SERVICES
713199	772000	LAWN CARE GRNDS PHY PLT	Active	CONTRACTUAL SERVICES
713201	772000	CONSULTING SERVICES	Active	CONTRACTUAL SERVICES
713301	772000	LEGAL, EMPLOY AND OFFICIAL ADV	Active	CONTRACTUAL SERVICES
713304	772000	PROMOTIONAL ADVERTISING	Active	CONTRACTUAL SERVICES
713401	722000	CONSTRUCTION CONTRACTS	Active	PURCH OF CONSTR OR CAP ASSETS
713701	772000	DATA PROCESSING-GENERAL	Active	CONTRACTUAL SERVICES
713703	772000	DATA COMMUNICATIONS	Active	CONTRACTUAL SERVICES
713705	772000	DATA PROCESS-MAINTENANCE	Active	CONTRACTUAL SERVICES
713709	772000	DATA PROCESS-SUPPLIES	Active	CONTRACTUAL SERVICES
713711	772000	DATA PROCESS-TECHNICAL SYSTEMS	Active	CONTRACTUAL SERVICES
713901	772000	MOVING AND STORAGE	Active	CONTRACTUAL SERVICES
713902	772000	PROF SVCS -COLLECTIONS AND REC	Active	CONTRACTUAL SERVICES
713903	772000	PROF SVCS -MAILING AND DELIVER	Active	CONTRACTUAL SERVICES
713904	772000	FOOD SERVICES	Active	CONTRACTUAL SERVICES
713906	772000	PROF SVCS-MERCHANT SERVICES	Active	CONTRACTUAL SERVICES
713910	772000	OTHER SVCS	Active	CONTRACTUAL SERVICES
713911	772000	PROF SVCS -CONSTRUCTION	Active	CONTRACTUAL SERVICES
713950	772000	CONTR FEES RESEARCH LT $25K	Active	CONTRACTUAL SERVICES
713951	772000	CONTR FEES RESEARCH GT $25K	Active	CONTRACTUAL SERVICES
713952	772000	VENDOR SVC AGREEMENTS LT $25k	Active	CONTRACTUAL SERVICES
713953	772000	VENDOR SVC AGREEMENTS GT $25k	Active	CONTRACTUAL SERVICES
713954	772000	CONSULTING SVC AGRMNTS LT $25K	Active	CONTRACTUAL SERVICES
713955	772000	CONSULTING SVC AGRMNTS GT $25K	Active	CONTRACTUAL SERVICES
713999	772000	INDEPENDENT CONTRACTORS SVCS	Active	CONTRACTUAL SERVICES
714102	722000	CONSTR OTHER INDEP CONTR SVCS	Active	PURCH OF CONSTR OR CAP ASSETS
714104	722000	FCO THRESHOLD INSPECTION	Active	PURCH OF CONSTR OR CAP ASSETS
714201	722000	CONSTR OTHER CONSTR CONTRACTS	Active	PURCH OF CONSTR OR CAP ASSETS
714205	722000	FCO CONS CONTR SITE WORK	Active	PURCH OF CONSTR OR CAP ASSETS
714206	722000	FCO CONS CONTR TELECOMM	Active	PURCH OF CONSTR OR CAP ASSETS
714213	722000	CONSTR CONTR INFRASTRUCTURE	Active	PURCH OF CONSTR OR CAP ASSETS
714301	722000	CONSTR OTHER EXPENSES	Active	PURCH OF CONSTR OR CAP ASSETS
714307	722000	FCO REPAIRS AND MAINTENANCE	Active	PURCH OF CONSTR OR CAP ASSETS
722101	711100	TELEPHONE SERVICES	Active	UTILITIES
722104	711100	TELEPHONE EQ INSTALLATION	Active	UTILITIES
722105	711100	TELEPHONE DATA CIRCUITS	Active	UTILITIES
722110	711100	TELEPHONE CELLULAR	Active	UTILITIES
722301	711100	INFO TECHNOLOGY	Active	UTILITIES
722501	773000	POSTAGE	Active	MATERIALS AND SUPPLIES
722701	711000	FREIGHT	Active	OTHER OPERATING EXPENSES
722901	711000	BROADCASTING SERVICES	Active	OTHER OPERATING EXPENSES

723101	773000	PRINT SHOP	Active	MATERIALS AND SUPPLIES
723102	773000	QUICK COPY	Active	MATERIALS AND SUPPLIES
723109	773000	PRINTING	Active	MATERIALS AND SUPPLIES
724101	761000	REPAIRS AND MAINTENANCE	Active	REP AND MAINT COMMODITIES
724201	761000	REP AND MAINT SERVICES	Active	REP AND MAINT COMMODITIES
724299	761000	REP & MAINT PHYS PLT CHARGES	Active	REP AND MAINT COMMODITIES
725101	711000	MEDICAL/DENTAL SERVICES	Active	OTHER OPERATING EXPENSES
726101	711000	TRAVEL IN STATE	Active	OTHER OPERATING EXPENSES
726201	711000	TRAVEL OUT OF STATE	Active	OTHER OPERATING EXPENSES
726301	711000	TRAVEL FOREIGN	Active	OTHER OPERATING EXPENSES
727100	711100	UTILITIES OTHER	Active	UTILITIES
727101	711100	UTILITIES ELECTRICITY	Active	UTILITIES
727199	711100	UTILITIES ELECTRICITY PHY PLT	Active	UTILITIES
727201	711100	UTILITIES NATURAL GAS	Active	UTILITIES
727299	711100	UTILITIES NATURAL GAS PHY PLT	Active	UTILITIES
727301	711100	UTILITIES WATER AND SEWAGE	Active	UTILITIES
727399	711100	UTILITIES WTR & SEWER PHY PLT	Active	UTILITIES
727401	711100	UTILITIES GARBAGE COLLECTION	Active	UTILITIES
727499	711100	UTILITIES GARBAGE PHY PLT	Active	UTILITIES
727999	711100	UTILITIES OTHER PHY PLT	Active	UTILITIES
728101	711000	QUAL MOVING PYMTS TO 3RD PAR	Active	OTHER OPERATING EXPENSES
728102	711000	QUAL MOVING PYMTS TO EMPL	Active	OTHER OPERATING EXPENSES
728103	711000	UNQUAL EMPLOYEE MOVING EXP	Active	OTHER OPERATING EXPENSES
731101	773000	TEXTILES, MANUFACTURED GDS	Active	MATERIALS AND SUPPLIES
732101	773000	BUILDING AND CONSTR MATERIAL	Active	MATERIALS AND SUPPLIES
733101	773000	RESALE MATERIALS	Active	MATERIALS AND SUPPLIES
733102	773000	RESALE EQUIPMENT RENTAL	Active	MATERIALS AND SUPPLIES
733103	773000	RESALE SERVICES	Active	MATERIALS AND SUPPLIES
733104	773000	RESALE SUPPLIES	Active	MATERIALS AND SUPPLIES
733199	773000	RESALE OTHER PURCHASES	Active	MATERIALS AND SUPPLIES
733201	773000	RESALE DIRECT LABOR	Active	MATERIALS AND SUPPLIES
734101	773000	EDUC MATERIAL & SUPPLIES	Active	MATERIALS AND SUPPLIES
734103	773000	SUPPLIES ANIMALS & RELATED ITE	Active	MATERIALS AND SUPPLIES
734104	773000	EDUC SUPPLIES HAZARD MAT	Active	MATERIALS AND SUPPLIES
734199	773000	SUPPLIES PHY PLT	Active	MATERIALS AND SUPPLIES
734201	773000	MEDICAL SUPPLIES	Active	MATERIALS AND SUPPLIES
734301	773000	AGRICULTURAL SUPPLIES	Active	MATERIALS AND SUPPLIES
734401	773000	RESEARCH SUPPLIES	Active	MATERIALS AND SUPPLIES
735101	773000	FOOD PRODUCTS	Active	MATERIALS AND SUPPLIES
735102	773000	FOOD-CATERING APPR VENDORS	Active	MATERIALS AND SUPPLIES
735103	773000	FOOD-CATERING MISC VENDORS	Active	MATERIALS AND SUPPLIES
736101	773000	JANITOR AND HOUSEHOLD SUP	Active	MATERIALS AND SUPPLIES
736301	773000	PARTS AND FITTINGS	Active	MATERIALS AND SUPPLIES
737101	773000	FUEL LUBRICANTS AND FLUIDS	Active	MATERIALS AND SUPPLIES
737199	773000	FUEL-PHY PLT CHRGS	Active	MATERIALS AND SUPPLIES
738101	773000	OFFICE SUPPLIES	Active	MATERIALS AND SUPPLIES
739101	773000	SOFTWARE LICENSES NONTAG	Active	MATERIALS AND SUPPLIES
739201	711000	EMPL VLNTR REIMB OTH THAN TVL	Active	OTHER OPERATING EXPENSES
741101	711000	AUTOMOBILE FLEET INSURANCE	Active	OTHER OPERATING EXPENSES
741201	711000	GENERAL LIABILITY INSURANCE	Active	OTHER OPERATING EXPENSES
741301	711000	WORKERS' COMP INSURANCE	Active	OTHER OPERATING EXPENSES
741501	711000	INS CIVIL RIGHTS INSURANCE	Active	OTHER OPERATING EXPENSES
741901	711000	OTHER INSURANCE	Active	OTHER OPERATING EXPENSES
742101	711000	UNEMPLOYMENT COMPENSATION	Active	OTHER OPERATING EXPENSES
743401	711000	RENTAL OF FACILITIES	Active	OTHER OPERATING EXPENSES
744101	711000	EQUIPMENT RENT & LEASE	Active	OTHER OPERATING EXPENSES
744102	711000	SOFTWARE RENT & LEASE	Active	OTHER OPERATING EXPENSES
744201	711000	COPY EQUIPMENT RENTAL	Active	OTHER OPERATING EXPENSES
744701	711000	CELL PHONE RENT & LEASE	Active	OTHER OPERATING EXPENSES

746101	711000	REG FEE INSTATE NO TRAVEL EXP	Active	OTHER OPERATING EXPENSES
746102	711000	REG FEE OUTSTATE NO TVL EXP	Active	OTHER OPERATING EXPENSES
746103	711000	REG FEE FOREIGN NO TVL EXP	Active	OTHER OPERATING EXPENSES
749201	711000	SUBSCRIPTIONS	Active	OTHER OPERATING EXPENSES
749301	711000	DUES/MEMBERSHIPS	Active	OTHER OPERATING EXPENSES
749302	711000	INSTITUTIONAL ACCREDITATIONS	Active	OTHER OPERATING EXPENSES
749801	771000	EMPLOYEE AWARDS NONTAX	Active	PERSONAL SERVICES
749802	771000	STATE AWD STATE EMPL TAXABLE	Active	PERSONAL SERVICES
749901	711000	ADMINISTRATIVE COST	Active	OTHER OPERATING EXPENSES
749902	711000	GUARANTEE GAMES EXPENSE	Active	OTHER OPERATING EXPENSES
749904	711000	PRIZES	Active	OTHER OPERATING EXPENSES
749906	771000	PERQUISITES	Active	PERSONAL SERVICES
749916	711000	PARKING FEES/DECALS/PASS	Active	OTHER OPERATING EXPENSES
749999	711000	OTHER MISC EXP NON-COMMODITIES	Active	OTHER OPERATING EXPENSES
751101	721000	BOOKS & LIBRARY RES TAGABLE	Active	PURCH OF CAP ASSETS
751102	711000	BOOKS & LIBRARY RES NONTAGABLE	Active	OTHER OPERATING EXPENSES
752000	752000	PROPERTY TRANSFERS OUT	Active	PROPERTY TRANSFERS OUT
752101	721000	FURNITURE AND EQUIP TAGABLE	Active	PURCH OF CAP ASSETS
752105	721000	JANITORIAL EQ TAGABLE	Active	PURCH OF CAP ASSETS
752205	721000	FURN & FIXTURES TAGABLE	Active	PURCH OF CAP ASSETS
752206	721000	EQUIP & MACHINERY TAGABLE	Active	PURCH OF CAP ASSETS
752207	721000	COMPUTER SERVERS TAGABLE	Active	PURCH OF CAP ASSETS
753103	721000	SCIENTIFIC EQ TAGABLE	Active	PURCH OF CAP ASSETS
753105	721000	MEDICAL/DENTAL EQUIP TAGABLE	Active	PURCH OF CAP ASSETS
753111	721000	DATA PROCESSING EQPT TAGABLE	Active	PURCH OF CAP ASSETS
754201	721000	CMP MAIN FR ASOC EQ TAGABLE	Active	PURCH OF CAP ASSETS
754203	721000	CMP MINI ASSOC EQPT TAGABLE	Active	PURCH OF CAP ASSETS
754205	721000	PC ASSOCIATED EQUIP TAGABLE	Active	PURCH OF CAP ASSETS
754207	721000	COMPUTER SOFTWARE TAGABLE	Active	PURCH OF CAP ASSETS
754209	721000	DATA COMM DEVICES TAGABLE	Active	PURCH OF CAP ASSETS
754301	721000	MOTOR VEHICLES TAGABLE	Active	PURCH OF CAP ASSETS
754901	721000	ARTWORK TAGABLE DEPRECIABLE	Active	PURCH OF CAP ASSETS
754902	721000	ARTWORK TAGABLE NONDEPRECIABLE	Active	PURCH OF CAP ASSETS
755001	711000	FURN & FIXTURES $1-$999	Active	OTHER OPERATING EXPENSES
755002	711000	EQUIP & MACHINERY $1-$999	Active	OTHER OPERATING EXPENSES
755003	711000	MED/DENTAL EQUIP $1-$999	Active	OTHER OPERATING EXPENSES
755004	711000	SCIENTIFIC EQUIP $1-$999	Active	OTHER OPERATING EXPENSES
755005	711000	COMP EQUIP/SFTWR $1-$999	Active	OTHER OPERATING EXPENSES
755006	711000	COMP EQ MOBILE DEVICES $1-$999	Active	OTHER OPERATING EXPENSES
755007	711000	DATA COMM DEVICES $1-$999	Active	OTHER OPERATING EXPENSES
755101	721000	MODULAR BUILDING STRUCTURES	Active	PURCH OF CAP ASSETS
755150	711000	FURN & FIXTURES $1000-$4999	Active	OTHER OPERATING EXPENSES
755151	711000	EQUIP & MACHINERY $1000-$4999	Active	OTHER OPERATING EXPENSES
755152	711000	MED/DENTAL EQUIP $1000-$4999	Active	OTHER OPERATING EXPENSES
755153	711000	SCIENTIFIC EQUIP $1000-$4999	Active	OTHER OPERATING EXPENSES
755154	711000	COMP EQUIP/SFTWR $1000-$4999	Active	OTHER OPERATING EXPENSES
755155	711000	COMPUTER SERVERS $1000-$4999	Active	OTHER OPERATING EXPENSES
755156	711000	COMP EQ MOBIL DEV $1000-$4999	Active	OTHER OPERATING EXPENSES
755157	711000	DATA COMM DEVICES $1000-$4999	Active	OTHER OPERATING EXPENSES
756101	722000	INSTALLED OR FIXED EQUIPMENT	Active	PURCH OF CONSTR OR CAP ASSETS
756201	722000	LAND	Active	PURCH OF CONSTR OR CAP ASSETS
756299	721000	MISC EXPENDITURES	Active	PURCH OF CAP ASSETS
756301	722000	CONSTR BUILDINGS	Active	PURCH OF CONSTR OR CAP ASSETS
756302	722000	CONSTR LEASEHOLD IMPROVEMENTS	Active	PURCH OF CONSTR OR CAP ASSETS
757102	722000	FCO PERMITS AND INSPECTIONS	Active	PURCH OF CONSTR OR CAP ASSETS
757103	722000	CONSTR ARTWORK	Active	PURCH OF CONSTR OR CAP ASSETS
757104	722000	PREPAY CAPITAL ASSESSMENT	Active	PURCH OF CONSTR OR CAP ASSETS
759001	759000	TSFR OUT TO OTHER AGENCIES	Active	TSFR OUT TO OTHER AGENCIES
759002	759100	TSFR OUT TO OTHER AGENCIES	Active	TSFR OUT TO OTHER AGENCIES

760101	732000	INTEREST PAYMENTS	Active	INTEREST AND FISCAL CHARGES
760102	731000	PRINCIPAL PAYMENTS	Active	PRINCIPAL RETIREMENT
760103	732000	FIS AGENTS AND AMORTIZATION EX	Active	INTEREST AND FISCAL CHARGES
768100	768100	TUITION SCHOLARSHIP ALLOWANCE	Active	TUITION SCHOLARSHIP ADJUSTMENT
774007	711000	LT NOTES CHGS ASSG/WRITE OFF	Active	OTHER OPERATING EXPENSES
774008	774000	LT NOTES PRIN ASSIGNED/WRITTEN	Active	AMORTIZATION & WRITEOFF
774009	711000	ASSIGNED INTEREST	Active	OTHER OPERATING EXPENSES
774101	768000	STIPENDS	Active	SCHOLARSHIPS AND FELLOWSHIPS
774102	768000	NON NEED BASED STUDENT AWARDS	Active	SCHOLARSHIPS AND FELLOWSHIPS
774103	768000	NEED BASED STUDENT AWARDS	Active	SCHOLARSHIPS AND FELLOWSHIPS
774105	768000	ATHLETIC AWD ROOM/BOARD	Active	SCHOLARSHIPS AND FELLOWSHIPS
774106	768000	ATHLETIC AWD FEES	Active	SCHOLARSHIPS AND FELLOWSHIPS
774107	768000	STUDENT AWARDS	Active	SCHOLARSHIPS AND FELLOWSHIPS
774301	774000	LOAN PRINCIPAL CANCELLATION	Active	AMORTIZATION & WRITEOFF
774302	774000	LOAN INTEREST CONCELLATION	Active	AMORTIZATION & WRITEOFF
774350	774000	INT CXL MIL SVC PR TO 7/72	Active	AMORTIZATION & WRITEOFF
774401	768000	NONRES ALIEN SCH NONQUALIFIED	Active	SCHOLARSHIPS AND FELLOWSHIPS
775001	775000	DEPRECIATION EXPENSE	Active	DEPRECIATION EXPENSE
775002	726000	GAIN OR LOSS ON DISP CAP ASSET	Active	GAIN OR LOSS ON DISP OF CAP AS
779102	768000	STUDENT FINANCIAL AID	Active	SCHOLARSHIPS AND FELLOWSHIPS
781101	757000	TSFR TO E&G UNIVERSITY OPERATI	Active	TF OUT WI AGENCY
781103	757000	TSFR TO E&G STU FEES - UNIVERS	Active	TF OUT WI AGENCY
781104	757000	TSFR TO CONTINUING EDUCATION	Active	TF OUT WI AGENCY
781105	757000	TSFR TO STUDENT ACTIVITIES	Active	TF OUT WI AGENCY
781106	757000	TSFR TO CAMPUS CONCESSIONS	Active	TF OUT WI AGENCY
781107	757000	TSFR TO STUDENT FIN ASSIST	Active	TF OUT WI AGENCY
781108	757000	TT E&G - COLLEGE OF MEDICINE	Active	TF OUT WI AGENCY
781109	757000	TT E&G STU FEES - COLL OF MED	Active	TF OUT WI AGENCY
781113	757000	TSFR TO OFFICE SUPPLIES	Active	TF OUT WI AGENCY
781114	757000	TSFR TO UNIVERSITY BOOKSTORE	Active	TF OUT WI AGENCY
781115	757000	TSFR TO PRINTING SVCS	Active	TF OUT WI AGENCY
781116	757000	TSFR TO PARKING SVCS	Active	TF OUT WI AGENCY
781117	757000	TSFR TO FOOD SVCS	Active	TF OUT WI AGENCY
781118	757000	TSFR TO ROSEN AUXILIARY SVCS	Active	TF OUT WI AGENCY
781120	757000	TSFR TO OVERHEAD ADMINISTRATIO	Active	TF OUT WI AGENCY
781121	757000	TSFR TO PEGASUS HEALTH	Active	TF OUT WI AGENCY
781122	757000	TSFR TO HEALTH CENTER	Active	TF OUT WI AGENCY
781123	757000	TSFR TO COMP SVCS & TELECOMM	Active	TF OUT WI AGENCY
781124	757000	TSFR TO CREATIVE SCH FOR CHILD	Active	TF OUT WI AGENCY
781127	757000	TSFR TO ATHLETICS	Active	TF OUT WI AGENCY
781128	757000	TSFR TO FEDERAL CONTRACTS GRAN	Active	TF OUT WI AGENCY
781129	757000	TSFR TO STATE CONTRACTS & GRTS	Active	TF OUT WI AGENCY
781130	757000	TSFR TO PRIVATE CONTRACTS & GR	Active	TF OUT WI AGENCY
781131	757000	TSFR TO RESEARCH & COMMERCIAL	Active	TF OUT WI AGENCY
781132	757000	TSFR TO FEDERAL WORK STUDY PRO	Active	TF OUT WI AGENCY
781134	757000	TSFR TO DIRECT SUPPORT ORGS	Active	TF OUT WI AGENCY
781135	757000	TSFR TO FED ADMIN ALLOWANCE	Active	TF OUT WI AGENCY
781136	757000	TSFR TO RESTRICTED SCHOLAR	Active	TF OUT WI AGENCY
781137	757000	TSFR TO FED PERKINS LOAN	Active	TF OUT WI AGENCY
781138	757000	TSFR TO INST LOAN PROGRAM	Active	TF OUT WI AGENCY
781139	757000	TSFR TO UNIV CONSTRUCTION	Active	TF OUT WI AGENCY
781149	757000	TSFR TO BUSINESS SVCS	Active	TF OUT WI AGENCY
781150	757000	TSFR TO AUXILIARY OVERHEAD	Active	TF OUT WI AGENCY
781151	757000	TSFR TO INVEST IN PLANT	Active	TF OUT WI AGENCY
781152	757000	TSFR TO FLA SOLAR ENERGY	Active	TF OUT WI AGENCY
781159	757000	TSFR TO UNRESTRICTED SCHOLAR	Active	TF OUT WI AGENCY
781162	757000	TSFR TO EXECUTIVE DEV CTR	Active	TF OUT WI AGENCY
781165	757000	TRSR TO ATH SPORTS COMPLEX	Active	TF OUT WI AGENCY
781171	757000	TSFR TO ACADEMIC SUPPORT	Active	TF OUT WI AGENCY

781173	757000	TSFR TO ADMIN & FINANCE	Active	TF OUT WI AGENCY
781174	757000	TSFR TO INSTITUTE OF GOV	Active	TF OUT WI AGENCY
781175	757000	TSFR TO STU SVCS ENTERPR	Active	TF OUT WI AGENCY
781179	757000	TSFR TO STUDENT HOUSING	Active	TF OUT WI AGENCY
781188	757000	TSFR TO IN HOUSE AWARDS	Active	TF OUT WI AGENCY
781190	757000	TSFR TO INFO-TECHNOLOGY	Active	TF OUT WI AGENCY
781191	757000	TSFR TO CAMPUS CARD	Active	TF OUT WI AGENCY
781195	757000	TSFR TO FL INTERN ENTER ACAD	Active	TF OUT WI AGENCY
781199	757000	TSFR TO UCF FM DSO	Active	TF OUT WI AGENCY
781299	757000	TSFR TO UCF COM SIP	Active	TF OUT WI AGENCY
781516	757000	TSFR TO PARKING CONSTRUCTION	Active	TF OUT WI AGENCY
781599	757000	TSFR TO FINANCE CORP DSO	Active	TF OUT WI AGENCY
781999	789000	AGENCY FUND TRANSFERS	Active	OTHER NONOPERATING EXP
782102	757000	TSFR TO OVERHEAD	Active	TF OUT WI AGENCY
782104	789000	TSFR TO DOE	Active	OTHER NONOPERATING EXP
782105	789000	TSFR TO UCF FOUNDATION	Active	OTHER NONOPERATING EXP
782106	789000	TSFR TO UCF ATHLETICS CORP	Active	OTHER NONOPERATING EXP
782107	789000	TSFR TO UCF RESEARCH FOUND	Active	OTHER NONOPERATING EXP
782109	789000	TSFR TO CONVOCATION CTR CORP	Active	OTHER NONOPERATING EXP
782110	789000	TSFR TO UCF	Active	OTHER NONOPERATING EXP
782111	789000	TSFR TO UCF FINANCING CORP DSO	Active	OTHER NONOPERATING EXP
782112	789000	TSFR TO GOLDEN KNIGHTS CORP	Active	OTHER NONOPERATING EXP
785000	785000	AMORTIZATION EXPENSES	Active	FISCAL CHARGES-NONOPERATING
786101	711000	REFUNDS TO STUDENTS AND OTH	Active	OTHER OPERATING EXPENSES
788000	788000	UNREALIZED GAINS AND LOSSES	Active	UNREALIZED GAINS AND LOSSES
789101	776000	INTEREST PENALTIES	Active	INTEREST OPERATING EXPENSES
789201	789100	INVESTMENT EXPENSE ST	Active	INVESTMENT EXPENSES
789202	789100	INVESTMENT EXPENSE - BNY	Active	INVESTMENT EXPENSES
789203	789100	INVESTMENT EXPENSE SBA	Active	INVESTMENT EXPENSES
789204	789100	INVESTMENT EXPENSE DOE	Active	INVESTMENT EXPENSES
789205	789100	INVESTMENT EXPENSE SPIA	Active	INVESTMENT EXPENSES
789902	711000	BAD DEBTS	Active	OTHER OPERATING EXPENSES
789999	789000	OTHER NONOPERATING EXPENSE	Active	OTHER NONOPERATING EXP

FW: Quadrangle and COM buildings
Tracy Clark
to:
Christina Tant
09/16/2018 02:43 PM
This message may be forwarded to Google recipient(s)
Hide Details
From: Tracy Clark <Tracy.Clark@ucf.edu>
To: Christina Tant <Christy.Tant@ucf.edu>

FYI – this may be why it went back to Aux OH

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Vanessa Fortier
Sent: Thursday, February 02, 2012 12:30 PM
To: Lee Kernek <Lee.Kernek@ucf.edu>
Cc: William Merck <William.Merck@ucf.edu>; Judith Monroe <Judith.Monroe@ucf.edu>; Tracy Clark <Tracy.Clark@ucf.edu>
Subject: Quadrangle and COM buildings

Lee:

Bill, Judy and I were discussing use of carry forward funds yesterday and had a few questions about some expenditures made from non-E&G sources that may qualify as E&G. We loaned funds from the auxiliaries for the $7.5 million renovation of the Quadrangle building and for the remaining $3.34 million that was on loan from Bank of America for outstanding pledges on the COM building. Can your team look at the expenditures for those buildings to see if E&G carry forward funds could be used instead of the auxiliary funds for some of these amounts? We are thinking there are at least some furnishing and equipment expenditures that could be justified and perhaps others.

Thanks.

Vanessa

The Florida Legislature

Fiscal Analysis in Brief



2012 Legislative Session

General Appropriations Act
Chapter 2012-118, Laws of Florida
Adjusted for Vetoes and Supplementals

FISCAL ANALYSIS IN BRIEF

For Fiscal Year 2012-13

The Fiscal Analysis in Brief is an annual report prepared by the Florida Legislature to summarize fiscal and budgetary information affecting the 2012-13 fiscal year.

The document contains graphical depictions and detailed listings of appropriations, fund sources, nonrecurring issues, vetoed items, financial outlooks, and legislation affecting revenues.

It also includes the Truth in Bonding Statement used to support the General Appropriations Act. The document reflects appropriated funds only and does not include local revenue for educational entities such as local property tax revenues and student fees.

Various sources were used to prepare this document. Among the most important were data from the Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS), multiple consensus estimating conferences, the General Appropriations Act and other fiscal-related legislation, the Governor's Veto Message, and explanatory information used during the appropriations process.

Published August 2012

TABLE OF CONTENTS

Overview and Summaries

Chart 1 - Appropriations by Fund Source. 1
Chart 2 - Appropriations by Program Area (Sections of the Appropriations Bill) 2
Chart 3 - Appropriations by Expenditure Type 3
Chart 4 and Chart 5 - Appropriations History: Combined Total, Percent, and Appropriation Levels 4
Chart 6 - Total Appropriations By Program Area, By Fund Source 5
Chart 7 - General Revenue Appropriations by Program Area. 6
Chart 8 - Summary of Appropriations 7
Appropriations by Detail Fund 8
Nonrecurring Appropriations Adjusted for Vetoes and Supplemental Appropriations 12
Vetoed Appropriations 25

Revenue Sources and Financial Outlooks

Chart 9 - Projected Recurring General Revenue Sources. 30
General Revenue Fund - Consensus Revenue Estimating Conference Retrospect, FY 2009-10 and 2010-11. 31
General Revenue Fund Financial Outlook Statement FY 2011-12 through FY 2015-16 32
Florida Tobacco Settlement Trust Fund - Consensus Revenue Estimating Conference Retrospect, FY 2009-10 and 2010-11. 34
Florida Tobacco Settlement Trust Fund Financial Outlook Statement FY 2011-12 through FY 2015-16 35
Educational Enhancement Trust Fund - Consensus Revenue Estimating Conference Retrospect, FY 2009-10 and 2010-11. 37
Educational Enhancement Trust Fund Financial Outlook Statement FY 2011-12 through FY 2015-16 38
Principal State School Trust Fund - Consensus Revenue Estimating Conference Retrospect, FY 2009-10 and 2010-11. 40
Prinicipal State School Trust Fund Financial Outlook Statement FY 2011-12 through FY 2015-16 41

Other Related Information

Measures Affecting Revenue and Tax Administration - 2012 Regular Session 42
Bills With Supplemental Appropriations 48
Truth in Bonding Statement FY 2012-13 49

Chart 1
House Bill 5001, Chapter 2012-118, Laws of Florida
Appropriations by Fund Source for Fiscal Year 2012-13
Adjusted for Vetoes and Supplementals
(Dollars in Millions)

Funding Source	Dollars	Percent
General Revenue	24,717.3	35.3%
Other Trust Funds (Federal)	24,847.0	35.5%
State Trust Funds		
Tobacco Settlement Trust Fund	377.7	0.5%
Education Enhancement Trust Fund	1,491.1	2.1%
Other Trust Funds (State)	18,529.6	26.5%
Total State Trust Funds	20,398.4	29.2%
Total	**69,962.7**	100.0%

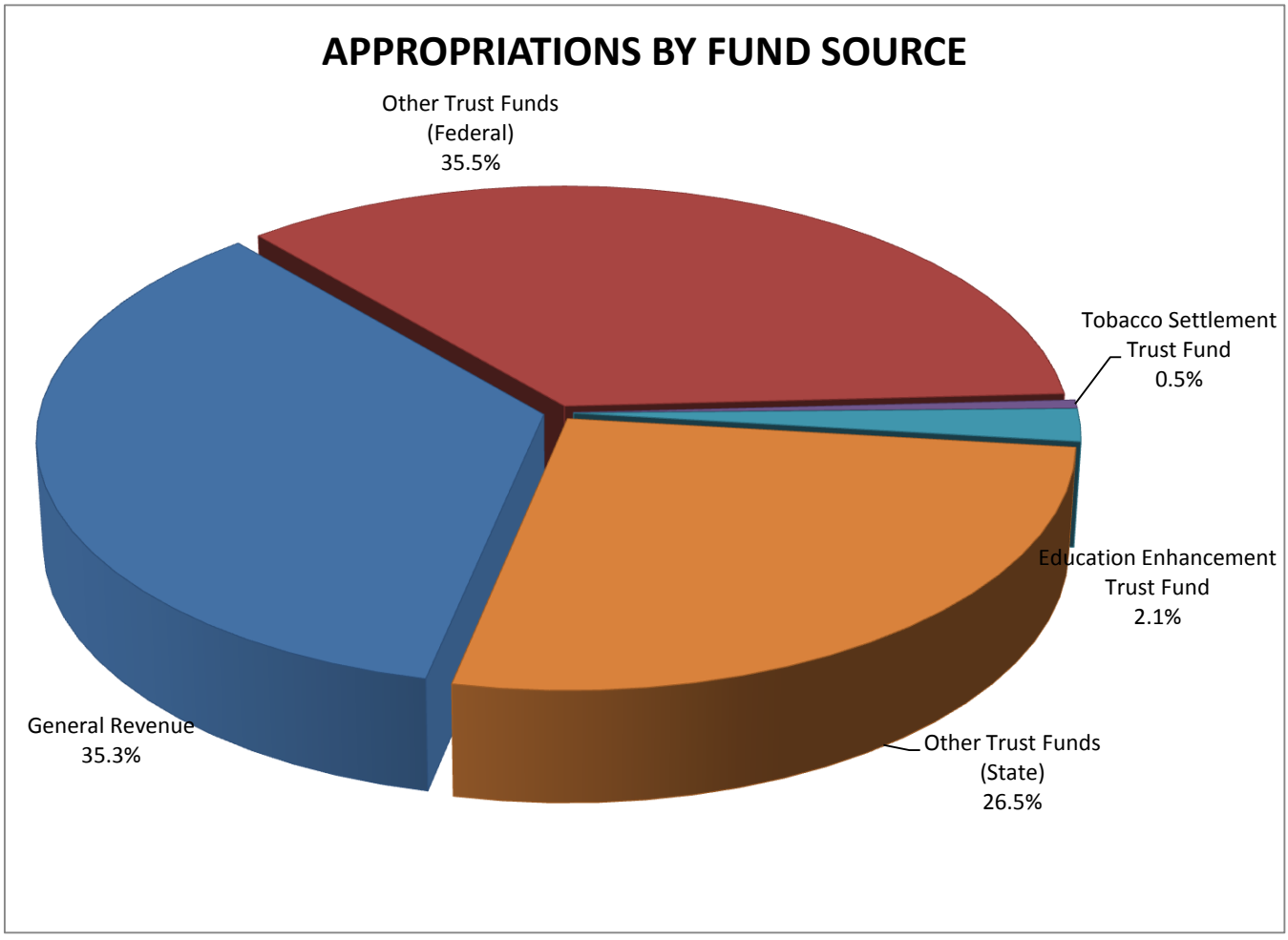


Chart 2
House Bill 5001, Chapter 2012-118, Laws of Florida
Appropriations by Program Area for Fiscal Year 2012-13
Adjusted for Vetoes and Supplementals
(Dollars in Millions)

Program Area (Section of General Appropriations Act)	Dollars	Percent
Education	20,278.0	29.0%
Human Services	29,877.6	42.7%
Judicial Branch	443.9	0.6%
Criminal Justice and Corrections	4,186.3	6.0%
Natural Resources/ Environment/ Growth Management/ Transportation	11,290.5	16.1%
General Government	3,886.4	5.6%
Total	**69,962.7**	100.0%

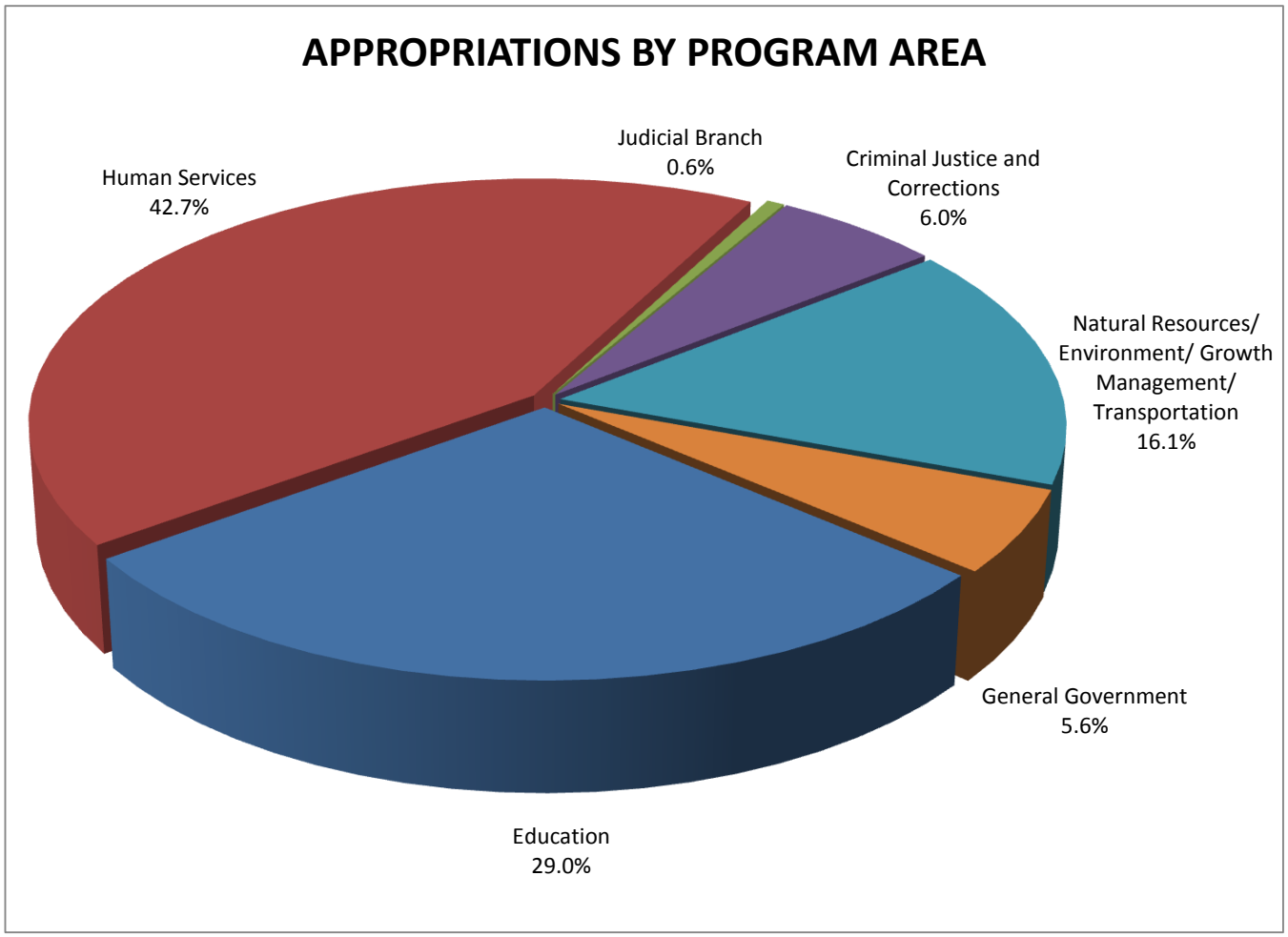
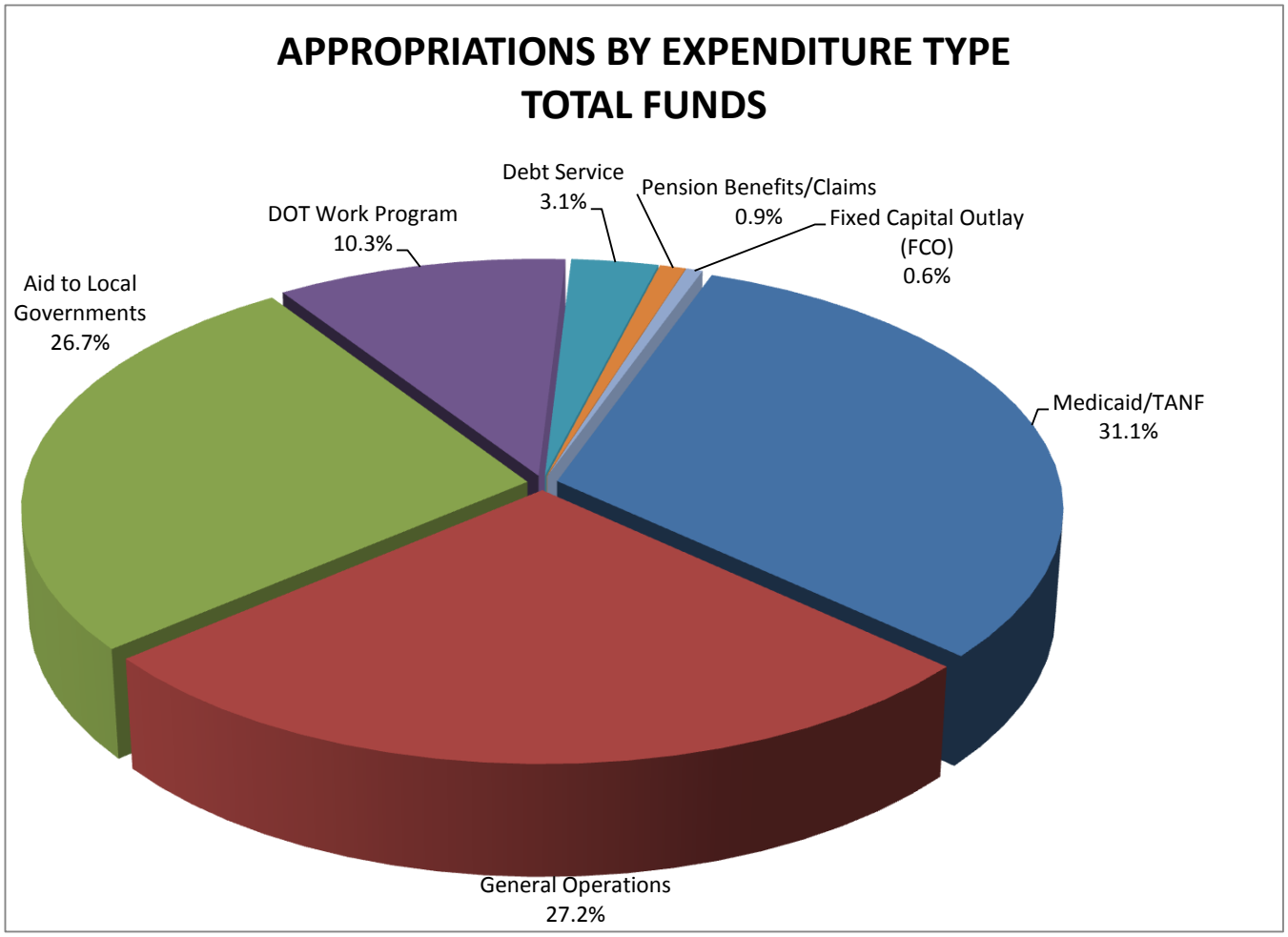


Chart 3
House Bill 5001, Chapter 2012-118, Laws of Florida
Appropriations by Expenditure Type for Fiscal Year 2012-13
Adjusted for Vetoes and Supplementals
(Dollars in Millions)

Expenditure Type	Dollars	Percent
Medicaid/TANF	21,789.8	31.1%
General Operations	19,021.0	27.2%
Aid to Local Governments	18,692.3	26.7%
DOT Work Program	7,229.8	10.3%
Debt Service	2,166.5	3.1%
Pension Benefits/Claims	649.1	0.9%
Fixed Capital Outlay (FCO)	414.3	0.6%
Total	**69,962.7**	100.0%



Charts 4 and 5
House Bill 5001, Chapter 2012-118, Laws of Florida
Appropriations History
Adjusted for Vetoes and Supplementals
(Dollars in Millions)

Chart 4

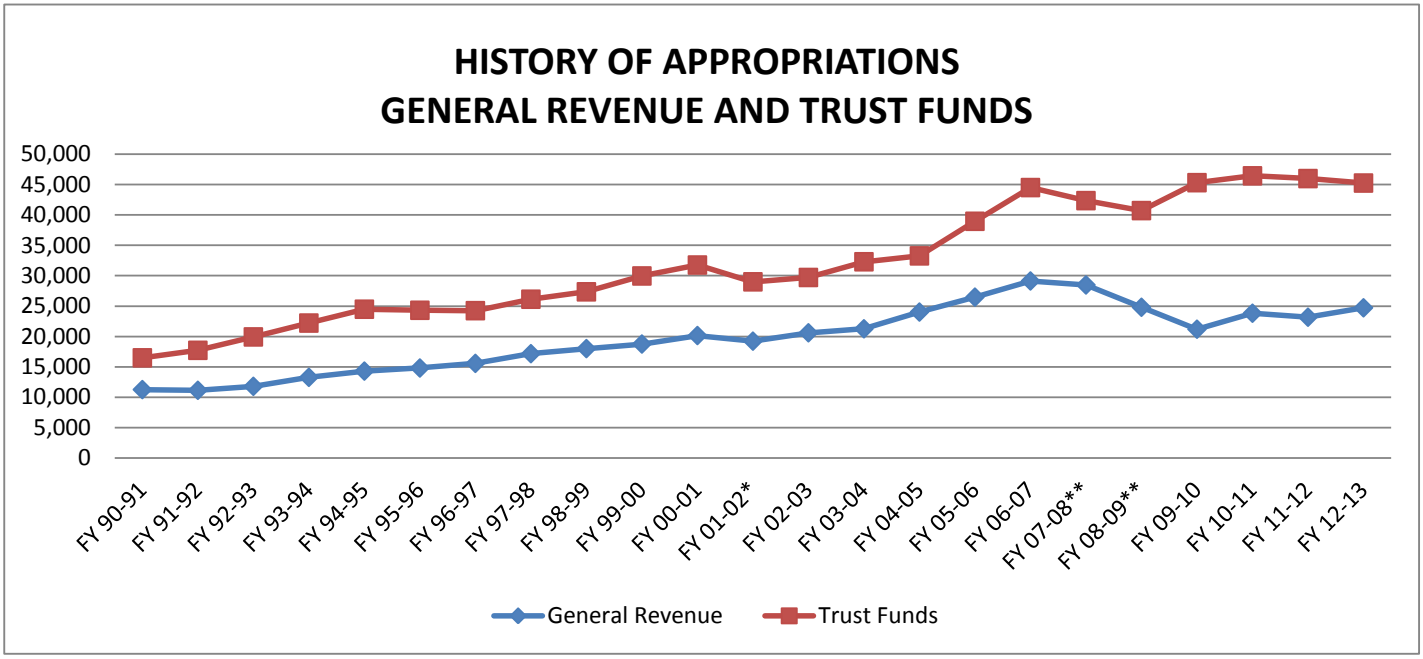
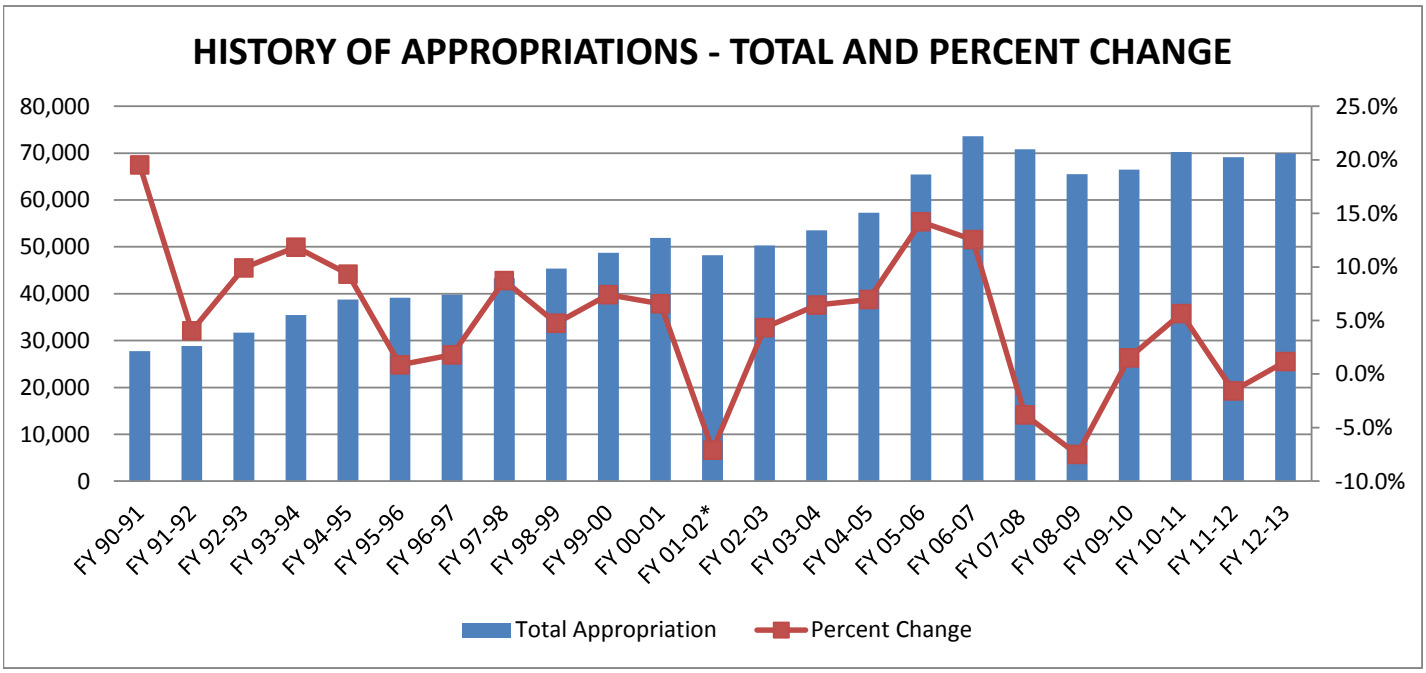


Chart 5



*Fiscal Year 2001-02 Adjusted for December Special Session. Also in Fiscal Year 2001-02, $6,367.9 million in statutory appropriations were removed from the operating budget.

**Fiscal Years 2007-08 and 2008-09 reflect appropriations after Special Sessions.

Chart 6
House Bill 5001, Chapter 2012-118, Laws of Florida
Appropriations by Program Area by Fund Source for Fiscal Year 2012-13
Adjusted for Vetoes and Supplementals
(Dollars in Millions)

Program Area (Section of General Appropriations Act)	General Revenue	Education Enhancement Trust Fund	Tobacco Settlement Trust Fund	Other State Trust Funds	Federal Trust Funds	All Funds
Education	12,681.1	1,491.1	-	3,308.0	2,797.9	20,278.0
Human Services	7,646.8	-	377.7	5,313.1	16,540.0	29,877.6
Judicial Branch	329.1	-	-	92.9	21.9	443.9
Criminal Justice and Corrections	3,131.1	-	-	810.3	244.9	4,186.3
Natural Resources/ Environment/ Growth Management/ Transportation	209.6	-	-	7,031.3	4,049.7	11,290.5
General Government	719.6	-	-	1,974.0	1,192.8	3,886.4
Total	**24,717.3**	**1,491.1**	**377.7**	**18,529.6**	**24,847.0**	**69,962.7**

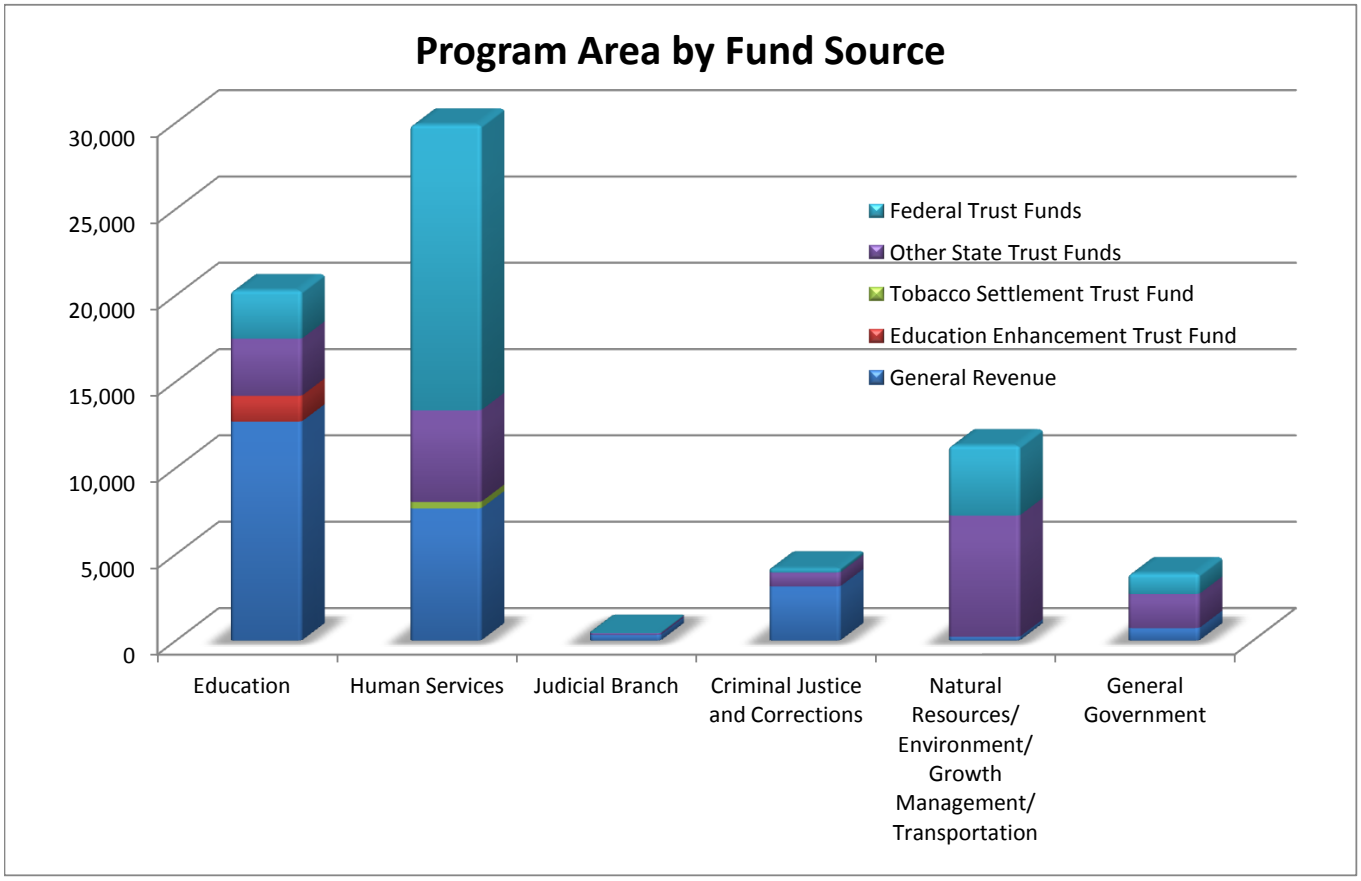


Chart 7
House Bill 5001, Chapter 2012-118, Laws of Florida
General Revenue Appropriations by Program Area for Fiscal Year 2012-13
Adjusted for Vetoes and Supplementals
(Dollars in Millions)

Program Area (Section of General Appropriations Act)	Dollars	Percent
Education	12,681.1	51.3%
Human Services	7,646.8	30.9%
Judicial Branch	329.1	1.3%
Criminal Justice and Corrections	3,131.1	12.7%
Natural Resources/ Environment/ Growth Management/ Transportation	209.6	0.8%
General Government	719.6	2.9%
Total	**24,717.3**	100.0%

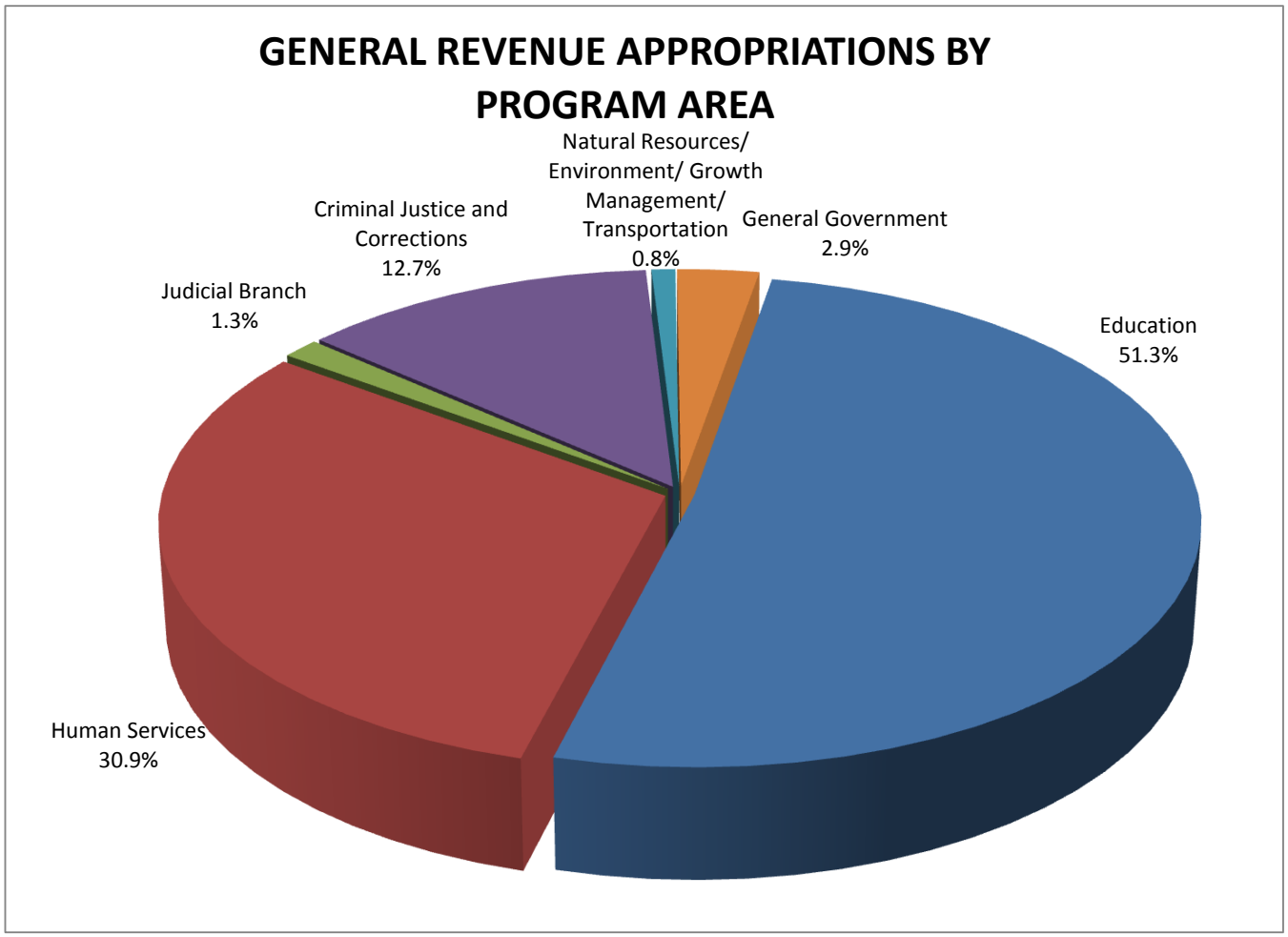


Chart 8
Summary of Fiscal Year 2012-13 Appropriations
House Bill 5001, Chapter 2012-118, Laws of Florida
and Other Legislative Actions
(Dollars in Millions)

	Fund Source						
LEGISLATION - Bill Number (Laws of Florida Number)	**General Revenue**	**Education Enhancement Trust Fund**	**PECO Trust Fund**	**Tobacco Settlement Trust Fund**	**Other State Trust Funds**	**Federal Trust Funds**	**All Funds**
I. Conference Report on HB 5001, General Appropriations Act for FY 2012-13 (Chapter 2012-118, L.O.F.)							
Sections 1-7	24,766.5	1,491.1	1,048.9	377.7	17,497.7	24,854.7	70,036.7
Sections 8 - 135	12.5					4.0	16.5
Less Vetoed Items	(97.7)				(32.5)	(11.9)	(142.2)
Less Failed Contingencies							0
Net 2012-13 Appropriations in the General Appropriations Act	24,681.3	1,491.1	1,048.9	377.7	17,465.2	24,846.8	69,911.0
II. Fiscal Year 2012-13 Supplemental Appropriations and Claims Bills	37.9				15.5	0.2	53.6
Less: Vetoed Appropriations in Supplemental Bills	(1.8)						(1.8)
SUBTOTAL	24,717.3	1,491.1	1,048.9	377.7	17,480.7	24,847.0	69,962.7
III. Other 2012-13 Appropriations and Transfers							
Transfer to the Budget Stabilization Fund	214.5						214.5
Total Effective 2012-13 Appropriations as Adjusted	**24,931.8**	**1,491.1**	**1,048.9**	**377.7**	**17,480.7**	**24,847.0**	**70,177.2**

Note: Numbers may not add due to rounding.

Fiscal Year 2012-13 Appropriations by Detail Fund
Adjusted for Vetoes and Supplementals

	Fund Title	Fund #	State Dollars	Federal Dollars	Total Dollars
1	ADMINISTRATIVE TRUST FUND	2021	191,137,754	107,392,742	298,530,496
2	AG EMERGENCY ERAD TF	2360	19,241,858		19,241,858
3	AG LAW ENFORCEMENT TF	2025	47,598		47,598
4	AIR POLLUTION CONTROL TF	2035	25,064,189	2,032,141	27,096,330
5	ALCOHOL/DRUGABU/MEN HLH TF	2027	392,601	125,274,295	125,666,896
6	ALCOHOLIC,BEV,TOBACCO TF	2022	25,113,521		25,113,521
7	ANTI-FRAUD TRUST FUND	2038	200,000		200,000
8	ARCHITECTS INCIDENTAL TF	2033	891,552		891,552
9	BIOMEDICAL RESEARCH TF	2245	27,152,047		27,152,047
10	BRAIN & SPINAL CORD INJ/TF	2390	11,866,263	9,118,362	20,984,625
11	CAMP BLANDING MANAGEMNT TF	2069	1,465,487		1,465,487
12	CAP IMPROVEMENTS FEE TF	2071	27,299,800		27,299,800
13	CAPITAL COLLATERAL REG TF	2073		400,000	400,000
14	CERTIFICATION PROGRAM TF	2092	1,558,635		1,558,635
15	CHILD CARE/DEV BLK GRNT TF	2098		353,682,641	353,682,641
16	CHILD SUPPORT INCENTIVE TF	2075	3,462,439	29,126,360	32,588,799
17	CHILD SUPPORT TRUST FUND	2084	7,429,970	15,205,868	22,635,838
18	CHILD WELFARE TRAINING TF	2083	2,829,097		2,829,097
19	CITRUS ADVERTISING TF	2090	55,571,786	5,500,000	61,071,786
20	CITRUS INSPECTION TF	2093	16,390,465		16,390,465
21	CIVIL RICO TRUST FUND	2095	339,141		339,141
22	CLERKS OF THE COURT TF	2588	390,495,196		390,495,196
23	COASTAL PROTECTION TF	2099	19,866,853		19,866,853
24	COMMUNICATIONS WKG CAP TF	2105	116,295,380		116,295,380
25	CONS/REC LANDS PROGRAM TF	2931	29,188,019		29,188,019
26	CONSERVATION/REC LANDS TF	2131	42,383,259		42,383,259
27	CORRECTION WORK PROGRAM TF	2151	28,160,653		28,160,653
28	COUNTY HEALTH DEPT TF	2141	704,778,608	162,568,957	867,347,565
29	COURT EDUCATION TRUST FUND	2146	3,280,508		3,280,508
30	COURT/CSE COLL SYS TF	2115	1,457,098		1,457,098
31	CRIM JUST STAND & TRAIN TF	2148	19,378,943		19,378,943
32	CRIME STOPPERS TF	2202	4,659,484		4,659,484
33	CRIMES COMPENSATION TF	2149	30,189,982		30,189,982
34	CSE APP FEE & PROG REV TF	2104	2,614,241		2,614,241
35	DISPLACED HOMEMAKER TF	2160	1,816,434		1,816,434
36	DIV OF LICENSING TF	2163	20,688,073		20,688,073
37	DIV UNIV FAC CONST ADM TF	2222	5,601,535		5,601,535
38	DOMESTIC VIOLENCE TF	2157	6,991,579		6,991,579
39	DONATIONS TRUST FUND	2168	56,252,831	124,394,528	180,647,359
40	DRINKING WATER REV LOAN TF	2044		64,642,516	64,642,516
41	ECONOMIC DEVELOPMENT TF	2177	4,610,000		4,610,000
42	ECOSYSTEM MGT & RESTOR TF	2193	12,444,366		12,444,366
43	ED CERTIFICATION/SVC TF	2176	7,469,042		7,469,042
44	ED MEDIA & TECHNOLOGY TF	2183	153,426		153,426
45	ED/GEN STUD & OTHR FEES TF	2164	1,724,411,248		1,724,411,248
46	EDUCATIONAL ENHANCEMENT TF	2178	1,491,084,300		1,491,084,300
47	ELECTIONS COMMISSION TF	2511	1,340,802		1,340,802
48	EMER MGMG PREP/ASST TF	2191	12,636,241	8,352	12,644,593

Fiscal Year 2012-13 Appropriations by Detail Fund
Adjusted for Vetoes and Supplementals

	Fund Title	Fund #	State Dollars	Federal Dollars	Total Dollars
49	EMERGENCY MED SVC TF	2192	27,852,432		27,852,432
50	EMPLOYMENT SECURITY ADM TF	2195		366,560,704	366,560,704
51	ENVIRONMENTAL LAB TF	2050	7,878,793		7,878,793
52	EPILEPSY SERVICES TF	2197	1,521,230		1,521,230
53	EXEC BR LOBBY REGIS TF	2203	213,423		213,423
54	FED LAW ENFORCEMENT TF	2719		2,191,617	2,191,617
55	FEDERAL GRANTS TRUST FUND	2261	16,566,292	4,622,304,840	4,638,871,132
56	FEDERAL REHABILITATION TF	2270		195,165,606	195,165,606
57	FINANCIAL INST REG TF	2275	11,800,907		11,800,907
58	FL AGRIC PROM CAMPAIGN TF	2920	163,869		163,869
59	FL CONDO/TIMESHARE/MH TF	2289	6,980,870		6,980,870
60	FL FACILITIES POOL CLR TF	2313	38,255,689		38,255,689
61	FL INTER TRADE & PROM TF	2338	5,471,273		5,471,273
62	FL.CRIME PREV TR IN REV TF	2302	689,129		689,129
63	FL.PANTHER RESCH & MAN TF	2299	1,605,222		1,605,222
64	FLORIDA FOREVER TF	2348	8,377,966		8,377,966
65	FOOD & NUTRITION SVCS TF	2315		1,078,162,548	1,078,162,548
66	FORFEIT/INVES SUPPORT TF	2316	3,955,728	738,779	4,694,507
67	GAS TAX COLLECTION TF	2319	3,731,752		3,731,752
68	GENERAL INSPECTION TF	2321	70,528,946	391,536	70,920,482
69	GRANTS AND DONATIONS TF	2339	2,133,507,485	471,611,959	2,605,119,444
70	HEALTH CARE TRUST FUND	2003	858,702,247	267,900,201	1,126,602,448
71	HIGHWAY PATROL INS TF	2364	325,995		325,995
72	HIGHWAY SAFETY OPER TF	2009	370,662,317	12,372,590	383,034,907
73	HOTEL AND RESTAURANT TF	2375	21,494,569		21,494,569
74	INCIDENTAL TRUST FUND	2381	13,546,732		13,546,732
75	INDIGENT CIVIL DEFENSE TF	2976	871,975		871,975
76	INDIGENT CRIM DEFENSE TF	2974	19,706,497		19,706,497
77	INLAND PROTECTION TF	2212	168,863,384		168,863,384
78	INSTITUTE ASSESSMENT TF	2380	3,501,105		3,501,105
79	INSURANCE REG TF	2393	87,619,817		87,619,817
80	INTERNAL IMPROVEMENT TF	2408	14,313,026		14,313,026
81	INVASIVE PLANT CONTROL TF	2030	27,799,212		27,799,212
82	JUV CRIME PREV/ERLY INT TF	2415	412,903		412,903
83	JUVENILE JUSTICE TRNG TF	2417	2,760,227		2,760,227
84	L/G HF-CT SALES TAX CL TF	2455	16,900,000		16,900,000
85	LAND ACQUISITION TF	2423	468,008,701		468,008,701
86	LAW ENFORCEMENT RADIO TF	2432	25,975,703		25,975,703
87	LAW ENFORCEMENT TF	2434	1,552,167		1,552,167
88	LEGAL AFFAIRS REVOLVING TF	2439	13,985,020		13,985,020
89	LEGAL SERVICES TRUST FUND	2438	28,866,271		28,866,271
90	LEGIS LOBBYIST REGIS TF	2442	290,758		290,758
91	LOTT CAP OUT/DEBT SVCS TF	2004	100,000,000		100,000,000
92	MARINE RESOURCES CONSV TF	2467	62,523,513	1,859,136	64,382,649
93	MARKET IMP WKG CAP TF	2473	5,099,559		5,099,559
94	MARKET TRADE SHOW TF	2466	176,601		176,601
95	MAT/CH HLTH BLOCK GRANT TF	2475		18,904,025	18,904,025
96	MEDICAL CARE TRUST FUND	2474	762,038,812	12,081,980,241	12,844,019,053

Fiscal Year 2012-13 Appropriations by Detail Fund
Adjusted for Vetoes and Supplementals

	Fund Title	Fund #	State Dollars	Federal Dollars	Total Dollars
97	MEDICAL QLTY ASSURANCE TF	2352	58,684,240	220,031	58,904,271
98	MINERALS TRUST FUND	2499	2,639,679		2,639,679
99	MOTOR VEHICLE WARRANTY TF	2492	2,057,008		2,057,008
100	NON-GAME WILDLIFE TF	2504	5,721,721		5,721,721
101	NON-MANDATORY LAND RECL TF	2506	2,101,742		2,101,742
102	NURS STDNT LOAN FORGIVE TF	2505	1,081,126		1,081,126
103	OPERATING TRUST FUND	2510	346,096,619	1,141,176	347,237,795
104	OPERATIONS AND MAINT TF	2516	85,913,233	942,390,536	1,028,303,769
105	OPTIONAL RETIREMENT PRG TF	2517	154,033		154,033
106	PARI-MUTUEL WAGERING TF	2520	13,316,919		13,316,919
107	PERC TRUST FUND	2558	1,657,392		1,657,392
108	PERMIT FEE TRUST FUND	2526	10,703,830		10,703,830
109	PEST CONTROL TRUST FUND	2528	3,341,163		3,341,163
110	PHOSPHATE RESEARCH TF	2530	5,037,035		5,037,035
111	PLAN AND BUDGET SYSTEM TF	2535	5,572,867		5,572,867
112	PLANNING AND EVALUATION TF	2531	20,633,366	10,007,233	30,640,599
113	PLANT INDUSTRY TF	2507	5,123,424		5,123,424
114	POL/FIREMEN PREMIUM TAX TF	2532	1,023,816		1,023,816
115	PRETAX BENEFITS TRUST FUND	2570	846,424		846,424
116	PREVENT HLTH SVCS BL GR TF	2539		1,464,894	1,464,894
117	PRISON INDUSTRIES TF	2385	750,000		750,000
118	PRIVATE INMATE WELFARE TF	2623	2,093,348		2,093,348
119	PROFESSIONAL REGULATION TF	2547	32,908,917		32,908,917
120	PROFESSIONAL SPORTS DEV TF	2551	2,500,000		2,500,000
121	PUB MEDICAL ASST TF	2565	561,410,000		561,410,000
122	PUB/DEF REVENUE TF	2059	4,722,299		4,722,299
123	PUBLIC ED CO&DS TRUST FUND	2555	1,048,942,250		1,048,942,250
124	QUALITY LONG-TERM CARE TF	2126		1,000,000	1,000,000
125	R-O-W ACQ/BRIDGE CONST TF	2586	218,224,934		218,224,934
126	RADIATION PROTECTION TF	2569	7,630,608	498,492	8,129,100
127	RAPE CRISIS PROGRAM TF	2089	1,603,773		1,603,773
128	RECORDS MANAGEMENT TF	2572	1,972,007		1,972,007
129	REFUGEE ASSISTANCE TF	2579		27,875,190	27,875,190
130	REGULATORY TRUST FUND	2573	44,041,724	350,000	44,391,724
131	RELOCATION & CONST TF	2584	50,000		50,000
132	RET HLTH INS SUBSIDY TF	2583	81,414		81,414
133	REVOLVING TRUST FUND	2600	1,000,000	3,978,778	4,978,778
134	SALE/GOODS & SERVICES TF	2606	2,726,299		2,726,299
135	SALTWTR PRODUCTS PROM TF	2609	1,192,224		1,192,224
136	SAVE OUR EVERGLADES TF	2221	94,157,915		94,157,915
137	SAVE THE MANATEE TF	2611	3,475,964		3,475,964
138	SCH/DIS & CC/DIS CO&DS TF	2612	133,205,350		133,205,350
139	SEED TRUST FUND	2041	137,250,000		137,250,000
140	SHARED CO/STATE JUV DET TF	2685	74,009,403		74,009,403
141	SMALL CITIES COMM BLK GRNT	2109		32,120,660	32,120,660
142	SOCIAL SVCS BLK GRT TF	2639		162,479,860	162,479,860
143	SOLID WASTE MGMT TF	2644	14,305,764		14,305,764
144	SPEC EMPLOYMNT SECU ADM TF	2648	11,576,972		11,576,972

Fiscal Year 2012-13 Appropriations by Detail Fund
Adjusted for Vetoes and Supplementals

	Fund Title	Fund #	State Dollars	Federal Dollars	Total Dollars
145	ST ST FIN ASSIST TF	2240	210,337		210,337
146	ST TRANSPORT (PRIMARY) TF	2540	4,062,200,880	2,485,803,232	6,548,004,112
147	STATE ATTNYS REVENUE TF	2058	40,121,023		40,121,023
148	STATE COURTS REVENUE TF	2057	86,006,360		86,006,360
149	STATE EMPLOYEES DIS INS TF	2671	34,393		34,393
150	STATE EMPLY HEALTH INS TF	2668	57,112,193		57,112,193
151	STATE EMPLY LIFE INS TF	2667	26,427		26,427
152	STATE GAME TRUST FUND	2672	37,966,111		37,966,111
153	STATE HOMES/VETERANS TF	2692	989,610		989,610
154	STATE HOUSING TF	2255	10,000,000		10,000,000
155	STATE PARK TRUST FUND	2675	72,994,856		72,994,856
156	STATE PERSONNEL SYSTEM TF	2678	39,498,958		39,498,958
157	STATE RISK MGMT TF	2078	58,703,489		58,703,489
158	STATE SCHOOL TF	2543	220,100,000		220,100,000
159	STUDENT LOAN OPERATING TF	2397		29,880,370	29,880,370
160	SUPERVISION TRUST FUND	2696	64,473,974		64,473,974
161	SURPLUS PROPERTY REVOLV TF	2699	303,281		303,281
162	TEACHER CERT EXAM TF	2727	12,884,268		12,884,268
163	TOBACCO SETTLEMENT TF	2122	377,700,000		377,700,000
164	TOURISM PROMOTIONAL TF	2722	21,151,389		21,151,389
165	TRANSPORT DISADVANTAGED TF	2731	39,482,061	65,969,126	105,451,187
166	TREASURY ADM/INVEST TF	2725	6,376,294		6,376,294
167	TRUST FUNDS	2732	21,150,148	40,688,745	61,838,893
168	TURNPIKE GEN RESERVE TF	2326	1,234,077,802		1,234,077,802
169	TURNPIKE RENEW/REPLACE TF	2324	56,950,989		56,950,989
170	U.S. CONTRIBUTIONS TF	2750		159,248,900	159,248,900
171	U.S. TRUST FUND	2738		147,649,675	147,649,675
172	UNCLAIMED PROPERTY TF	2007	4,019,577		4,019,577
173	VITICULTURE TRUST FUND	2773	771,580		771,580
174	WASTEWTR/STORMWTR REVOL TF	2661		125,682,672	125,682,672
175	WATER MANAGEMENT LANDS TF	2776	39,257,374		39,257,374
176	WATER QUALITY ASSURANCE TF	2780	31,691,319		31,691,319
177	WELFARE TRANSITION TF	2401		426,867,639	426,867,639
178	WIRELESS COMM E911 TF	2344	137,073,107		137,073,107
179	WORKERS' COMP ADMIN TF	2795	24,607,187		24,607,187
180	WORKERS'COMP SPEC DISAB TF	2798	1,134,296		1,134,296
181	WORKING CAPITAL TRUST FUND	2792	96,972,452	62,234,538	159,206,990
182	**TOTAL TRUST FUNDS**		**20,398,378,958**	**24,847,042,291**	**45,245,421,249**
183					
184	**GENERAL REVENUE FUND**	**1000**	**24,717,327,030**		**24,717,327,030**
185					
186	**GRAND TOTAL**		**45,115,705,988**	**24,847,042,291**	**69,962,748,279**

Fiscal Year 2012-13 Nonrecurring Appropriations

Adjusted for Vetoes and Supplementals

	Budget Entity/Issue Title	General Revenue	State Trust Funds	Federal Trust Funds
1	**Administered Funds**			
2	DOMESTIC SECURITY			40,688,745
3	STATE MATCH FOR FEDERALLY DECLARED DISASTERS	5,754,481		
4	**Total**	**5,754,481**	**0**	**40,688,745**
5	**Agency for Health Care Administration**			
6	BUDGET AUTHORITY FOR BACKGROUND SCREENING GRANT			1,622,590
7	DEVELOPMENT OF FLORIDA DIAGNOSIS RELATED GROUPS (DRG) FOR HOSPITAL SERVICES UNDER MEDICAID	775,000		1,325,000
8	EXPANSION OF THE TELEPHONY PROJECT AND THE COMPREHENSIVE CARE MANAGEMENT PILOT PROGRAM TO PREVENT FRAUD	862,397		862,397
9	FLORIDA HEALTHY KIDS CORPORATION RATE INCREASE TO 85% MEDICAL LOSS RATIO	2,500,000		6,020,791
10	FLORIDA MEDICAID MANAGEMENT INFORMATION SYSTEM (FMMIS) EVALUATION	750,000		750,000
11	LEGAL REPRESENTATION FROM ATTORNEY GENERAL		750,000	750,000
12	MEDICAID ELECTRONIC HEALTH RECORD INCENTIVE PROGRAM (EHRIP)		288,502	237,573,665
13	MEDICAID ELIGIBILITY SYSTEM EVALUATION	350,000		350,000
14	ONLINE LICENSING AND RECONCILIATION SYSTEM		2,322,800	
15	PLANNING FOR DIAGNOSIS CODE CONVERSION		1,853,926	6,669,331
16	PUTNAM COMMUNITY MEDICAL CENTER	289,184		394,951
17	RESTORE HEALTH MAINTENANCE ORGANIZATION RATE REDUCTION	9,586,331		13,177,020
18	RESTORE HOSPITAL INPATIENT RATE REDUCTION	16,343,579	9,571,853	35,466,927
19	RESTORE HOSPITAL OUTPATIENT RATE REDUCTION	4,070,090	2,771,025	9,368,883
20	**Total**	**35,526,581**	**17,558,106**	**314,331,555**
21	**Agency for Persons with Disabilities**			
22	SERVING PERSONS WITH DISABILITIES	4,806,668		
23	**Total**	**4,806,668**	**0**	**0**
24	**Department of Agriculture and Consumer Services**			
25	ADDITIONAL EQUIPMENT		300,000	
26	AGRICULTURAL MARKETING ORDERS - PEANUTS		50,000	
27	AGRICULTURAL RESEARCH	2,000,000		
28	AGRICULTURE BEST MANAGEMENT PRACTICES DEVELOPMENT AND IMPLEMENTATION PARTNERSHIP AGREEMENTS		651,000	
29	APIARY PEST CONTROL DEVELOPMENT		105,000	
30	AQUACULTURE PROGRAM	652,889		
31	BP DEEPWATER HORIZON OIL SPILL		6,101,372	
32	BRIX ACID UNIT SYSTEMS		277,960	
33	CHILD NUTRITION PROGRAMS			2,584,107
34	CITRUS HEALTH RESPONSE PROGRAM		1,022,159	4,606,038
35	CODE CORRECTIONS		277,000	

Fiscal Year 2012-13 Nonrecurring Appropriations

Adjusted for Vetoes and Supplementals

	Budget Entity/Issue Title	General Revenue	State Trust Funds	Federal Trust Funds
36	ENERGY ASSURANCE CAPABILITIES AND PLANNING FOR SMART GRID RESILIENCY GRANT			658,586
37	ENERGY EFFICIENCY CONSERVATION DEVELOPMENT BLOCK GRANT			391,241
38	FARM SHARE PROGRAM	750,000		
39	FLORIDA AGRICULTURE PROMOTION CAMPAIGN	250,000		
40	FOOD INSPECTION MANAGEMENT SYSTEM (FIMS)		1,059,200	
41	FORESTRY WILDFIRE EQUIPMENT	4,603,000		
42	GIANT AFRICAN LAND SNAIL ERADICATION PROGRAM		1,499,250	4,459,645
43	GRANTS AND AIDS - FIXED CAPITAL OUTLAY			850,000
44	HELICOPTER MAINTENANCE	1,000,000		
45	HYBRIDS WETLANDS	2,000,000		
46	MAINTENANCE AND REPAIR		3,656,192	
47	NORTHERN EVERGLADES AND ESTUARIES PROTECTION AREAS		3,000,000	
48	OYSTER RE-SEEDING AND REHAB			1,350,000
49	REPLACEMENT EQUIPMENT			150,000
50	REPLACEMENT OF LAW ENFORCEMENT RADIO EQUIPMENT		24,563	
51	REPLACEMENT OF MOTOR VEHICLES			406,500
52	SOLAR REBATE INCENTIVE PROGRAM			109,285
53	SUPPORT FOR FOOD BANK	250,000	150,000	
54	VITICULTURE PROGRAM		262,000	
55	WATER CONSERVATION PROGRAMS		400,000	
56	**Total**	**11,505,889**	**18,835,696**	**15,565,402**
57	**Department of Business and Professional Regulation**			
58	FIELD TECHNOLOGY FOR HOTEL AND RESTAURANT INSPECTORS		183,546	
59	LAW ENFORCEMENT EQUIPMENT - UTILIZATION OF FORFEITURE FUNDS FROM FEDERAL LAW ENFORCEMENT TRUST FUND			95,558
60	LAW ENFORCEMENT TRAINING - UTILIZATION OF FORFEITURE FUNDS FROM FEDERAL LAW ENFORCEMENT TRUST FUND			12,320
61	NONRECURRING GENERAL REVENUE FOR DRUGS, DEVICES AND COSMETICS PROGRAM	900,000		
62	NONRECURRING GENERAL REVENUE FOR THE FLORIDA BOXING COMMISSION	200,000		
63	REPLACE LAW ENFORCEMENT RADIO EQUIPMENT		127,687	
64	REPLACEMENT OF MOTOR VEHICLES		173,000	
65	SECURITY SERVICES FOR THE REPUBLICAN NATIONAL CONVENTION			114,306
66	TRANSFER TO VISIT FLORIDA		2,000,000	
67	UPGRADE LICENSEEASE SOFTWARE TO VERSA: REGULATION		1,922,200	
68	**Total**	**1,100,000**	**4,406,433**	**222,184**
69	**Department of Children and Family Services**			
70	ADULT MENTAL HEALTH FLORIDA ASSERTIVE COMMUNITY TREATMENT TEAM INCREASE	680,000		

Fiscal Year 2012-13 Nonrecurring Appropriations

Adjusted for Vetoes and Supplementals

	Budget Entity/Issue Title	General Revenue	State Trust Funds	Federal Trust Funds
71	AMERICANS WITH DISABILITIES ACT AND REHABILITATION ACT COMPLIANCE SETTLEMENT AGREEMENT		169,657	
72	AUTOMATED COMMUNITY CONNECTION TO ECONOMIC SELF SUFFICIENCY ASSET VERIFICATION		1,668,750	1,668,750
73	AUTOMATIC UPDATE OF ELIGIBILITY INFORMATION WITHOUT STAFF INTERVENTION		371,173	1,051,227
74	BOB JANES TRIAGE CENTER	250,000		
75	CHILD ABUSE COORDINATION AND CHILD PROTECTIVE INVESTIGATION REDESIGN			437,760
76	CHILD DEPENDENCY INFORMATION MANAGEMENT REDESIGN		1,960,000	22,940,000
77	CHILD SEXUAL ABUSE AWARENESS AND EDUCATION	997,091		
78	COMMUNITY BASED CARE EQUITY NONRECURRING INCREASE	4,665,811		
79	GRANTS AND AIDS - FIXED CAPITAL OUTLAY	600,000		
80	INCREASED WORKLOAD FOR PRIMARY DATA CENTER TO SUPPORT AN AGENCY		2,412,682	
81	MAINTENANCE ADOPTION SUBSIDIES			6,586,405
82	MARISSA AMORA RELIEF BILL ANNUAL REQUEST		1,700,000	
83	NEW HORIZONS OF THE TREASURE COAST MENTAL HEALTH	500,000		
84	NEW TECHNOLOGY SOLUTION FOR FLORIDA'S PUBLIC ASSISTANCE ELIGIBILITY SYSTEM		6,618,512	59,566,603
85	PASCO COUNTY PRESCRIPTION DRUG ABUSE INITIATIVE	1,000,000		
86	PROJECT WOMEN ASSISTING RECOVERING MOTHERS (WARM)	1,000,000		
87	PROTECTION OF VULNERABLE PERSONS CH 2012-155, LOF (HB 1355)	281,000		
88	RESTORE ADULT COMMUNITY MENTAL HEALTH - COUNTY CRIMINAL JUSTICE GRANTS WITH GENERAL REVENUE	3,000,000		
89	RESTORE CHILDREN'S MENTAL HEALTH SERVICES			3,875,000
90	RESTORE CHILDREN'S SUBSTANCE ABUSE SERVICES			1,125,000
91	RESTORE COMMUNITY ADULT MENTAL HEALTH SERVICES	8,700,000		1,500,000
92	RESTORE COMMUNITY ADULT SUBSTANCE ABUSE SERVICES	900,000		4,000,000
93	RESTORE FUNDING FOR PROGRAMS SUPPORTED BY ADMINISTRATIVE EARNINGS		8,108,249	
94	RESTORE FUNDING FOR THE HEALTHY FAMILIES PROGRAM			2,000,000
95	RESTORE MAINTENANCE ADOPTION SUBSIDIES FUNDING		10,706,743	3,289,655
96	SHERIFF CHILD PROTECTION PASCO COUNTY	1,000,000		
97	VETERANS HOMELESS SUPPORT GROUP	3,000,000		
98	VIOLENT SEXUAL PREDATOR PROGRAM INCREASE IN FACILITY OPERATIONS		1,722,356	

Fiscal Year 2012-13 Nonrecurring Appropriations

Adjusted for Vetoes and Supplementals

	Budget Entity/Issue Title	General Revenue	State Trust Funds	Federal Trust Funds
99	**Total**	**26,573,902**	**35,438,122**	**108,040,400**
100	**Department of Corrections**			
101	BUILDING, FACILITIES MAINTENANCE, AND OPERATIONAL UPKEEP	250,000		
102	CONTINUE FAITH AND CHARACTER-BASED EXPANSION	250,000		
103	DEBT SERVICE	-7,812,201		
104	EXPAND EDIBLE CROPS PROGRAM	300,000		
105	HILLSBOROUGH REENTRY CENTER	125,000		
106	INCREASE FUNDING FOR COMMUNITY CORRECTIONS RESIDENTIAL SUBSTANCE ABUSE PROGRAMS	1,091,511		
107	INCREASED WORKLOAD FOR PRIMARY DATA CENTER TO SUPPORT AN AGENCY	1,762,545		
108	MAINTENANCE AND REPAIR	2,119,660		
109	OPERATION NEW HOPE RE-ENTRY INITIATIVE PROGRAM	150,000		
110	REPLACEMENT OF LAW ENFORCEMENT RADIO EQUIPMENT	39,336		
111	REPLACEMENT OF MOTOR VEHICLES	450,000		
112	RESTORE PRIVATE PRISON REDUCTIONS	2,800,000		
113	RESTORE STAFF REDUCTION	6,700,000		
114	**Total**	**8,225,851**	**0**	**0**
115	**Department of Economic Opportunity**			
116	ADDITIONAL STATE-LEVEL POSITIONS TO ENHANCE FINANCIAL MONITORING AND OVERSIGHT OF REGIONAL WORKFORCE BOARDS			372,628
117	ADVOCATING INTERNATIONAL BUSINESS RELATIONSHIPS		500,000	
118	AFFORDABLE HOUSING PROGRAMS		10,000,000	
119	COMMUNITY PLANNING LITIGATION - PROVIDE FUNDING TO CONTRACT WITH THE ATTORNEY GENERAL'S OFFICE		200,000	
120	CONTINUE FUNDING TO SUPPORT THE FLORIDA DEFENSE SUPPORT TASK FORCE		2,000,000	
121	DISPROPORTIONATELY AFFECTED COMMUNITIES IN BREVARD COUNTY SECTION 76	10,000,000		
122	ECONOMIC DEVELOPMENT CH 2012-32, LOF (HB 7087)	14,900,000	14,900,000	
123	ECONOMIC DEVELOPMENT PROGRAMS	4,000,000	7,150,000	
124	ECONOMIC DEVELOPMENT TOOLS	10,000,000	61,226,719	
125	ECONOMIC GARDENING TECHNICAL ASSISTANCE PROGRAM		2,000,000	
126	GRANTS AND AIDS - FIXED CAPITAL OUTLAY		3,162,490	43,000,000
127	GRANTS AND AIDS - MILITARY BASE PROTECTION		1,000,000	
128	HISPANIC BUSINESS INITIATIVE OUTREACH PROGRAM		775,000	
129	INSTITUTE FOR THE COMMERCIALIZATION OF PUBLIC RESEARCH		1,000,000	
130	MAINTENANCE AND REPAIR			598,200
131	OFFICE OF FILM AND ENTERTAINMENT OPERATIONS		120,000	
132	RESERVE STATE FUNDS FOR ECONOMIC DEVELOPMENT OPPORTUNITIES	25,000,000		

Fiscal Year 2012-13 Nonrecurring Appropriations

Adjusted for Vetoes and Supplementals

	Budget Entity/Issue Title	General Revenue	State Trust Funds	Federal Trust Funds
133	SPACE FLORIDA - MAINTAIN CURRENT FUNDING LEVEL		6,000,000	
134	STATE SMALL BUSINESS CREDIT INITIATIVE			33,225,199
135	UNEMPLOYMENT COMPENSATION BENEFITS SYSTEM REPLACEMENT			20,233,838
136	UNEMPLOYMENT COMPENSATION CH 2012-30 LOF (HB 7027)			100,884
137	UNEMPLOYMENT COMPENSATION SKILLS ASSESSMENT FROM GENERAL REVENUE TO TRUST FUND - ADD	2,300,000		
138	VISIT FLORIDA	8,200,000	2,300,000	
139	WORKFORCE PROJECTS		500,000	
140	**Total**	**74,400,000**	**112,834,209**	**97,530,749**
141	**Department of Education**			
142	AVID HIGHLANDS COUNTY INTERNATIONAL BACCALAUREATE PROGRAM	520,203		
143	BARRY UNIVERSITY - JUVENILE JUSTICE PROGRAM	250,000		
144	BARRY UNIVERSITY - SCHOOL OF PODIATRY	200,000		
145	BIG BROTHERS BIG SISTERS	500,000		
146	BLACK MALE EXPLORERS	200,000		
147	BREVARD COMMUNITY COLLEGE PROGRAM ENHANCEMENT	2,000,000		
148	CAPITOL TECHNICAL CENTER	1,000,000		
149	CONTINUE DEVELOPMENT AND IMPLEMENTATION OF THE EARLY LEARNING STATEWIDE DATA SYSTEM			3,410,865
150	EDUCATION CAPITAL PROJECTS	9,420,000	105,913,406	
151	ENTERPRISE RESOURCE PLANNING SYSTEM - MIAMI-DADE COLLEGE	50,000		
152	FLORIDA EDUCATION FINANCE PROGRAM	39,661,524	50,700,000	
153	FLORIDA INSTITUTE OF TECHNOLOGY	500,000		
154	GIRL SCOUTS OF FLORIDA	100,000		
155	HISTORICALLY BLACK PRIVATE COLLEGES	1,600,000		
156	INSTITUTE FOR CUBAN AMERICAN STUDIES - UNIVERSITY OF MIAMI	100,000		
157	INTEGRATED TECHNOLOGY PILOT PROJECT	850,000		
158	LEARNING FOR LIFE	550,000		
159	MAINTENANCE AND REPAIR		67,586,594	
160	MINORITY TEACHERS SCHOLARSHIP PROGRAM	591,880		
161	NEWS JOURNAL CENTER - DAYTONA STATE COLLEGE	2,000,000		
162	PALM COAST CAMPUS - DAYTONA STATE COLLEGE	4,200,000		
163	POLK STATE COLLEGE PROGRAM ENHANCEMENT	2,000,000		
164	PROJECT TO ADVANCE SCHOOL SUCCESS	100,000		
165	SCHOOL DISTRICT MATCHING GRANTS PROGRAM	500,000		
166	SEMINOLE STATE COLLEGE EXPANSION OF HEALTHCARE PROGRAMS	1,500,000		
167	ST. PETERSBURG COLLEGE - A DAY ON SERVICE	500,000		
168	STATE ADVISORY COUNCIL ON EARLY EDUCATION AND CARE (AMERICAN RECOVERY AND REINVESTMENT ACT)			1,412,405
169	VALENCIA COLLEGE OPERATIONAL SUPPORT	6,036,296		

Fiscal Year 2012-13 Nonrecurring Appropriations

Adjusted for Vetoes and Supplementals

	Budget Entity/Issue Title	General Revenue	State Trust Funds	Federal Trust Funds
170	VALPARAISO STEM MIDDLE SCHOOL	389,825		
171	**Total**	**75,319,728**	**224,200,000**	**4,823,270**
172	**Department of Elder Affairs**			
173	ALZHEIMER'S DISEASE INITIATIVE - FRAIL ELDERS WAITING FOR SERVICES	150,000		
174	COMPREHENSIVE ASSESSMENT AND REVIEW OF LONG TERM CARE SERVICES	5,472		12,768
175	GRANTS AND AIDS - FIXED CAPITAL OUTLAY	1,500,000		
176	INFORMATION TECHNOLOGY INFRASTRUCTURE REPLACEMENT			212,100
177	SERVE ADDITIONAL CLIENTS IN THE AGED AND DISABLED ADULT MEDICAID WAIVER PROGRAM (ADA)	1,300,000		1,775,467
178	**Total**	**2,955,472**	**0**	**2,000,335**
179	**Department of Environmental Protection**			
180	ADDITIONAL RESOURCES REQUIRED TO SUPPORT CONSOLIDATION OF TECHNOLOGY SERVICES		200,000	
181	COMMISSION ON OIL SPILL RESPONSE COORDINATION SECTION 77	500,000		
182	ENVIRONMENTAL PROJECTS	26,850,000	232,607,450	223,675,188
183	GRANTS AND AIDS - FIXED CAPITAL OUTLAY			7,471,030
184	LAND ACQUISITION		24,241,501	6,000,000
185	MAINTENANCE AND REPAIR		15,200,000	4,000,000
186	PETROLEUM TANK CLEANUP PROGRAM SECTION 58			4,022,241
187	STATEWIDE NUMERIC NUTRIENT CRITERIA MONITORING NETWORK	1,606,537	1,606,537	
188	TOTAL MAXIMUM DAILY LOADS SPRINGS ENVIRONMENTAL MONITORING	2,000,000		
189	TRANSFER TO SAVE OUR EVERGLADES TRUST FUND FROM WATER MANAGEMENT LANDS TRUST FUND		20,000,000	
190	**Total**	**30,956,537**	**293,855,488**	**245,168,459**
191	**Department of Financial Services**			
192	CREATE NEW PERSONAL INJURY PROTECTION (PIP) FRAUD UNIT		135,902	
193	FLAIR REPLACEMENT - INDEPENDENT BUSINESS CASE STUDY		1,500,000	
194	FLAIR SUCCESSION PLAN - OVERLAP STAFF TO MAINTAIN FLAIR PROFICIENCY	323,930		
195	MAINTENANCE AND REPAIR		616,047	
196	REPLACEMENT OF STATEWIDE LAW ENFORCEMENT RADIO EQUIPMENT		83,895	
197	STAFF FOR INDEMNITY AND MEDICAL PAYMENTS		1,935	
198	STAFF FOR PROACTIVE LOSS PREVENTION SERVICES		7,296	
199	WORKERS' COMPENSATION INTERNAL SELF-SUFICIENCY INITIATIVE		27,090	
200	**Total**	**323,930**	**2,372,165**	**0**
201	**Fish and Wildlife Conservation Commission**			
202	ENVIRONMENTAL PROJECTS	4,000,000	1,615,000	500,000

Fiscal Year 2012-13 Nonrecurring Appropriations

Adjusted for Vetoes and Supplementals

	Budget Entity/Issue Title	General Revenue	State Trust Funds	Federal Trust Funds
203	EXPANSION OF STATEWIDE ALLIGATOR HARVEST OPPORTUNITIES		107,494	
204	FLORIDA PANTHER AND HUMAN CONFLICT RESOLUTION		401,800	
205	GRANTS AND AIDS - FIXED CAPITAL OUTLAY		1,842,600	
206	REDUCE INVASIVE PLANT MANAGEMENT		-6,500,000	
207	REPLACEMENT OF MOTOR VEHICLES		533,003	
208	REPLACEMENT OF STATEWIDE LAW ENFORCEMENT RADIO EQUIPMENT	1,369,840		
209	SPECIAL PURPOSE		175,000	3,500,000
210	**Total**	**5,369,840**	**-1,825,103**	**4,000,000**
211	**Executive Office of the Governor**			
212	ADMINISTRATIVE TRUST FUND INCREASE - DIVISION OF EMERGENCY MANAGEMENT		300,000	300,000
213	COMMUNITY ASSISTANCE PROGRAM - DIVISION OF EMERGENCY MANAGEMENT		15,000	45,000
214	DEEPWATER HORIZON BLOCK GRANT FUNDING - DIVISION OF EMERGENCY MANAGEMENT		933,145	
215	ENERGY ASSURANCE GRANT PROGRAM - DIVISION OF EMERGENCY MANAGEMENT			8,352
216	ESTABLISHMENT OF THE CORRECTIONAL MEDICAL AUTHORITY	21,672		
217	FEDERAL EMERGENCY MANAGEMENT PERFORMANCE GRANT - INCREASED FUNDING - DIVISION OF EMERGENCY MANAGEMENT			7,845,338
218	FEDERALLY DECLARED DISASTER FUNDING - DIVISION OF EMERGENCY MANAGEMENT		5,754,481	156,853,423
219	FLOOD MITIGATION ASSISTANCE PROGRAM - DIVISION OF EMERGENCY MANAGEMENT		8,256	3,670,670
220	GRANTS AND AIDS - FIXED CAPITAL OUTLAY	5,000,000	3,000,000	
221	KEY STAFF FOR LONG TERM RECOVERY OFFICE - DIVISION OF EMERGENCY MANAGEMENT		44,755	352,330
222	PETROLEUM USAGE AND EMERGENCY ENERGY RESPONSIBILITIES - DIVISION OF EMERGENCY MANAGEMENT		10,944	
223	PRE-DISASTER MITIGATION - DIVISION OF EMERGENCY MANAGEMENT		97,677	3,156,613
224	RADIOLOGICAL EMERGENCY PREPAREDNESS PROGRAM - DIVISION OF EMERGENCY MANAGEMENT		130,000	
225	REPETITIVE FLOOD CLAIMS PROGRAM - DIVISION OF EMERGENCY MANAGEMENT			3,175,434
226	SEVERE REPETITIVE LOSS PROGRAM - DIVISION OF EMERGENCY MANAGEMENT		14,244	1,253,738
227	TRANSPARENCY FLORIDA	1,750,000		
228	**Total**	**6,771,672**	**10,308,502**	**176,660,898**

Fiscal Year 2012-13 Nonrecurring Appropriations

Adjusted for Vetoes and Supplementals

	Budget Entity/Issue Title	General Revenue	State Trust Funds	Federal Trust Funds
229	**Department of Health**			
230	AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) - BEHAVIORAL RISK FACTOR SURVEILLANCE, DIABETES PREVENTION, HEALTHY COMMUNITY, TOBACCO			308,820
231	AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) - EPIDEMIOLOGY AND LABORATORY CAPACITY (ELC)			23,915
232	AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) - EXPANSION OF RESEARCH CAPABILITY TO STUDY COMPARATIVE EFFECTIVENESS IN COMPLEX PATIENTS			160,058
233	BIOMEDICAL RESEARCH PROGRAM	5,000,000		
234	CHILDREN'S MEDICAL SERVICES DEVELOPMENT AND INTEGRATION PROJECT			831,171
235	GRANTS AND AIDS - FIXED CAPITAL OUTLAY	5,000,000		8,313,858
236	HEALTHY START COALITION FUNDING RESTORATION	1,000,000		
237	MAINTENANCE AND REPAIR		7,533,960	
238	MARY BROGAN BREAST AND CERVICAL CANCER EARLY DETECTION PROGRAM	1,236,473		
239	NITROGEN REDUCTION STRATEGIES	1,500,000		
240	PROVIDE TEMPORARY ASSISTANCE TO NEEDY FAMILIES (TANF) FUNDING			1,900,000
241	PROVIDE TEMPORARY ASSISTANCE TO NEEDY FAMILIES (TANF) FUNDING FOR EARLY STEPS PROGRAM			3,600,000
242	RESTORE FUNDING IDENTIFIED AS NONRECURRING IN THE FISCAL YEAR 2011-12 GENERAL APPROPRIATIONS ACT	800,000		
243	SPECIAL PURPOSE		1,736,947	
244	WOMEN, INFANTS AND CHILDREN (WIC) DATA SYSTEM PLANNING AND DEVELOPMENT			3,932,141
245	**Total**	**14,536,473**	**9,270,907**	**19,069,963**
246	**Department of Highway Safety and Motor Vehicles**			
247	CONTINUE FEDERAL GRANT FUNDING FOR FLORIDA DRIVER LICENSE BIOMETRIC IDENTIFICATION FACIAL RECOGNITION SOFTWARE GRANTS			767,097
248	CONTINUE FEDERAL GRANT FUNDING FOR PREVENTATIVE RADIOLOGICAL NUCLEAR DETECTION ENHANCEMENT PROJECT			290,000
249	CONTINUE FUNDING FOR STANDBY/DISASTER RECOVERY		252,551	
250	CONTINUE THE 2010 REAL IDENTIFICATION DRIVER LICENSE SECURITY GRANT PROGRAM			850,000
251	DRIVER AND VEHICLE INFORMATION SYSTEM MODERNIZATION (DAVID)		760,000	
252	GRANTS AND AIDS - PROVIDE FUNDING FOR PRESIDENTIAL NOMINATING CONVENTION			1,764,663
253	IMPLEMENT ADDRESS VERIFICATION SOFTWARE		230,480	

Fiscal Year 2012-13 Nonrecurring Appropriations

Adjusted for Vetoes and Supplementals

	Budget Entity/Issue Title	General Revenue	State Trust Funds	Federal Trust Funds
254	INCREASED WORKLOAD FOR PRIMARY DATA CENTER TO SUPPORT AN AGENCY		206,579	
255	LAW ENFORCEMENT RADIO SYSTEM REPLACEMENT EQUIPMENT		96,418	
256	MAINTENANCE AND REPAIR		3,698,555	
257	PROVIDE FUNDING FOR THE 2011 DEPARTMENT OF HOMELAND SECURITY REAL IDENTIFICATION DRIVER LICENSE SECURITY GRANT			950,000
258	REPLACEMENT OF MOTOR VEHICLES	4,830,341	1,169,659	
259	TRANSFER FROM DEFERRED-PAYMENT COMMODITY TO TAX COLLECTOR NETWORK TO FUND REFRESH FLORIDA REAL TIME VEHICLE INFORMATION SYSTEM - DEDUCT		-2,311,034	
260	TRANSFER TO TAX COLLECTOR NETWORK FROM DEFERRED-PAYMENT COMMODITY TO FUND REFRESH OF THE FLORIDA REAL TIME INFORMATION SYSTEM - ADD		2,311,034	
261	**Total**	**4,830,341**	**6,414,242**	**4,621,760**
262	**Justice Administration**			
263	CLERK FUNDING FOR BACKLOG OF FORECLOSURE CASES	2,000,000		
264	INCREASED FUNDING FOR GUARDIAN AD LITEM	1,800,000		
265	MAXIMIZE USE OF INDIGENT CRIMINAL DEFENSE TRUST FUNDS FOR OPERATING EXPENDITURES		22,529	
266	MAXIMIZE USE OF TRUST FUND REVENUES FOR OPERATING EXPENDITURES		500,000	
267	REPLACEMENT OF MOTOR VEHICLES		2,844,844	128,681
268	**Total**	**3,800,000**	**3,367,373**	**128,681**
269	**Department of Juvenile Justice**			
270	BOYS AND GIRLS CLUBS - GANG PREVENTION THROUGH TARGETED OUTREACH	2,000,000		
271	MAINTENANCE AND REPAIR	1,800,000		
272	MAINTENANCE AND UPKEEP FOR THE DESOTO FACILITY	250,000		
273	**Total**	**4,050,000**	**0**	**0**
274	**Department of Law Enforcement**			
275	IMPLEMENT CRIMINAL JUSTICE INFORMATION SERVICES TECHNICAL COMPLIANCE AUDITS		7,296	
276	REPLACEMENT OF LAW ENFORCEMENT RADIOS	1,659,395		
277	SECURITY SERVICES FOR THE REPUBLICAN NATIONAL CONVENTION			1,051,631
278	**Total**	**1,659,395**	**7,296**	**1,051,631**
279	**Department of Legal Affairs**			
280	COUNCIL ON THE SOCIAL STATUS OF BLACK MEN AND BOYS	100,000		
281	CUBAN-AMERICAN BAR ASSOCIATION	50,000		

Fiscal Year 2012-13 Nonrecurring Appropriations

Adjusted for Vetoes and Supplementals

	Budget Entity/Issue Title	General Revenue	State Trust Funds	Federal Trust Funds
282	PROTECTION OF VULNERABLE PERSONS CH 2012-155, LOF (HB 1355)	1,500,000		
283	**Total**	**1,650,000**	**0**	**0**
284	**Legislature**			
285	CONTINGENCY FUND	1,000,000		
286	WORKLOAD	8,050,000		
287	**Total**	**9,050,000**	**0**	**0**
288	**Department of the Lottery**			
289	FLORIDA LOTTERY INTEGRATED SECURITY SYSTEM		571,961	
290	INCREASE TO PAID ADVERTISING AND PROMOTION		4,000,000	
291	**Total**	**0**	**4,571,961**	**0**
292	**Department of Management Service**			
293	ACCESSING HEALTH CARE DATA THROUGH A SERVICE PROVIDER		600,000	
294	CODE CORRECTIONS		372,242	
295	DOMESTIC SECURITY - FLORIDA INTEROPERABILITY NETWORK (FIN) INSUFFICIENT FUNDING		2,000,000	
296	DOMESTIC SECURITY - FLORIDA MUTUAL AID BUILD OUT (MAB) INSUFFICIENT FUNDING		3,000,000	
297	FEDERAL GRANT - DEVELOP AND MAINTAIN STATEWIDE BROADBAND MAP			801,698
298	INFORMATION TECHNOLOGY EQUIPMENT REFRESH - ADD	137,550		
299	INTERIOR REFURBISHMENT OF LEASED SPACE IN THE FLORIDA FACILITIES POOL		1,429,509	
300	MAINTENANCE AND REPAIR	1,109,000	7,775,723	
301	REDUCE MYFLORIDA MARKETPLACE (MFMP) CONTRACT		7,400,000	
302	REPLACEMENT OF STATEWIDE LAW ENFORCEMENT RADIO EQUIPMENT		7,189	
303	STATEWIDE LAW ENFORCEMENT RADIO SYSTEM (SLERS)	4,500,000		
304	TENANT SPACE IMPROVEMENT FUNDS		754,367	
305	NORTHWOOD RESOURCE CENTER - FLORIDA PUBLIC ASSISTANCE ELIGIBILITY SYSTEM		1,133,985	
306	SOUTHWOOD RESOURCE CENTER - INCREASED WORKLOAD FOR PRIMARY DATA CENTER TO SUPPORT AN AGENCY		654,500	
307	**Total**	**5,746,550**	**25,127,515**	**801,698**
308	**Department of Military Affairs**			
309	ABOUT FACE PROGRAM	750,000		
310	ADDITIONAL EQUIPMENT			331,538
311	ADDITIONAL EQUIPMENT - CAMP BLANDING			746,000
312	FEDERAL/STATE COOPERATIVE AGREEMENT SUPPORT			87,120
313	FORWARD MARCH PROGRAM	1,250,000		
314	INFORMATION TECHNOLOGY INFRASTRUCTURE REPLACEMENT	130,030		90,000

Fiscal Year 2012-13 Nonrecurring Appropriations

Adjusted for Vetoes and Supplementals

	Budget Entity/Issue Title	General Revenue	State Trust Funds	Federal Trust Funds
315	INTEGRATED EMERGENCY OPERATIONS MANAGEMENT INFORMATION SYSTEM	25,000		
316	MAINTENANCE AND REPAIR	15,000,000		
317	SPECIAL PURPOSE			347,000
318	WORKER COMPENSATION FOR STATE ACTIVE DUTY	296,404		
319	**Total**	**17,451,434**	**0**	**1,601,658**
320	**Parole Commission**			
321	ENSURING THE RIGHTS OF VICTIMS	3,648		
322	**Total**	**3,648**	**0**	**0**
323	**Public Service Commission**			
324	ENERGY EFFICIENCY AND CONSERVATION ACT CH 2012-117 LOF (HB 7117)		250,000	
325	**Total**	**0**	**250,000**	**0**
326	**Department of Revenue**			
327	AID TO LOCAL GOVERNMENTS - AERIAL PHOTOGRAPHY/MAPPING	700,000		
328	CHILD SUPPORT AUTOMATED MANAGEMENT SYSTEM (CAMS) - PHASE II		1,587,758	3,082,118
329	CHILD SUPPORT AUTOMATED MANAGEMENT SYSTEM (CAMS) OPERATIONS AND MAINTENANCE		1,552,781	3,021,517
330	FISCALLY CONSTRAINED COUNTIES - AD VALOREM TAX	26,337,260		
331	INFORMATION SHARING WITH CONSUMER REPORTING AGENCIES		68,000	
332	ONE STOP REGISTRATION	3,000,000		
333	PROGRAM IMPLEMENTATION OF THE FEDERAL DEFICIT REDUCTION ACT OF 2005	1,626,991		
334	RELOCATION OF CLEARWATER SERVICE CENTER TO STATE-OWNED OFFICE SPACE		987,120	468,024
335	RESTORE AUDIT STAFF TO GENERAL TAX ADMINISTRATION PROGRAM	72,960		
336	SUNTAX DATA ARCHIVING		490,000	
337	UNEMPLOYMENT COMPENSATION CH 2012-30 LOF (HB 7027)			100,884
338	**Total**	**31,737,211**	**4,685,659**	**6,672,543**
339	**State Court System**			
340	BUILDING, FACILITIES MAINTENANCE, AND OPERATIONAL UPKEEP	51,000		
341	COURTHOUSE FURNISHINGS - NONPUBLIC AREAS	517,752		
342	DOMESTIC VIOLENCE GPS INITIATIVE PILOT PROGRAM	948,720		
343	FUNDING FOR BACKLOG OF FORECLOSURE CASES	4,000,000		
344	INCREASE FUNDING FOR THE CHILD ADVOCACY CENTERS	3,200,000		
345	JUDICIAL INQUIRY SYSTEM	250,000		
346	MAINTENANCE AND REPAIR	1,000,000		
347	**Total**	**9,967,472**	**0**	**0**

Fiscal Year 2012-13 Nonrecurring Appropriations

Adjusted for Vetoes and Supplementals

	Budget Entity/Issue Title	General Revenue	State Trust Funds	Federal Trust Funds
348	**Department of State**			
349	ADVERTISING PROPOSED CONSTITUTIONAL AMENDMENT	193,705		
350	ADVERTISING PROPOSED CONSTITUTIONAL AMENDMENTS	1,431,723		
351	CULTURAL AND MUSEUM GRANTS	5,175,000		
352	DEPARTMENT WIDE LITIGATION EXPENSES	500,000		
353	FLORIDA HUMANITIES COUNCIL	350,000		
354	GRANTS AND AIDS - FIXED CAPITAL OUTLAY	3,980,822		
355	HISTORIC PRESERVATION GRANTS	3,850,000		
356	HISTORIC PROPERTIES-MAINTENANCE	200,000		
357	INCREASED FUNDING FOR STATE AID TO LIBRARIES	8,031,398		
358	MAINTENANCE AND REPAIR	1,645,047		
359	REIMBURSEMENTS TO COUNTIES FOR SPECIAL ELECTIONS	2,000,000		
360	SPECIAL PURPOSE	2,500,000		
361	SUPPORT FOR FEDERAL ELECTION ACTIVITIES (HAVA)			1,000,000
362	**Total**	**29,857,695**	**0**	**1,000,000**
363	**Department of Transportation**			
364	ADDITIONAL EQUIPMENT FOR THE MATERIALS AND TESTING LABORATORIES		319,000	
365	CODE CORRECTIONS		626,500	
366	CONSTRUCTION MATERIAL ACCEPTANCE CERTIFICATION		722,400	
367	ENVIRONMENTAL PROJECTS		1,270,000	
368	FLORIDA PERMANENT REFERENCE NETWORK		631,750	671,750
369	MAINTENANCE AND REPAIR		3,707,321	
370	REPLACEMENT EQUIPMENT FOR MATERIALS AND TESTING LABORATORIES		867,500	
371	SUPPORT FOR TRANSPORTATION DISADVANTAGED		5,000,000	
372	TRANSPORTATION WORK PROGRAM	4,000,000	4,763,520,221	2,462,298,596
373	**Total**	**4,000,000**	**4,776,664,692**	**2,462,970,346**
374	**State University System**			
375	ALIGN APPROPRIATIONS WITH REVENUE ESTIMATES	-300,000,000		
376	CROP PROTECTION RESEARCH - INSTITUTE OF FOOD AND AGRICULTURAL SCIENCES	700,000		
377	EXPANSION OF NURSING DEGREE PROGRAM - FLORIDA INTERNATIONAL UNIVERSITY	500,000		
378	FLORIDA ATLANTIC UNIVERSITY AMI EXPERIENTIAL EDUCATION CURRICULUM	1,500,000		
379	FLORIDA CALADIUM INDUSTRY RESEARCH	417,000		
380	FLORIDA INTERNATIONAL UNIVERSITY DEMOCRACY CONFERENCE	500,000		
381	FLORIDA INTERNATIONAL UNIVERSITY WASHINGTON CENTER FOR INTERNSHIPS AND ACADEMIC SEMINARS	250,000		
382	FLORIDA STATE UNIVERSITY CROP PROTECTION RESEARCH	300,000		

Fiscal Year 2012-13 Nonrecurring Appropriations

Adjusted for Vetoes and Supplementals

	Budget Entity/Issue Title	General Revenue	State Trust Funds	Federal Trust Funds
383	FLORIDA STATE UNIVERSITY INTEGRATED TECHNOLOGY INNOVATION ECONOMY RECRUIT FLORIDA	300,000		
384	INSTITUTE FOR HUMAN AND MACHINE COGNITION	33,000		
385	ONLINE UNIVERSITY STUDY	300,000		
386	RESEARCH CORRIDORS/ECONOMIC DEVELOPMENT (I-4)	2,000,000		
387	STATE UNIVERSITY PERFORMANCE BASED INCENTIVES	15,000,000		
388	TARGETED STUDENT ASSISTANCE PROGRAMS - FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY (FAMU)	5,000,000		
389	UNIVERSITY OF SOUTH FLORIDA (USF) SARASOTA-MANATEE CAMPUS OPERATIONAL SUPPORT	2,000,000		
390	UNIVERSITY OF WEST FLORIDA PHYSICAL THERAPY EDUCATION PARTNERSHIP	1,000,000		
391	**Total**	**-270,200,000**	**0**	**0**
392	**Department of Veterans' Affairs**			
393	BENEFITS AND ASSISTANCE INCREASE STAFFING	21,288		
394	HEALTH INFORMATION TECHNOLOGY SYSTEMS UPGRADE		438,360	292,240
395	MAINTENANCE AND REPAIR		1,224,400	220,000
396	STATE NURSING HOME REPLACEMENT EQUIPMENT		494,453	199,829
397	**Total**	**21,288**	**2,157,213**	**712,069**
398	**Total Nonrecurring Appropriations**	**157,752,058**	**5,550,500,476**	**3,507,662,346**

Note: Negative nonrecurring appropriations automatically restore reductions and have the effect of increasing the recurring budget for FY 2013-14.

Vetoed Appropriations for Fiscal Year 2012-13

Line #	Title	General Revenue	Trust	Total
24	Inclusive Transition and Employment Management Program (ITEM)	839,000	-	839,000
54 A	Special Categories - Grants And Aids - Medical Training And Simulation Laboratory	3,077,493	-	3,077,493
55 B	PhD Program in Biomedical Science	560,199	-	560,199
55 B	College of Medicine	3,137,116	-	3,137,116
55 C	University of Miami - Rosenstiel Marine Science	89,574	-	89,574
55 C	University of Miami - BS and MFA in Motion Pictures	159,245	-	159,245
55 C	Florida Institute of Technology - BS Engineering and Science Education	128,759	-	128,759
55 D	Special Categories - Grants And Aids - Regional Diabetes Center - University Of Miami	244,011	-	244,011
56 A	Osteopathic Medicine, Optometry, Pharmacy, and Nursing Programs	4,150,054	-	4,150,054
56 A	Rural and Unmet Needs	84,695	-	84,695
87	Panhandle Area Educational Consortium (PAEC) Distance Learning Teacher Training	300,000	-	300,000
87 A	Panhandle Area Educational Consortium (PAEC) Non-Phonemic Reading Instruction	750,000	-	750,000
87 A	Tune in to Reading	250,000	-	250,000
87 C	Southwest Florida Destination Graduation Program	3,250,000	-	3,250,000
91 A	Special Categories - Grants And Aids - Regional Education Consortium Services	1,445,390	-	1,445,390
92	National Center for Sports Safety (NCSS) - PREPARE Course	300,000	-	300,000
92 A	Girls Incorporated of Sarasota County	100,000	-	100,000
92 A	Learn to Earn	302,800	-	302,800
92 A	Center for Digital Learning and Education	2,000,000	-	2,000,000
92 A	Our Children's Academy	100,000	-	100,000
92 A	Workforce and Career Enhancement - Lake County	52,314	-	52,314
92 A	Workforce and Career Enhancement - St. Johns County	195,217	-	195,217
102	Broward Education Communication Network (BECON)	50,000	-	50,000
102	Panhandle Area Educational Consortium (PAEC) Web Based Counseling Program	336,477	-	336,477
139 A	Degree Completion Pilot Project - UWF	2,500,000	-	2,500,000
174 A	Florida Medical Schools Quality Network	-	3,000,000	3,000,000
174 A	Structured Family Caregiving Model	1,000,000	-	1,000,000
193	Hospital Reimbursement Ceiling Exemption	847,936	1,158,064	2,006,000
198	Hospital Reimbursement Ceiling Exemption	589,244	804,756	1,394,000
207	Vagus Nerve Stimulation Devices	676,320	923,680	1,600,000
250	Dan Marino Project	500,000	-	500,000
282	Billy Joe Rish Recreational Park	500,000	-	500,000
318	Child Welfare Case Management Staff Overtime Settlement	750,000	-	750,000
322	Florida Council Against Sexual Violence	1,500,000	-	1,500,000
336	Community Base Care of Central Florida	2,500,000	-	2,500,000
345	Camillus House	250,000	-	250,000
345	Citrus Health Network	455,000	-	455,000
345	New Horizons Community Mental Health Center	100,000	-	100,000
345	Seminole Behavioral Health	350,000	-	350,000
345	Pinellas Receiving Facility	250,000	-	250,000
345	Baptist Health Care Lakeview Center	1,500,000	-	1,500,000

Vetoed Appropriations for Fiscal Year 2012-13

Line #	Title	General Revenue	Trust	Total
346	Additional Crisis Stabilization beds contract with not-for-profit facility in the Thirteenth Judicial Circuit Hillsborough County	400,000	-	400,000
346	Manatee Glens County Crisis Stabilization Unit	750,000	-	750,000
352	Indigent Psychiatric Medication Program	500,000	-	500,000
366	Recovery House Central Florida	1,560,000	-	1,560,000
379	Richmond Heights Resource Center	100,000	-	100,000
379	Goulds Coalition of Ministries and Lay People	100,000	-	100,000
404	Alzheimer's Family Care Center of Broward County	250,000	-	250,000
404	Mt. Sinai - Brain Bank	100,000	-	100,000
405	Aging Resource Centers	1,000,000	1,000,000	2,000,000
405	Choice Counseling	2,000,000	2,000,000	4,000,000
469	Countywide Mobile Health Unit	200,000	-	200,000
477	University of Miami - Crohn's Disease and Ulcerative Colitis Project	500,000	-	500,000
477	Nova Southeastern University	1,950,000	-	1,950,000
477	Apopka Family Health Center	500,000	-	500,000
477	Diabetes Advisory Council	50,000	-	50,000
541	Children Immunizations - Meningococcal Conjugate Vaccine	940,000	-	940,000
543	Brain Tumor Registry Program - McKnight Brain Institute	500,000	-	500,000
549 B	Joe DiMaggio Children's Hospital - Cardiac Lab and Operating Room	250,000	-	250,000
554	Fetal Alcohol Clinic	100,000	-	100,000
556	Children's Hospital - Planning and Design	1,500,000	-	1,500,000
556 A	Autism Center of Miami	100,000	-	100,000
579	Student Training and Rural Clinic Operations	1,600,000	-	1,600,000
586	Brain and Spinal Research at University of Miami	400,000	-	400,000
587 A	Florida Agricultural and Mechanical University Crestview Center	1,500,000	-	1,500,000
589	Broward Children's Center	150,000	-	150,000
633	Inmate Phone Service	10,000	-	10,000
746	Remote Transcription Services	250,000	-	250,000
774	WestCare substance abuse treatment program	150,000	-	150,000
776	WestCare Foundation Inc. Pilot Program	350,000	-	350,000
1203	Transition Planning	2,450,000	-	2,450,000
1249 A	Grants And Aids To Local Governments And Nonstate Entities - Fixed Capital Outlay - Facility Repairs Maintenance And Construction	200,000	-	200,000
1270	Virtual Education	450,000	-	450,000
1299	Flagler County Jail - Planning	250,000	-	250,000
1299	Security for Presidential Debate	250,000	-	250,000
1333	Family Justice Center	100,000	-	100,000
1339 A	Special Categories - Civil Legal Assistance	2,000,000	-	2,000,000
1437 A	Special Categories - Babcock Ranch Incorporated	97,000	-	97,000
1443 A	Aid To Local Governments - Grants And Aids - Lehigh Acres Wildfire Suppression	100,000	-	100,000
1471	Mosquito Control Research	-	1,116,632	1,116,632
1479 A	Special Categories - Acquisition Of Motor Vehicles	-	200,000	200,000
1497 A	Special Categories - Florida Horse Park	500,000	-	500,000

Vetoed Appropriations for Fiscal Year 2012-13

Line #	Title	General Revenue	Trust	Total
1645 A	Grants And Aids To Local Governments And Nonstate Entities - Fixed Capital Outlay - Grants And Aids - South Florida Water Management District Flood Mitigation Inventory And Implementation Plan	4,000,000	-	4,000,000
1662	TMDL - Rainbow Springs Restoration Plan	-	60,000	60,000
1683 A	City of Okeechobee - Park of Commerce - Storm-water	200,000	-	200,000
1683 A	City of Okeechobee - Storm-water Retrofit	250,000	-	250,000
1683 A	Okeechobee Utility Authority - Wastewater Improvements	550,000	-	550,000
1683 A	Town of Pembroke Park - Storm-water Retrofit	100,000	-	100,000
1683 A	Hardee County - Wastewater Treatment	765,000	-	765,000
1683 A	City of Moore Haven - Storm-water Improvement	100,000	-	100,000
1683 A	City of LaBelle - Waste Water Treatment Plant	2,318,172	-	2,318,172
1683 A	Hendry County - Airglades Airport Utility System Force Main Line Extension	3,500,000	-	3,500,000
1683 A	Imperial River - Oak Creek Water Quality Project and Harbor River Ponds/Spring Creek Water Enhancement	250,000	-	250,000
1683 A	Eau Gallie River (EGRET) Dredging Project	100,000	-	100,000
1683 A	City of Belleview - South 441 Project	1,500,000	-	1,500,000
1683 A	Sumter County - Feasibility Study of Lake Panasoffkee Wastewater System	35,000	-	35,000
1683 A	Crystal River Kings Bay Environmental Enhancement	100,000	-	100,000
1683 A	Hialeah Stormwater Rehabilitation	140,000	-	140,000
1683 A	St. Lucie River Environmental Enhancement	100,000	-	100,000
1683 A	Santa Rosa County Navarre Pass Feasibility Study	150,000	-	150,000
1683 A	Umatilla City Sewer	352,163	-	352,163
1683 A	Miami River Environmental Enhancement	100,000	-	100,000
1683 A	St. Johns River Economic Analysis Study - University of North Florida	400,000	-	400,000
1683 A	Palm Beach County Water Treatment - Glades Area	1,000,000	-	1,000,000
1683 A	Hillsborough Avenue & 30th Street - Stormwater Improvements	200,000	-	200,000
1731 A	Grants And Aids To Local Governments And Nonstate Entities - Fixed Capital Outlay - Natural Habitat Park And Environmental Center - Seminole Campus St. Petersburg College	-	100,000	100,000
1828	LaBelle City Wharf Improvement Project	350,000	-	350,000
1918	Central Florida Regional Transportation Authority -LYNX	-	1,200,000	1,200,000
1922	Port St. Joe - Port Repairs - Rural Areas of Critical Economic Concern (RACEC) Seaport Funding	-	5,000,000	5,000,000
1946	Road Maintenance Vehicle Replacement - City of Hialeah	72,769	-	72,769
1946	Road Maintenance Equipment - City of Hialeah	196,846	-	196,846
1968 A	Miami River Environmental Enhancements - Lummus Park/Docks and Piers for Commercial Use	-	100,000	100,000
1968 A	N.W. 25th Avenue Improvements - City of Miami Gardens	-	300,000	300,000
1968 A	Little River Canal Seawall Remediation Project - Village of El Portal	-	150,000	150,000

Vetoed Appropriations for Fiscal Year 2012-13

Line #	Title	General Revenue	Trust	Total
1968 A	S.W. 56th Avenue (Martin Luther King Boulevard) Transportation Enhancements - City of West Park	-	150,000	150,000
1968 A	Traffic Improvements - SW 190th Extension - Town of Southwest Ranches	-	243,000	243,000
1968 A	West End Bridge Crossing	-	500,000	500,000
1968 A	State Road 44 and Meadowcrest Boulevard - Citrus County	-	200,000	200,000
1968 A	Transportation Expressway Authority Grants	-	4,000,000	4,000,000
1968 A	Fairgreen Road Extension - Port St. Lucie	-	1,100,000	1,100,000
1968 A	N.W. 21st Street Roadway Improvement - Lauderdale Lakes	-	500,000	500,000
2007 A	Special Categories - Payment To Expressway Authorities	-	12,322,862	12,322,862
2249 A	Goodwill Industries of South Florida	-	250,000	250,000
2252	Regional Workforce Boards - Services to Youth in Disadvantaged Neighborhoods	-	3,000,000	3,000,000
2280 A	Urban League	-	250,000	250,000
2284 A	Special Categories - Grants And Aids - Regional Planning Councils	2,500,000	-	2,500,000
2292 A	Torry Island Master Plan Development	50,000	-	50,000
2292 A	Renaissance of the Parramore Neighborhood in Downtown Orlando	900,000	-	900,000
2292 A	Pine Hills Neighborhood Redevelopment Project - Orange County	2,000,000	-	2,000,000
2292 A	Dr. J.B. Callahan Neighborhood Center in Parramore - renovation and expansion	1,000,000	-	1,000,000
2292 A	Public Infrastructure Improvement - City of Miami	5,000,000	-	5,000,000
2306 A	CAMACOL FILM	-	150,000	150,000
2306 A	Entrepreneurial Academy of the African American Chamber of Commerce	-	100,000	100,000
2306 A	The Greater Caribbean Chamber of Commerce	-	50,000	50,000
2306 B	West Orange County Economic Development Business Center	-	1,000,000	1,000,000
2306 B	University of Central Florida Small Business Incubator	-	1,000,000	1,000,000
2306 B	Hialeah Chamber of Commerce and Industries	-	100,000	100,000
2340 A	Lump Sum - Transparency Support And Maintenance	-	1,411,334	1,411,334
2488 A	Special Categories - Transfer To Florida Catastrophic Storm Risk Management Center At Florida State University	-	350,000	350,000
2518 A	Special Categories - Workers' Compensation Research Institute Study	-	195,000	195,000
2685 A	Aid To Local Governments - Grants And Aids - Projects, Contracts And Grants	-	250,000	250,000
2762	Tenant Broker Reimbursement	294,820	-	294,820
2821 A	Special Categories - Matchmaker Conference	-	185,000	185,000
3141 B	Special Categories - Historic Property Planning	250,000	-	250,000
3143	Historic Hampton House - Miami	100,000	-	100,000
3143	Historical Log Cabin - The Village of Biscayne Park	150,000	-	150,000
3143	Captain Hendry House Rehabilitation - LaBelle	43,600	-	43,600
3149 A	Grants And Aids To Local Governments And Nonstate Entities - Fixed Capital Outlay - Historic Project - Holocaust Documentation And Education Center Rail Car Renovation	500,000	-	500,000

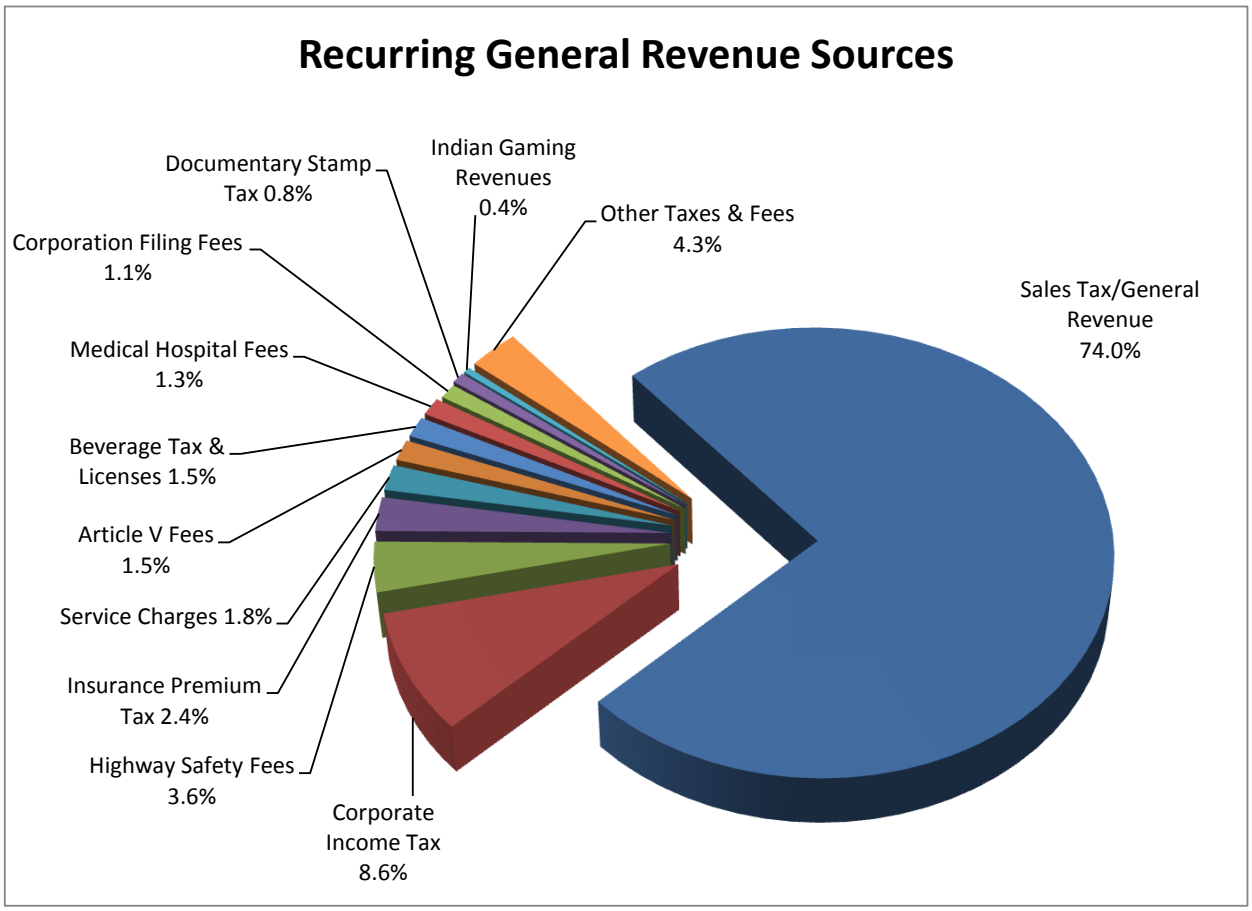
Vetoed Appropriations for Fiscal Year 2012-13

Line #	Title	General Revenue	Trust	Total
3162 A	Aid To Local Governments - Grants And Aids - Library Cooperatives	1,500,000	-	1,500,000
3174 A	Florida Aquarium	500,000	-	500,000
3174 A	Lake Wales Arts Council	50,000	-	50,000
3174 A	Family Empowerment and Intervention - North Miami	100,000	-	100,000
3174 A	Haitian Heritage Museum Project	75,000	-	75,000
3174 A	Bay of Pigs Museum	500,000	-	500,000
3174 A	Science and Discovery Center of Northwest Florida	250,000	-	250,000
3174 A	Heritage Trail Net Work Black History House - Tallahassee	300,000	-	300,000
3174 B	Special Categories - Grants And Aids - Florida African-American Heritage Preservation Network	250,000	-	250,000
3202 A	Small County Courthouse - Gadsden	50,000	-	50,000
3202 A	Small County Courthouse - Glades	400,000	-	400,000
3202 A	Small County Courthouse - Hardee	325,000	-	325,000
3202 A	Small County Courthouse - Hendry	1,500,000	-	1,500,000
	Total Line Item Vetoes:	95,746,214	44,420,328	140,166,542
Other Sections				
B0055	City of LaBelle 1.5 MGD RO Membrane Water Treatment Plant Phase 1a	300,000	-	300,000
B0055	Port LaBelle Gravity Sewer Rehab	500,000	-	500,000
B0055	City of Minneola Waste Water Line Extension	300,000	-	300,000
B0055	Cape Coral/Fort Myers Reclaimed Interconnect	900,000	-	900,000
B0082	Okaloosa County Library	85,635	-	85,635
B0083	Frank Lloyd Wright House at Florida Southern College	500,000	-	500,000
B0093	Department of Children and Families Abuse Hotline Budget Amendment	-		
	Total Other Sections	2,585,635	-	2,585,635
Grand Total		**98,331,849**	**44,420,328**	**142,752,177**

Note: The above totals include $585,635 related to Fiscal Year 2011-12 vetoes and $142,166,542 related to Fiscal Year 2012-13 vetoes.

Chart 9
Projected FY 2012-13 Recurring General Revenue Sources
(Dollars In Millions)

Funding Source	Dollars	Percent
Sales Tax/General Revenue (GR)	18,059.1	74.0%
Corporate Income Tax	2,109.9	8.6%
Highway Safety Fees	876.6	3.6%
Insurance Premium Tax	594.5	2.4%
Service Charges	450.1	1.8%
Article V Fees	366.7	1.5%
Beverage Tax & Licenses	358.2	1.5%
Medical-Hospital Fees	308.3	1.3%
Corporate Filing Fees	260.0	1.1%
Documentary Stamp Tax	188.0	0.8%
Indian Gaming Revenues	104.3	0.4%
Other Taxes & Fees	724.4	3.0%
Total Recurring General Revenue	**24,400.1**	**100.0%**
Less: Refunds	(295.7)	
Net Recurring General Revenue	**24,104.4**	



GENERAL REVENUE FUND
CONSENSUS REVENUE ESTIMATING CONFERENCE
RETROSPECT
FY 2009-10 and FY 2010-11
(MILLIONS OF DOLLARS)

07-Oct-2011

	RECURRING FUNDS	NON-RECURRING FUNDS	TOTAL ALL FUNDS
FUNDS AVAILABLE 2009-10			
Balance forward from 2008-09	0.0	631.4	631.4
Miscellaneous adjustments	0.0	0.1	0.1
Revenue collections	21,488.8	46.7	21,535.5
Transfers from trust funds	0.0	599.1	599.1
FCO reversions	0.0	30.8	30.8
Federal funds interest earnings rebate	(0.6)	0.0	(0.6)
Total 2009-10 funds available	21,488.2	1,308.1	22,796.3
EXPENDITURES 2009-10			
Operations	9,299.3	838.4	10,137.7
Aid to Local Government	10,958.6	58.5	11,017.1
Fixed Capital Outlay	52.7	10.0	62.7
FCO/Aid to Local Governments	0.0	2.9	2.9
Nonoperating disbursements	0.0	2.6	2.6
Total 2009-10 expenditures	20,310.6	912.4	21,223.0
ENDING BALANCE	1,177.6	395.7	1,573.2

The cash balance in the Budget Stabilization Fund (not shown here) at the end of FY 2009-10 was $274.9 million. This figure does not include the full repayment of hurricane-related budget amendments transferring funds to the Casualty Insurance Risk Management TF (EOG #2004-0483 for $11.0 million and EOG #2005-0205 for $11.8 million). At Fiscal Year end, $6.4 million remains to be repaid.

FUNDS AVAILABLE 2010-11			
Balance forward from 2009-10	0.0	1,573.2	1,573.2
Miscellaneous Adjustments	0.0	0.1	0.1
Revenue collections	22,217.1	356.9	22,574.0
Seminole Gaming - Local Pass Through	0.8	0.0	0.8
Transfers from trust funds	0.0	362.5	362.5
FCO reversions	0.0	23.0	23.0
Federal funds interest earnings rebate	(0.3)	0.0	(0.3)
Total 2010-11 funds available	22,217.6	2,315.7	24,533.3
EXPENDITURES 2010-11			
Operations	10,598.2	984.6	11,582.8
Aid to local government	11,684.2	358.8	12,043.0
Fixed capital outlay	73.7	5.4	79.1
Fixed capital outlay/aid to local government	0.0	79.2	79.2
Non-operating disbursements	0.8	2.1	2.9
Total 2010-11 expenditures	22,356.8	1,430.1	23,786.9
ENDING BALANCE	(139.2)	885.6	746.4

The cash balance in the Budget Stabilization Fund (not shown here) at the end of FY 2010-11 was $279.2 million. This figure does not include the full repayment of hurricane-related budget amendments transferring funds to the Casualty Insurance Risk Management TF (EOG #2004-0483 for $11.0 million and EOG #2005-0205 for $11.8 million). At Fiscal Year end, $2.1 million remains to be repaid.

GENERAL REVENUE FUND
FINANCIAL OUTLOOK STATEMENT
including effective FY 2012-13 appropriations
FY 2011-12 through FY 2015-16
($ MILLIONS)

CORRECTED

DATE: 12-Jun-2012
Revised Formatting

	RECURRING	NON-RECURRING	TOTAL
FUNDS AVAILABLE 2011-12			
Balance forward from 2010-11	0.0	746.4	746.4
Estimated revenues	23,122.1	119.4	23,241.5
Transfers from trust funds	0.0	391.6	391.6
Measures affecting revenue (2012)	(29.8)	0.0	(29.8)
FCO reversions	0.0	2.0	2.0
Federal funds interest earnings rebate	(0.3)	0.0	(0.3)
Total 2011-12 funds available (D)	23,092.0	1,259.4	24,351.4
EFFECTIVE APPROPRIATIONS 2011-12			
Operations	11,458.3	247.2	11,705.5
Aid to local government	11,266.8	34.1	11,300.9
Fixed capital outlay	74.1	44.9	119.0
Fixed capital outlay/aid to local government	0.0	44.9	44.9
Transfer to Budget Stabilization Fund (B)	0.0	214.5	214.5
Appropriations placed in reserve	0.0	(0.5)	(0.5)
Reappropriations (2011)	0.0	3.0	3.0
Substantive bills with appropriations (2012)	0.0	1.6	1.6
HB5001 (2012) PECO transfer (section 13)	0.0	120.0	120.0
HB5001 (2012) Supplemental appropriations	0.0	278.1	278.1
HB5001 (2012) Vetoes	0.0	(0.6)	(0.6)
HB5001 (2012) Reversions	0.0	(28.7)	(28.7)
HB5001 (2012) Reduced appropriation (section 47)	0.0	(8.6)	(8.6)
Total 2011-12 effective appropriations	22,799.2	949.9	23,749.1
ENDING BALANCE (A) (C) (D) (E)	292.8	309.5	602.3
FUNDS AVAILABLE 2012-13			
Balance forward from 2011-12	0.0	602.3	602.3
Estimated revenues	24,252.8	254.1	24,506.9
Unused appropriations/reversions	0.0	93.0	93.0
FCO reversions	0.0	2.0	2.0
Measures affecting revenue	(148.4)	241.6	93.2
SB1998 transfer from STTF to GR	0.0	200.0	200.0
HB5001 transfers from trust funds (section 132, line item 637)	0.0	556.0	556.0
Federal funds interest earnings rebate	(0.2)	0.0	(0.2)
Total 2012-13 funds available (B) (C) (D) (E)	24,104.2	1,949.0	26,053.2
EFFECTIVE APPROPRIATIONS 2012-13			
HB 5001 - General Appropriations Act (sections 1-7)	24,566.0	200.5	24,766.5
HB 5001 - Appropriations (sections 55,76)	0.0	13.5	13.5
HB 5001 - Vetoes	(24.6)	(73.1)	(97.7)
Transfer to Budget Stabilization Fund (B)	0.0	214.5	214.5
Substantive Bills with Appropriations (2012)	19.1	16.9	36.0
Total 2012-13 effective appropriations	24,560.5	372.3	24,932.8
ENDING BALANCE (A) (C) (D) (E)	(456.3)	1,576.7	1,120.4
FUNDS AVAILABLE 2013-14			
Balance forward from 2012-13	0.0	1,120.4	1,120.4
Estimated revenues	25,786.3	331.3	26,117.6
Unused appropriations/reversions	0.0	93.0	93.0
Measures affecting revenue	(197.6)	(42.0)	(239.6)
FCO reversions	0.0	2.0	2.0
Federal funds interest earnings rebate	(0.2)	0.0	(0.2)
Total 2013-14 funds available (B) (C) (D) (E) (F)	25,588.5	1,504.7	27,093.2

FUNDS AVAILABLE 2014-15			
Estimated revenues	27,458.9	121.9	27,580.8
Unused appropriations/reversions	0.0	93.0	93.0
Measures affecting revenue	(253.1)	0.5	(252.6)
FCO reversions	0.0	2.0	2.0
Federal funds interest earnings rebate	(1.2)	0.0	(1.2)
Total 2014-15 funds available (B) (C) (D) (E) (F)	27,204.6	217.4	27,422.0
FUNDS AVAILABLE 2015-16			
Estimated revenues	28,901.3	0.0	28,901.3
Unused appropriations/reversions	0.0	93.0	93.0
Measures affecting revenue	(282.3)	(18.0)	(300.3)
FCO reversions	0.0	2.0	2.0
Federal funds interest earnings rebate	(1.2)	0.0	(1.2)
Total 2015-16 funds available (B) (C) (D) (E) (F)	28,617.8	77.0	28,694.8

FOOTNOTES

(A) The cash balance in the Budget Stabilization Fund (not shown here) at the time of this statement was $279.3 million. This balance does not include the transfers indicated in footnote (B), which will bring the total to $493.6 million in FY 2011-12 and $708.1 million in FY 2012-13. This figure also does not include the full repayment of hurricane-related budget amendments transferring funds to the Casualty Insurance Risk Management TF (EOG #2004-0483 for $11.0 million and EOG #2005-0205 for $11.8 million). At the time of this statement $2.0 million remains to be repaid.

(B) The amount of $1,072.4 million was transferred out of the Budget Stabilization Fund to the General Revenue Fund in FY 2008-09. Section 215.32(3) F.S. stipulates that repayments to the fund are appropriated in five equal installments beginning in the third year following the year in which the expenditure was made, unless otherwise established by law. Per the aforementioned statute, the repayments were appropriated for FY 2011-12 and FY 2012-13, and three additional repayments in the amount of $214.5 million will be required for FY 2013-14 through FY 2015-16. The FY 2012-13 repayment is authorized in Section 133 of HB 5001.

(C) This financial statement is based on current law as it is currently administered. It does not include the potential effect of any legal actions which might affect revenues or appropriations. The Attorney General periodically issues an update on any such litigation. In addition, it does not recognize any deficits in any spending programs unless specifically stated.

(D) The Total Funds Available do not contain the cash impact of pending refund requests related to the settlement reached in In re: AT&T Mobility Wireless Data 265 Services Sales Litigation, 270 F.R.D. 330, (Aug. 11, 2010). These refunds were previously estimated to total as much as $158.2 million. If approved by the Department of Revenue, the refunds will affect the Gross Receipts Tax, the State Communications Services Tax, and the Local Communications Services Tax; however, the timing and final amounts of the refund payments are currently unknown and could vary substantially from previous estimates.

(E) This estimate anticipates that the operation of slot machines will remain limited to eight pari-mutuel facilities in Miami-Dade and Broward counties. If additional slot machine operations or other casino-style gaming are authorized in other locations in Miami-Dade or Broward counties or in locations elsewhere in the state, payments to the state under the Gaming Compact Between the Seminole Tribe of Florida and the State of Florida may be reduced.

(F) The 2012 General Appropriations Act transfers an amount of $350.0 million from the Lawton Chiles Endowment Fund to the General Revenue Fund. House Bill 5301 requires an amount equal to the amount of Medical-Hospital Fees collected above the January 2012 revenue estimate be transferred back to the Endowment in the following fiscal year until repayment is complete. The estimates of repayments for the term of this outlook statement are as follows- FY 2013-14, $75.2 million; FY 2014-15, $34.8 million; and FY 2015-16, $2.1 million.

FLORIDA TOBACCO SETTLEMENT TRUST FUND
RETROSPECT
FY 2009-10 and FY 2010-11
($ MILLIONS)

09-Dec-2011

	RECURRING	NON-RECURRING	TOTAL
FUNDS AVAILABLE 2009-10			
Balance forward from 2008-09	0.0	21.1	21.1
Annual settlement payment	355.1	0.0	355.1
Profit adjustment payment	8.6	0.0	8.6
Transfer from Lawton Chiles Endowment Fund	15.7	0.0	15.7
Other nonoperating revenue and adjustments	0.1	0.0	0.1
Interest earnings	1.1	0.0	1.1
Total 2009-10 funds available	380.6	21.1	401.7
EXPENDITURES 2009-10			
Agency for Health Care Administration	132.1	0.0	132.1
Department of Children and Family Services	131.8	0.0	131.8
Department of Elder Affairs	24.8	0.0	24.8
Department of Health	99.7	2.0	101.7
Total 2009-10 expenditures	388.4	2.0	390.4
AVAILABLE RESERVES	(7.8)	19.1	11.3
FUNDS AVAILABLE 2010-11			
Balance forward from 2009-10	0.0	11.3	11.3
Annual settlement payment	356.1	0.0	356.1
Profit adjustment payment	10.8	0.0	10.8
Transfer from Lawton Chiles Endowment fund	13.7	0.0	13.7
Miscellaneous Adjustments	0.3	0.0	0.3
Interest earnings	1.0	0.0	1.0
Total 2010-11 funds available	381.9	11.3	393.2
EXPENDITURES 2010-11			
Agency for Health Care Administration	137.7	0.0	137.7
Department of Children and Family Services	131.3	0.0	131.3
Department of Health	98.5	0.0	98.5
Total 2010-11 expenditures	367.5	0.0	367.5
AVAILABLE RESERVES	14.4	11.3	25.7

TOBACCO SETTLEMENT TRUST FUND
FINANCIAL OUTLOOK STATEMENT
inlcuding effective FY 2012-13 appropriations
FY 2011-12 through FY 2015-16, Post Session
($ MILLIONS)

DATE: 23-May-12
Revised Formatting

	RECURRING	NON-RECURRING	TOTAL
FUNDS AVAILABLE 2011-12			
Balance forward from 2010-11	0.0	25.7	25.7
Annual settlement payment	345.4	0.0	345.4
Liggett Settlement Agreements	0.3	0.0	0.3
Profit adjustment payment estimate	12.3	0.0	12.3
Transfer from Lawton Chiles Endowment Fund	12.6	0.0	12.6
Interest earnings	1.0	0.0	1.0
Total 2011-12 funds available	371.6	25.7	397.3
EFFECTIVE APPROPRIATIONS 2011-12			
Agency for Health Care Administration	153.7	0.4	154.1
Department of Children and Family Services	132.3	2.7	135.0
Department of Health	29.2	12.3	41.5
Tobacco Prevention and Education	62.6	0.0	62.6
Total 2011-12 effective appropriations	377.8	15.4	393.2
AVAILABLE RESERVES	(6.2)	10.3	4.1
FUNDS AVAILABLE 2012-13			
Balance forward from 2011-12	0.0	4.1	4.1
Annual settlement payment estimate	352.4	0.0	352.4
Profit adjustment payment estimate	12.7	0.0	12.7
Liggett Settlement Agreements	0.3	0.0	0.3
Transfer from Lawton Chiles Endowment Fund	12.1	0.0	12.1
Measures affecting revenue	(5.2)	0.0	(5.2)
Interest earnings	1.4	0.0	1.4
Total 2012-13 funds available (A)	373.7	4.1	377.8
EFFECTIVE APPROPRIATIONS 2012-13			
Agency for Health Care Administration	153.7	0.0	153.7
Department of Children and Family Services	132.2	0.0	132.2
Department of Health	27.1	0.0	27.1
Tobacco Prevention and Education	64.6	0.0	64.6
Total 2012-13 effective appropriations	377.7	0.0	377.7
AVAILABLE RESERVES	(4.0)	4.1	0.1
FUNDS AVAILABLE 2013-14			
Balance forward from 2012-13	0.0	0.1	0.1
Annual settlement payment estimate	353.6	0.0	353.6
Profit adjustment payment estimate	13.1	0.0	13.1
Liggett Settlement Agreements	0.3	0.0	0.3
Transfer from Lawton Chiles Endowment Fund	11.9	0.0	11.9
Measures affecting revenue	(4.0)	0.0	(4.0)
Interest earnings	2.0	0.0	2.0
Total 2013-14 funds available (B)	376.9	0.1	377.0
FUNDS AVAILABLE 2014-15			
Annual settlement payment estimate	355.1	0.0	355.1
Profit adjustment payment estimate	13.5	0.0	13.5
Liggett Settlement Agreements	0.3	0.0	0.3
Transfer from Lawton Chiles Endowment Fund	12.1	0.0	12.1
Measures affecting revenue	(3.8)	0.0	(3.8)
Interest earnings	2.0	0.0	2.0
Total 2014-15 funds available (B)	379.2	0.0	379.2

TOBACCO SETTLEMENT TRUST FUND
FINANCIAL OUTLOOK STATEMENT
inlcuding effective FY 2012-13 appropriations
FY 2011-12 through FY 2015-16, Post Session
($ MILLIONS)

DATE: 23-May-12
Revised Formatting

	RECURRING	NON-RECURRING	TOTAL
FUNDS AVAILABLE 2015-16			
Annual settlement payment estimate	357.8	0.0	357.8
Profit adjustment payment estimate	13.9	0.0	13.9
Liggett Settlement Agreements	0.3	0.0	0.3
Transfer from Lawton Chiles Endowment Fund	12.7	0.0	12.7
Measures affecting revenue	(3.9)	0.0	(3.9)
Interest earnings	2.0	0.0	2.0
Total 2015-16 funds available (B)	382.8	0.0	382.8

FOOTNOTES

(A)This financial outlook statement does not include the transfer from the Lawton Chiles Endowment Fund to the Biomedical Research Trust Fund under section 215.5601, Florida Statutes, nor does it include the appropriation from the trust fund. The projected amount of the transfer is $0.7 million for FY 2012-13.

(B)The funds available figures are not adjusted for any financial obligation related to the constitutional funding requirement for tobacco education and prevention. The amount of the financial obligation for FY 2013-14 is estimated to be $65.2 million, 2014-15 is estimated to be $66.4 million, and 2015-16 is estimated to be $67.9 million.

EDUCATIONAL ENHANCEMENT TRUST FUND
RETROSPECT
FY 2009-10 and 2010-11
($ MILLIONS)

DATE: 26-Sep-2011

	RECURRING	NON-RECURRING	TOTAL
FUNDS AVAILABLE 2009-10			
Balance forward from 2008-09	0.0	111.1	111.1
Revenues from Lottery ticket sales	1,238.3	(0.8)	1,237.5
Revenues from slot machine activity	195.8	(59.8)	136.0
Transfer from DOL Administrative TF	7.9	0.0	7.9
Interest earnings	2.1	0.0	2.1
Miscellaneous Revenue	0.0	1.1	1.1
Total 2009-10 funds available	1,444.1	51.6	1,495.7
EXPENDITURES 2009-10			
Public Schools	295.3	26.8	322.1
State University System	201.2	0.0	201.2
Community Colleges	117.0	0.0	117.0
Bright Futures	416.4	7.4	423.8
Student Financial Assistance	35.3	0.0	35.3
Other	4.5	0.0	4.5
Classrooms First/Class Size Reduction	320.0	(8.8)	311.2
Total 2009-10 expenditures	1389.7	25.4	1415.1
AVAILABLE RESERVES	54.4	26.2	80.6
FUNDS AVAILABLE 2010-11			
Balance forward from 2009-10	0.0	80.6	80.6
Revenues from Lottery ticket sales	1,184.0	0.0	1,184.0
Revenues from slot machine activity	125.0	0.0	125.0
Transfer from DOL Administrative TF	9.3	0.0	9.3
Interest earnings	1.4	0.0	1.4
Miscellaneous Revenue	0.0	1.5	1.5
Total 2010-11 funds available	1,319.7	82.1	1,401.8
EXPENDITURES 2010-11			
Public Schools	242.7	0.0	242.7
State University System	230.7	0.0	230.7
Community Colleges	127.0	0.0	127.0
Bright Futures	336.8	0.0	336.8
Student Financial Assistance	35.1	0.0	35.1
Other	8.1	0.0	8.1
Classrooms First/Class Size Reduction	311.9	0.0	311.9
Total 2010-11 expenditures	1292.3	0.0	1292.3
AVAILABLE RESERVES	27.4	82.1	109.6

EDUCATIONAL ENHANCEMENT TRUST FUND
FINANCIAL OUTLOOK STATEMENT
Including effective FY 2012-13 appropriations
FY 2011-12 through FY 2015-16
($ MILLIONS)

DATE: 23-May-12

	RECURRING	NON-RECURRING	TOTAL
FUNDS AVAILABLE 2011-12			
Balance forward from 2010-11	0.0	109.6	109.6
Revenues from Lottery ticket sales	1,264.4	0.0	1,264.4
Revenues from slot machine activity (A)	180.0	(35.2)	144.8
Transfer from DOL Administrative TF	7.8	0.0	7.8
Interest earnings	3.0	0.0	3.0
Total 2011-12 funds available	1,455.2	74.4	1,529.6
EFFECTIVE APPROPRIATIONS 2011-12			
Public Schools	235.7	0.0	235.7
Workforce Education	35.1	0.0	35.1
State University System	235.1	18.8	253.9
Florida College System	130.4	0.0	130.4
Bright Futures	342.9	7.1	350.0
Student Financial Assistance	50.7	0.0	50.7
SMART Schools/Classrooms First	162.1	0.0	162.1
Class Size Reduction/Debt Service	154.9	0.0	154.9
HB 5001 (2012) Transfer to PECO (section 13)	0.0	130.0	130.0
Total 2011-12 effective appropriations	1346.9	155.9	1502.8
AVAILABLE RESERVES	108.3	(81.5)	26.8
FUNDS AVAILABLE 2012-13			
Balance forward from 2011-12	0.0	26.8	26.8
Revenues from Lottery ticket sales	1,291.1	0.0	1,291.1
Revenues from slot machine activity (A)	180.0	(26.2)	153.8
HB 5001 (2012) Reversions (section 28)	0.0	10.8	10.8
Measures Affecting Revenue	28.3	(12.9)	15.4
Interest earnings	3.0	0.0	3.0
Total 2012-13 funds available	1,502.4	(1.5)	1,500.9
EFFECTIVE APPROPRIATIONS 2012-13			
Public Schools	361.1	0.0	361.1
Workforce Education	48.7	0.0	48.7
State University System	199.9	0.0	199.9
Florida College System	180.8	0.0	180.8
Bright Futures	329.4	0.0	329.4
Student Financial Assistance	50.4	0.0	50.4
SMART Schools/Classrooms First	156.8	0.0	156.8
Class Size Reduction/Debt Service	154.5	0.0	154.5
Other Education Facilities	9.5	0.0	9.5
Total 2012-13 effective appropriations	1491.1	0.0	1491.1
AVAILABLE RESERVES	11.3	(1.5)	9.8
FUNDS AVAILABLE 2013-14			
Balance forward from 2012-13	0.0	9.8	9.8
Revenues from Lottery ticket sales	1,306.9	0.0	1,306.9
Revenues from slot machine activity (A)	180.0	0.0	180.0
Interest earnings	3.0	0.0	3.0
Measures Affecting Revenue	28.4	0.0	28.4
Total 2013-14 funds available	1,518.3	9.8	1,528.1
FUNDS AVAILABLE 2014-15			
Revenues from Lottery ticket sales	1,324.0	0.0	1,324.0
Revenues from slot machine activity (A)	186.8	0.0	186.8
Interest earnings	3.0	0.0	3.0
Measures Affecting Revenue	28.8	0.0	28.8
Total 2014-15 funds available	1,542.6	0.0	1,542.6

EDUCATIONAL ENHANCEMENT TRUST FUND
FINANCIAL OUTLOOK STATEMENT
Including effective FY 2012-13 appropriations
FY 2011-12 through FY 2015-16
($ MILLIONS)

DATE: 23-May-12

	RECURRING	NON-RECURRING	TOTAL
FUNDS AVAILABLE 2015-16			
Revenues from Lottery ticket sales	1,341.1	0.0	1,341.1
Revenues from slot machine activity (A)	192.5	0.0	192.5
Interest earnings	3.0	0.0	3.0
Measures Affecting Revenue	29.1	0.0	29.1
Total 2015-16 funds available	1,565.7	0.0	1,565.7

(A) This estimate is based on the operation of slot machines in seven pari-mutuel facilities located in Miami-Dade and Broward counties. If additional slot machine operations are authorized by legislative or administrative actions in other locations, revenues from slot machine operations will likely increase.

STATE SCHOOL TRUST FUND
CONSENSUS REVENUE ESTIMATING CONFERENCE
RETROSPECT
FY 2009-10 and 2010-11
($ MILLIONS)

9-Dec-11

	RECURRING	NON-RECURRING	TOTAL
FUNDS AVAILABLE FOR 2009-10			
Cash & short term investments balance forward	0.0	1.3	1.3
Transfers from Unclaimed Property TF	154.2	0.0	154.2
Miscellaneous receipts	3.7	0.0	3.7
Interest earnings	0.4	0.0	0.4
Total 2009-10 funds available	158.3	1.3	159.6
EXPENDITURES FOR 2009-10			
Grants & Aids	5.1	0.0	5.1
Class size reduction	86.2	0.0	86.2
Total 2009-10 expenditures	91.3	0.0	91.3
AVAILABLE RESERVES	67.0	1.3	68.3
FUNDS AVAILABLE FOR 2010-11			
Cash & short term investments balance forward	0.0	68.3	68.3
Parimutuel escheated tickets	157.5	0.0	157.5
Miscellaneous receipts	1.6	0.0	1.6
Refunds	1.4	0.0	1.4
Interest earnings	1.8	0.0	1.8
Total 2010-11 funds available	162.3	68.3	230.6
EXPENDITURES FOR 2010-11			
Grants & Aids	14.6	0.0	14.6
Class size reduction	86.2	0.0	86.2
Total 2010-11 expenditures	100.8	0.0	100.8
AVAILABLE RESERVES	61.5	68.3	129.8

STATE SCHOOL TRUST FUND
FINANCIAL OUTLOOK STATEMENT
Including effective 2012-13 appropriations
FY 2011-12 through FY 2015-16, Post Session
($ MILLIONS)

23-May-2012
Revised Formatting

	RECURRING	NON-RECURRING	TOTAL
FUNDS AVAILABLE 2011-12			
Balance forward from 2010-11	0.0	129.8	129.8
Estimated transfers from Unclaimed Property TF	152.6	(10.9)	141.7
Unused appropriations	0.0	0.0	0.0
Nonoperating revenue	1.3	0.0	1.3
Transfer from State Transportation Trust Fund	0.0	150.0	150.0
Interest earnings	2.0	0.0	2.0
Total 2011-12 funds available	155.9	268.9	424.8
EFFECTIVE APPROPRIATIONS 2011-12			
Grants & Aids/FEFP	58.9	224.0	282.9
Grants & Aids/class size reduction	86.2	0.0	86.2
Total 2011-12 effective appropriations	145.1	224.0	369.1
AVAILABLE RESERVES	10.8	44.9	55.7
FUNDS AVAILABLE 2012-13			
Balance forward from 2011-12	0.0	55.7	55.7
Estimated transfers from Unclaimed Property TF	160.6	0.0	160.6
Nonoperating revenue	1.3	0.0	1.3
Measures affecting revenue	0.0	0.6	0.6
Interest earnings	2.5	0.0	2.5
Total 2012-13 funds available	164.4	56.3	220.7
EFFECTIVE APPROPRIATIONS 2012-13			
Grants & Aids/FEFP	83.2	50.7	133.9
Grants & Aids/class size reduction	86.2	0.0	86.2
Total 2012-13 effective appropriations	169.4	50.7	220.1
AVAILABLE RESERVES	(5.0)	5.6	0.6
FUNDS AVAILABLE 2013-14			
Balance forward from 2012-13	0.0	0.6	0.6
Estimated transfers from Unclaimed Property TF	165.6	0.0	165.6
Nonoperating revenue	1.3	0.0	1.3
Interest earnings	2.5	0.0	2.5
Total 2013-14 funds available	169.4	0.6	170.0
FUNDS AVAILABLE 2014-15			
Estimated transfers from Unclaimed Property TF	170.8	0.0	170.8
Nonoperating revenue	1.3	0.0	1.3
Interest earnings	2.5	0.0	2.5
Total 2014-15 funds available	174.6	0.0	174.6
FUNDS AVAILABLE 2015-16			
Estimated transfers from Unclaimed Property TF	176.2	0.0	176.2
Nonoperating revenue	1.3	0.0	1.3
Interest earnings	2.5	0.0	2.5
Total 2015-16 funds available	180.0	0.0	180.0

Any property remitted to the state from the Federal Deposit Insurance Corporation (FDIC) that is not claimed by owners during a ten year period following the remittance of that property must be returned to the FDIC. The state received approximately $29 million from the FDIC in the 2009-10 fiscal year.

Measures Affecting Revenue and Tax Administration - 2012 Regular Session
Increase/(Decrease) in $ Millions
Revised Final

6/13/2012

Chapter Law	BILL #	Issue	Tax	FY 12-13 GR Cash	GR Recur.	Trust Cash	Trust Recur.	Local Cash	Local Recur.	Total Cash	Total Recur.
2012-202	13	Sovereignty Submerged Lands	Other Taxes and Fees	(0.1)	(0.1)	(0.9)	(0.9)	0.0	0.0	(1.0)	(1.0)
2012-104	59	Spaceport Property	Sales and Use Tax	(0.1)	(0.1)	(*)	(*)	(*)	(*)	(0.1)	(0.1)
JR	93	Spouses of Persons Killed in the Line of Duty (1)	Ad Valorem Tax	0.0	0.0	0.0	0.0	0.0	(**)	0.0	(**)
2012-54	95	Spouses of Persons Killed in the Line of Duty, Implementing	Ad Valorem Tax	*** Impact is included in HJR93 ***							
2012-105	99	Increased Civil Penalty for Certain Prostitution Offenses	Other Taxes and Fees	**	**	**	**	0.0	0.0	**	**
2012-55	103	Transfer of Tax Liability	Sales and Use Tax	(**)	(**)	(**)	(**)	(**)	(**)	(**)	(**)
JR	169	Low Income Tenure Based Senior Exemption (6)	Ad Valorem Tax	0.0	0.0	0.0	0.0	0.0	(**)	0.0	(**)
2012-165	249	Public Lodging Establishments	Other Taxes and Fees	(*)	(*)	(0.1)	(0.1)	0.0	0.0	(0.1)	(0.1)
2012-168	309	Radiological Personnel --- Special Licensure Fee	Other Taxes and Fees	*	*	*	*	0.0	0.0	*	*
2012-57	357	Low Income Tenure Based Senior Exemption	Ad Valorem Tax	*** Impact is included in HJR169 ***							
2012-107	377	Miami-Dade Lake Belt Water Treatment Plant Upgrade Fee	Local Taxes and Fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2012-204	449	Fair Association: Local Business Taxes; Essential Gov't Purpose	Sales and Use Tax	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2012-204	449	Fair Association: Local Business Taxes; Essential Gov't Purpose	Local Taxes and Fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2012-205	503	Environmental Fees	Other Taxes and Fees	0.0	0.0	(**)	(**)	(**)	(**)	(**)	(**)
2012-61	517	Reducing and Streamlining Regulations (DBPR)	Other Taxes and Fees	(*)	(*)	(*)	(*)	0.0	0.0	(*)	(*)
2012-174	599	Prepaid tolls (Section 50)	Unclaimed Property	0.0	0.0	0.6	*	0.0	0.0	0.6	*
2012-174	599	Combat Infantry Badge, Combat Action Badge (Section 99)	Motor Vehicle Licenses	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2012-174	599	Citrus Equipment (Section 7)	Sales and Use Tax	*** Impact is included in CS/HB1197 ***							
2012-174	599	Tolls, additional tolls, permissive (Section 41)	Other Taxes and Fees	*** Impact is included in SB1998 ***							
2012-174	599	Tolls, Public Transit Vehicles, Military Funerals (Section 42)	Other Taxes and Fees	*** Impact is included in SB1998 ***							
2012-241	637	Citrus County Special Beverage Licenses	Alcoholic Beverage Licenses	*	*	*	*	*	*	*	*
2012-65	691	Coastal Construction Permits	Other Taxes and Fees	+/-	+/-	+/-	+/-	+/-	+/-	+/-	+/-
2012-208	693	Real Estate Schools	Other Taxes and Fees	(*)	(*)	(*)	(*)	0.0	0.0	(*)	(*)

Measures Affecting Revenue and Tax Administration - 2012 Regular Session
Increase/(Decrease) in $ Millions
Revised Final

6/13/2012

Chapter Law	BILL #	Issue	Tax	FY 12-13 GR Cash	GR Recur.	Trust Cash	Trust Recur.	Local Cash	Local Recur.	Total Cash	Total Recur.
2012-209	725	Insurance Agents and Adjusters Licenses	Other Taxes and Fees	(*)	(*)	(*)	(*)	0.0	0.0	(*)	(*)
2012-67	749	Do Not Call List Fees	Other Taxes and Fees	(*)	(*)	(0.5)	(0.5)	0.0	0.0	(0.5)	(0.5)
2012-110	763	Refunds when plates surrendered prior to end of renewal period	Motor Vehicle Licenses	*** Impact is included in HB 1223 ***							
2012-160	787	Exemptions from registration and licensure requirements	Other Taxes and Fees	(*)	(*)	(0.2)	(0.2)	0.0	0.0	(0.2)	(0.2)
2012-70	809	Local taxing jurisdictions	Communications Services Taxes	0.0	0.0	0.0	0.0	(4.3)	(4.7)	(4.3)	(4.7)
2012-70	809	Unbundling (8)	Communications Services Taxes	(**)	(**)	(**)	(**)	(**)	(**)	(**)	(**)
2012-70	809	Remedial and Retroactive (9)	Communications Services Taxes	(**)	(**)	(**)	(**)	(**)	(**)	(**)	(**)
2012-71	827	Limited Agricultural Association Conversion to Non-profit Corporations	Corporate Filing Fees	*	0.0	0.0	0.0	0.0	0.0	*	0.0
2012-130	843	350 Full-Service Vending Machines (+Line Item #2734 in GAA)	Lottery	0.0	0.0	8.1	21.0	0.0	0.0	8.1	21.0
2012-22	859	Scholarship Funding Organizations	Sales/Bev/Ins Prem/Corp	(10.2)	(25.0)	0.0	0.0	0.0	0.0	(10.2)	(25.0)
2012-179	885	Secondhand Dealers Registration Fees	Other Taxes and Fees	*	*	*	*	0.0	0.0	*	*
2012-72	887	Veteran's Waiver of certain DBPR Fees (Section 3)	Other Taxes and Fees	*** Impact is included in CS/HB 517 ***							
2012-72	887	Building Construction and Inspection: Glass and Glazing (Section 15)	Other Taxes and Fees	*** Impact is included CS/CS/SB 704 ***							
2012-72	887	Registered Contractors (Section 18)	Other Taxes and Fees	*** Impact is superseded by CS/CS/HB897							
2012-72	887	Boxing Pay Per View (Section 20)	Other Taxes and Fees	*** Impact is included in HB 5511 ***							
2012-211	897	Registered Contractors	Other Taxes and Fees	*	0.0	0.3	0.0	0.0	0.0	0.3	0.0
JR	1003	Tangible Personal Property Exemption, Constitutional Amendment	Ad Valorem Tax	0.0	0.0	0.0	0.0	0.0	(**)	0.0	(**)
2012-151	1101	Captive Insurance Companies	Insurance License Fees	0.0	**	0.0	**	0.0	0.0	0.0	**
2012-151	1101	Travel Insurance	Insurance License Fees	0.0	*	0.0	*	0.0	*	0.0	*
2012-82	1165	Veterans V Designations	Drivers' Licenses	*	*	*	*	*	*	*	*
2012-83	1197	Insects	Ad Valorem	0.0	0.0	0.0	0.0	(*)	(*)	(*)	(*)
2012-83	1197	Storm water Fees for Agricultural Lands	Local Business Taxes and Fees	0.0	0.0	0.0	0.0	(0.8)	(0.9)	(0.8)	(0.9)
2012-83	1197	Florida Farm Winery Program	Other Taxes and Fees	*	*	*	*	0.0	0.0	*	*
2012-83	1197	Citrus Equipment	Motor Fuel Tax	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2012-181	1223	Voluntary Contributions, Autism, Support Our Troops, Take Stock in	Highway Safety Fees	0.0	0.0	0.1	0.1	0.0	0.0	0.1	0.1
2012-181	1223	Optional special plates for former members of Congress or the State	Motor Vehicle Licenses	0.0	0.0	**	**	0.0	0.0	**	**
2012-181	1223	Refunds when plates surrendered prior to end of renewal period	Motor Vehicle Licenses	(*)	(*)	(*)	(*)	0.0	0.0	(*)	(*)

Measures Affecting Revenue and Tax Administration - 2012 Regular Session
Increase/(Decrease) in $ Millions
Revised Final

6/13/2012

Chapter Law	BILL #	Issue	Tax	FY 12-13 GR Cash	GR Recur.	Trust Cash	Trust Recur.	Local Cash	Local Recur.	Total Cash	Total Recur.
2012-181	1223	Specialty licenses & id cards for universities, sports teams, armed	Drivers' Licenses	*	0.0	*	0.0	0.0	0.0	*	0.0
2012-181	1223	Exemption of Fees for ID Cards for the Homeless	Drivers' Licenses	(*)	(*)	(*)	(*)	0.0	0.0	(*)	(*)
2012-24	1227	911 Fee Exemption for Certain Law Enforcement Officers	Other Taxes and Fees	(*)	(*)	(*)	(*)	0.0	0.0	(*)	(*)
2012-182	1237	Maximum Tax Rates	Citrus Fruit Box Tax	(**)	(**)	(**)	(**)	0.0	0.0	(**)	(**)
2012-86	1287	Voluntary Contributions, Autism, Support Our Troops	Highway Safety Fees	*** Impact is included in HB 1223 ***							
2012-118	5001	350 additional terminals authorized (Line Item #2732) (2)	Lottery	0.0	0.0	5.2	5.2	0.0	0.0	5.2	5.2
2012-118	5001	Lottery Advertising Funding	Lottery	0.0	0.0	2.3	2.3	0.0	0.0	2.3	2.3
2012-118	5001	350 Full-Service Vending Machines (Line Item #2734)	Lottery	*** Impact is included in HB843 ***							
2012-118	5001	Everglades Restoration Bonds debt service (Line Item #1592A)	Documentary Stamp Tax	(2.6)	(2.6)	2.6	2.6	0.0	0.0	0.0	0.0
2012-118	5001	Tobacco Settlement TF, Biomedical Research Trust Fund (Section 132 back of the bill) (12)	Tobacco Settlement TF, Biomedical Research TF	0.0	0.0	(5.7)	(5.7)	0.0	0.0	(5.7)	(5.7)
2012-134	5201	Excess Hours Surcharge for Baccalaureate Degrees	Tuition and Fees	0.0	0.0	0.0	0.0	0.8	2.5	0.8	2.5
2012-134	5201	State Universities/Capital Improvement Fee Increases	Tuition and Fees	0.0	0.0	0.0	0.0	**	**	**	**
2012-134	5201	Florida Colleges/Capital Improvement Fee Increases	Tuition and Fees	0.0	0.0	0.0	0.0	**	**	**	**
2012-33	5301	Backlog at 85% with Challenge (3)	Medical and Hospital Fees	75.2	21.5	0.0	0.0	0.0	0.0	75.2	21.5
2012-138	5403	Redirect Mortgage Foreclosure Filing Fees from SCRTF to GR	Article V Fees & Transfers	188.8	188.8	(188.8)	(188.8)	0.0	0.0	0.0	0.0
2012-140	5503	One-Stop Business Registration Portal TF (also HB 5501)	Other Taxes and Fees	(**)	0.0	(**)	0.0	0.0	0.0	(**)	0.0
VETOED	5505	Tax Credits, CAT fund funding	Corporate/Insurance Premium/Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2012-141	5507	Statewide Law Enforcement Radio System Funding	Other Taxes and Fees	0.4	0.4	4.8	4.8	0.0	0.0	5.2	5.2
2012-143	5511	Transfer of License Receipts to Professional Regulation Trust Fund	Other Taxes and Fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2012-143	5511	Eliminate ticket tax on certain boxing matches	Other Taxes and Fees	(*)	(*)	(0.3)	(0.3)	0.0	0.0	(0.3)	(0.3)
2012-144	5601	Concealed Weapons and Firearms Licenses	Other Taxes and Fees	(*)	(*)	(0.9)	(0.9)	0.0	0.0	(0.9)	(0.9)
2012-145	5701	Paper filers, eliminate collection allowance (Section 2)	Sales and Use Tax	8.1	8.1	(0.2)	(0.2)	1.9	1.9	9.8	9.8
2012-145	5701	Piggyback (Section 3)	Corporate Income Tax	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2012-145	5701	Payment date change (Section 4)	Corporate Income Tax	100.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0
2012-190	7021	Milk fat testers license	Other Taxes and Fees	(*)	(*)	(*)	(*)	0.0	0.0	(*)	(*)
2012-190	7021	Fertilizer licenses and fees	Other Taxes and Fees	0.0	0.0	0.4	1.0	0.0	0.0	0.4	1.0
2012-190	7021	Aquaculture Registration Fees	Other Taxes and Fees	(*)	(*)	(*)	(*)	0.0	0.0	(*)	(*)

Measures Affecting Revenue and Tax Administration - 2012 Regular Session
Increase/(Decrease) in $ Millions
Revised Final

6/13/2012

Chapter Law	BILL #	Issue	Tax	FY 12-13 GR Cash	GR Recur.	Trust Cash	Trust Recur.	Local Cash	Local Recur.	Total Cash	Total Recur.
2012-95	7025	Exempt scuba diver from fishing licenses; Blue Crab fee reduced	Other Taxes and Fees	(*)	(*)	(*)	(*)	0.0	0.0	(*)	(*)
2012-30	7027	Reduce wage base to $8,000, fund size factor 5 year, PEOs (10)	Unemployment Compensation Tax	0.0	0.0	(371.3)	+/-	0.0	0.0	(371.3)	+/-
2012-32	7087	Government Leaseholds	Intangibles Tax	0.0	0.0	0.0	0.0	(0.9)	(0.9)	(0.9)	(0.9)
2012-32	7087	Distributions: Moffitt Center, Biomedical Research Trust Fund	Cigarette Excise Tax	0.0	(7.6)	0.0	7.6	0.0	0.0	0.0	0.0
2012-32	7087	Change in tax rate and distribution percentage	Phosphate Severance Tax	0.0	(5.6)	0.0	(3.4)	0.0	(3.6)	0.0	(12.6)
2012-32	7087	Mature Field Recovery Oil Tax Rate	Oil and Gas Severance Tax	(0.9)	(1.0)	0.1	0.1	(0.1)	(0.1)	(0.9)	(1.0)
2012-32	7087	Expanding Manufacturers' M & E Exemption (from 10 percent to 5	Sales and Use Tax	(19.1)	(46.0)	(*)	(*)	(4.3)	(10.4)	(23.4)	(56.4)
2012-32	7087	Electricity used in fruit and vegetable packing houses	Sales and Use Tax	(0.4)	(0.8)	(*)	(*)	(*)	(0.2)	(0.4)	(1.0)
2012-32	7087	Electricity used in beef and pork packing houses	Sales and Use Tax	(0.5)	(1.0)	(*)	(*)	(*)	(0.2)	(0.5)	(1.2)
2012-32	7087	Aircraft between 2,000 and 15,000 pounds, exempt repair costs	Sales and Use Tax	(4.2)	(10.0)	(*)	(*)	(0.9)	(2.3)	(5.1)	(12.3)
2012-32	7087	Turbine Engine Manufacturing (4)	Sales and Use Tax	(0.5)	(1.3)	(*)	(*)	(0.1)	(0.3)	(0.6)	(1.6)
2012-32	7087	Taxicabs, sale or lease of accessible vehicles	Sales and Use Tax	(0.1)	(0.2)	(*)	(*)	(*)	(*)	(0.1)	(0.2)
2012-32	7087	Urban High-Crimes Jobs Credit	Sales and Use Tax	(3.6)	(2.8)	(*)	(*)	(0.7)	(0.7)	(4.3)	(3.5)
2012-32	7087	Exemption increase from $25,000 to $50,000	Corporate Income Tax	(9.9)	(29.4)	0.0	0.0	0.0	0.0	(9.9)	(29.4)
2012-32	7087	Entertainment Industry; extend credits through 2015-16	Sales/Corporate	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2012-32	7087	New Markets	Corporate/Insurance Premium	0.0	(13.6)	0.0	0.0	0.0	0.0	0.0	(13.6)
2012-32	7087	Enterprise Zones, Charlotte County	Sales/Corporate	(0.2)	(0.2)	(*)	(*)	(*)	(*)	(0.2)	(0.2)
2012-32	7087	Enterprise Zones, Citrus County	Sales/Corporate	(0.1)	(0.1)	(*)	(*)	(*)	(*)	(0.1)	(0.1)
2012-32	7087	Back to School Tax Holiday, 3 days in August, Clothing & Shoes $75	Sales and Use Tax	(25.9)	0.0	(*)	0.0	(5.9)	0.0	(31.8)	0.0
2012-100	7095	Administrative Provisions Relating to Clerks' Fees	Article V Fees & Transfers	**	**	**	**	**	**	**	**
2012-193	7097	Assignment of Ownership Shares (Section 5)	Ad Valorem Tax	0.0	0.0	0.0	0.0	(0.1)	(0.2)	(0.1)	(0.2)
2012-193	7097	Order of Exemptions (Section 17)	Ad Valorem Tax	0.0	0.0	0.0	0.0	(0.5)	(0.5)	(0.5)	(0.5)
2012-193	7097	Abandonment of Homestead (Section 18)	Ad Valorem Tax	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2012-193	7097	Retroactive application (Sections 19, 20, 21, 22, 27 and 28) (5)	Ad Valorem Tax	0.0	0.0	0.0	0.0	(0.2)	(0.2)	(0.2)	(0.2)
2012-193	7097	Deployed Service Member Exemption, new operations (Section 24)	Ad Valorem Tax	0.0	0.0	0.0	0.0	(0.1)	0.0	(0.1)	0.0
2012-193	7097	Educational Institutions (Section 25)	Ad Valorem Tax	0.0	0.0	0.0	0.0	(0.7)	(0.7)	(0.7)	(0.7)
2012-193	7097	Government Owned Property (Section 26)	Ad Valorem Tax	0.0	0.0	0.0	0.0	(2.8)	(2.8)	(2.8)	(2.8)
VETOED	7099	Impoundment and Storage Fees (Section 1)	Sales and Use Tax	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
VETOED	7099	Security Requirements for Dealers (Section 4)	Sales and Use Tax	**	**	**	**	**	**	**	**
VETOED	7099	Distribution to Florida Institute of Technology (Section 6)	Sales and Use Tax	0.0	(5.0)	0.0	0.0	0.0	0.0	0.0	(5.0)
VETOED	7099	Automated Sales Suppression Devices (Section 8)	Sales and Use Tax	**	**	**	**	**	**	**	**
VETOED	7099	Qualified Capital Expenditures (Section 10)	Corporate Income Tax	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
VETOED	7099	Records request (Section 14)	Unemployment Compensation Tax	0.0	0.0	**	**	0.0	0.0	**	**
VETOED	7099	Interest rate on unpaid taxes (Section 15)	Unemployment Compensation Tax	0.0	0.0	(0.1)	(0.1)	0.0	0.0	(0.1)	(0.1)
2012-117	7117	Renewable Energy Investment Tax Credits	Corporate Income Tax	(1.0)	(10.0)	0.0	0.0	0.0	0.0	(1.0)	(10.0)

Measures Affecting Revenue and Tax Administration - 2012 Regular Session
Increase/(Decrease) in $ Millions
Revised Final

6/13/2012

Chapter Law	BILL #	Issue	Tax	FY 12-13 GR Cash	GR Recur.	Trust Cash	Trust Recur.	Local Cash	Local Recur.	Total Cash	Total Recur.
2012-117	7117	Renewable Energy Production Credits	Corporate Income Tax	0.0	(10.0)	0.0	0.0	0.0	0.0	0.0	(10.0)
2012-102	7125	Exemption for real estate brokers and sales associations from BTR	Local Business Taxes and Fees	0.0	0.0	0.0	0.0	(3.8)	(3.8)	(3.8)	(3.8)
VETOED	7129	Differentiated Tuition and Fees at State Research Universities	Tuition and Fees	0.0	0.0	0.0	0.0	**	**	**	**
2012-198	268	Concession Agreements for State Greenways and Trails	Other Taxes and Fees	*	*	*	*	0.0	0.0	*	*
2012-37	364	Blood Establishments	Other Taxes and Fees	(*)	(*)	(*)	(*)	0.0	0.0	(*)	(*)
2012-13	704	Building Construction and Inspection	Other Taxes and Fees	*	*	*	*	0.0	0.0	*	*
2012-45	800	County Boundary Lines, Beau Rivage (7)	Ad Valorem Tax	0.0	0.0	0.0	0.0	0.0	(**)	0.0	(**)
2012-159	922	Deployed Service Member	Ad Valorem Tax	*** Impact is included in HB7097, Section 24 ***							
2012-159	922	Special Use Plates: Combat Infantry Badge, Vietnam Veteran, Korean	Motor Vehicle Licenses	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2012-159	922	Special Use Plates: Distinguished Service Cross, Navy Cross, Air	Motor Vehicle Licenses	0.0	0.0	(**)	(**)	0.0	0.0	(**)	(**)
2012-14	1040	Dental Hygienist certification to administer anesthetic	Other Taxes and Fees	*	*	*	*	0.0	0.0	*	*
2012-124	1964	Mandatory monetary assessments	Court-Related Assessments	**	**	**	**	**	**	**	**
2012-125	1968	$100 Assessment for Criminal Analysis Laboratory Services	Other Taxes and Fees	0.1	0.2	1.7	2.2	0.0	0.0	1.8	2.4
2012-126	1986	Water Mngmnt Districts, Legislature authorized to set millage rates or	Ad Valorem Tax	0.0	0.0	0.0	0.0	+/-	+/-	+/-	+/-
2012-126	1986	Water Management Districts' Information Systems	Other Taxes and Fees	0.0	0.0	0.0	0.0	**	**	**	**
2012-127	1996	Independent Special District Rate / Fee Reduction (Section 8)	Local Fees	0.0	0.0	0.0	0.0	(**)	(**)	(**)	(**)
2012-128	1998	Transportation Conforming Bill (Sections 11 and 12)	Motor Vehicle Title Fees	(200.0)	(200.0)	200.0	200.0	0.0	0.0	0.0	0.0
2012-128	1998	Tolls, additional tolls, permissive (Section 22)	Other Taxes and Fees	0.0	0.0	0.0	**	0.0	0.0	0.0	**
2012-128	1998	Tolls, Public Transit Vehicles, Military Funerals (Section 23)	Other Taxes and Fees	0.0	0.0	(**)	(**)	0.0	0.0	(**)	(**)
			TOTAL	93.2	(153.4)	(342.8)	45.8	(23.5)	(28.1)	(273.1)	(135.7)
			LESS VETOES	0.0	(5.0)	(0.1)	(0.1)	0.0	0.0	(0.1)	(5.1)
			TOTAL LESS VETOES	93.2	(148.4)	(342.7)	45.9	(23.5)	(28.1)	(273.0)	(130.6)
			ADJUSTMENTS TO BE SHOWN ON FINANCIAL OUTLOOK STATEMENTS								
			SB1998 transfer from STTF to GR	200.0	0.0	(200.0)	0.0	0.0	0.0	0.0	0.0

Measures Affecting Revenue and Tax Administration - 2012 Regular Session
Increase/(Decrease) in $ Millions
Revised Final

6/13/2012

Chapter Law	BILL #	Issue	Tax	FY 12-13 GR Cash	GR Recur.	Trust Cash	Trust Recur.	Local Cash	Local Recur.	Total Cash	Total Recur.
		HB5301 transfer from GR to Lawton Chiles Endowment Fund		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

(1) Should the electorate approve the proposed amendment, the impact on school taxes would be -$.3 million in 2013-14, 2014-15, and 2015-16, and on non-school taxes -$.3 million in 2013-14 and 2014-15 and -$.4 million in 2015-16.

(2) The Appropriations Act authorizes 350 terminals. The Lottery is authorized to request funding for up to 500 additional terminals, with the Revenue Estimating Conference required to review the EETF impact of adding the additional terminals.

(3) This bill also has a 2011-12 impact of GR of -$29.8 million
(4) Assumes the bill only applies to aircraft engines and gas turbine engines.
(5) Assuming a statewide average millage rate of 7.8 mills for school taxes and 10.9 mills for non-school taxes, the impact on school taxes would be -$.1 annually and on non-school taxes -$.1 annually,
(6) Should the electorate approve the proposal and all the individual jurisdictions pass the necessary ordinances, the revenue impact statewide would be -$9.1m in 2014-15 and -$9.4m in 2015-16,
(7) Should the referendum be successful, the impact would be -$.6 million annually beginning in 2013-14, assuming current millage rates.
(8) Though the full scope of the impacts is indeterminate, the recurring annual impacts would be at least -$11.3 million for Gross Receipts Tax, -$2.9 million for state Sales and Use Tax, and -$21.3 million for local government communications services tax. The speed with which the minimum recurring impacts will be reached is unknown, so the cash impacts in FY 2012-13 are unknown.
(9) The 2012-13 impact is expected to be at least -$6.0 million (-$2.5m GR Sales Tax, -$.3 Local Sales Tax, -$1.0 Gross Receipts Tax, and -$2.2 local Communications Services Tax).
(10) This bill also has a 2011-12 impact on UC Tax of -$214.9 million.
(11) Should the electorate approve the proposal and the Legislature pass implementing legislation, the statewide 2013 impact is expected to be $20.2m, $11.4m in county taxes and $8.8m in school
(12) The impact is split as follows: Tobacco Settlement TF 2012-13 -$5.2m, 2013-14 -$4.0m, 2014-15 -$3.8m, 2015-16 -$3.9m; Biomedical Research TF 2012-13 -$.5m, 2013-14 -$.4m, 2014-15 -$.4m,

+- Indeterminate--may be positive or negative
** Indeterminate
(**) Negative Indeterminate
* Insignificant
(*) Negative insignificant

2012 Regular Session Enrolled Bills with Appropriations

Bill #	Chapter Law	Bill Title	General Revenue			Trust Fund		
			Recurring	NR	Total	Recurring	NR	Total
FY 2011-2012								
CS/SB 2	2012-229	Relief of William Dillon by State of Florida	0	1,350,000	1,350,000			
CS/CS/HB 119	2012-197	Motor Vehicle Personal Protection Insurance				0	200,000	200,000
HB 7027	2012-30	Unemployment Compensation				0	346,463	346,463
HB 7027	2012-30	Unemployment Compensation				0	346,463	346,463
HB 7087	2012-32	Economic Development	0	226,284	226,284			
	Less Vetoes		0	0	0	0	0	0
TOTAL 2011-12			0	1,576,284	1,576,284	0	892,926	892,926
FY 2012-2013								
HB 13	2012-202	Sovereignty Submerged Lands	1,000,000		1,000,000			
CS/HB 95	2012-54	Homestead Property Tax Exemption		100,302	100,302			
CS/HB 357	2012-57	Homestead Exemption for Seniors		93,403	93,403			
HB 1355	2012-155	Protection of Vulnerable Persons		1,500,000	1,500,000			
HB 1355	2012-155	Protection of Vulnerable Persons	2,164,016	281,000	2,445,016			
SB 1994	2012-129	Postsecondary Education	16,000,000		16,000,000			
HB 5011	VETOED	State Information Technology	1,847,866		1,847,866			
HB 5203	2012-135	Reemployment Services				350,000		350,000
HB 7027	2012-30	Unemployment Compensation					100,884	100,884
HB 7027	2012-30	Unemployment Compensation					100,884	100,884
HB 7087	2012-32	Economic Development		14,900,000	14,900,000		14,900,000	14,900,000
HB 7117	2012-117	Energy					250,000	250,000
SUBTOTAL 2012-13			21,011,882	16,874,705	37,886,587	350,000	15,351,768	15,701,768
	Less Vetoes		1,847,866	0	1,847,866			
TOTAL 2012-13			19,164,016	16,874,705	36,038,721	350,000	15,351,768	15,701,768

TRUTH IN BONDING STATEMENT
IN SUPPORT OF THE 2012-13 GENERAL APPROPRIATIONS ACT

There were no changes to the proposed bond sales listed here as a result of vetoes to the 2012 General Appropriations Act.

Turnpike Revenue Bonds

The State of Florida is proposing to issue $443.8 million of debt or obligation for Florida Turnpike construction projects. The debt or obligation is expected to be repaid over a period of 30 years. At a forecasted interest rate of 5.75%, the total interest paid over the life of the debt will be $483.1 million.

State Infrastructure Bank Bonds

The State of Florida is proposing to issue $82.9 million of debt or obligation for the State Infrastructure Bank. The debt or obligation is expected to be repaid over a period of 20 years. At a forecasted interest rate of 5.75%, the total interest paid over the life of the debt will be $58.8 million.

Right of Way Acquisition Bonds

The State of Florida is proposing to issue $101.2 million of debt or obligation for the purpose of advanced right of way acquisition and bridge construction. The debt or obligation is expected to be repaid over a period of 30 years. At a forecasted interest rate of 5.75%, the total interest paid over the life of the debt will be $113.5 million.

Everglades Restoration Bonds

The State of Florida is proposing to issue $50.0 million of debt or obligation for the purpose of funding up to $50 million in projects for the purposes of constructing sewage collection, treatment, and disposal facilities included in the Florida Keys Area of Critical State Concern protection program for the preservation of environmentally sensitive land. The debt or obligation is expected to be repaid over a period of 20 years. At a forecasted interest rate of 5.75%, the total interest paid over the life of the debt is estimated to be $35.4 million.

Lottery Revenue Bonds

The State of Florida is proposing to issue $109.4 million of debt or obligation for the purpose of funding $100 million in public education capital outlay projects. The debt or obligation is expected to be repaid over a period of 20 years. At a forecasted interest rate of 5.75%, the total interest paid over the life of the bonds is estimated to be $77.0 million.

Capital Outlay Bonds

The State of Florida is authorizing the issuance of debt or obligation in an amount to be determined, but not to exceed $141.2 million, for the purpose of constructing certain public school and Florida higher education fixed capital outlay projects. These projects may be funded in whole or in part by the sale of bonds or other debt or obligation pursuant to Article XII, Section 9(d) of the Florida Constitution.

SUMMARY OF OUTSTANDING STATE DEBT

As reported by the State Board of Administration in “Annual Debt Service Report (for the Fiscal Year Ended June 30, 2011)”, the State of Florida full faith and credit bonded indebtedness (principal and interest) was $22,347,762,000. For specific detail see page 9 of the report.

From: Budget office <Budget@ucf.edu>
Sent: Monday, June 25, 2012 4:15 PM
To: Budget office
Subject: RV RSV 12141 Journal 125690 6/25/12 CFWD Rsv to 20070710 Pegasus Health Facilities
Attachments: RV RSV 12141 JID# 125690 6-25-12 CFWD RSV to 20070710 Pegasus Health.xls

From: Tony Waldrop
Sent: Monday, June 25, 2012 11:54 AM
To: Tracy Clark
Cc: Lynn Gonzalez; Vanessa Fortier; Budget office; Christina Tant
Subject: Re: Budget Transfer from University Reserve - Pegasus Health Facilities

I approve.

Tony G. Waldrop, Ph.D.
Provost and Executive Vice President
Professor of Biomedical Sciences
University of Central Florida

On Jun 25, 2012, at 10:51 AM, "Tracy Clark" <Tracy.Clark@ucf.edu> wrote:

> Dr. Waldrop,
>
> Please approve the transfer of $2,384,676 from the university's E&G carryforward reserve (department 00010107) to the COM BSC - Carryforward (department 20070710). This amount will be applied toward the telecom, furniture and equipment expenditures at the Lake Nona campus operations.
>
> This will be recorded as a temporary increase.
>
> Please let me know if you have any questions.
>
> Thank you,
>
> **Tracy Clark, CPA**
> Assistant Vice President for Finance, Controller
> UCF Finance and Accounting
> 12424 Research Parkway, Ste 300
> Orlando, Fl 32826
> Phone: 407-882-1006
> Tracy.clark@ucf.edu

This form is updated frequently and should not be saved for future use. Please obtain the latest version of the form each time a transfer is processed.
The completed form should only be saved in XLS format.

Budget Transfer Request

Budget Transfer #	**RV-RSV**	**12141**	Requestor	Tracy Clark
Date	06/25/12		Requesting Department	F&A

Transfer From				Transfer To			
Dept. Number	Dept. Name	Fund	Amount	Dept. Number	Dept. Name	Fund	Amount
00010107	BUD-CARRY FORWARD	10001	-2,384,676.00	20070710	COM BSC-CARRY FORWARI	10001	2,384,676.00
	Total		-2,384,676.00				2,384,676.00

Note: Send the budget transfer request by e-mail to the appropriate approval level for processing. Identify the budget transfer number in the subject line. Keep a copy for your records.

Purpose of Transfer (254 Character Limit)

Temporary-This amount will be applied toward the telecom, furniture and equipment expenditures at the Lake Nona campus operations.

Recommended	Christina Tant	6/12/2012
		Date
Approved	Lynn Gonzalez	6/25/2012
	Dean / Director	Date

From: Budget office <Budget@ucf.edu>
Sent: Thursday, June 28, 2012 5:57 PM
To: Budget office
Subject: RV-RSV 12149 Journal 125857 6/28/12 - Budget Transfer from University Reserves - Lake Nona furniture and equipment

University of Central Florida
Finance and Accounting
Budget Operations
budget@mail.ucf.edu

From: Lynn Gonzalez
Sent: Thursday, June 28, 2012 5:15 PM
To: Tracy Clark; Budget office
Subject: RE: Budget Transfer from University Reserves - Lake Nona furniture and equipment

Approved.

From: Tracy Clark
Sent: Thursday, June 28, 2012 4:25 PM
To: Lynn Gonzalez; Budget office
Subject: Budget Transfer from University Reserves - Lake Nona furniture and equipment

Lynn,
Please approve the transfer of $23,873 from the university's E&G carryforward reserve (department 00010107) to the COM BSC - Carryforward (department 20070710). This amount will be applied toward the furniture and equipment purchase at the Lake Nona campus operations.
This will be recorded as a temporary increase.
Please let me know if you have any questions.
Thank you,

Tracy Clark, CPA
Assistant Vice President for Finance, Controller
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Fl 32826
Phone: 407-882-1006
Tracy.clark@ucf.edu

State University System of Florida
Board of Governors
Education and General
2011-2012 Operating Budget - Beginning Fund Balance Composition

	Total E&G	UF	IFAS	UF-HSC	FSU	FSU-MS	FAMU	USF	USF-HSC	FAU	UWF	UCF	UCF-MS	FIU	FIU-MS	UNF	FGCU	NCF
2011-2012 E&G Beginning Fund Balance:	$176,124,578	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$167,488,352	$8,636,226	$0	$0	$0	$0	$0
Fund Balance Composition:																		
1. Statutory E&G 5% Reserve*	$23,574,449	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$22,228,763	$1,345,686	$0	$0	$0	$0	$0
2. UBOT- Directed Institutional Reserves**	$0																	
3. Prior Period Issues **(provide detail list)**	$0																	
4. Pass-Through Funds **(provide detail list)**	$0																	
5. Legislatively Earmarked Funds***	$0																	
6. Enterprise Resource Planning Systems	$0																	
7. Campus Security - Safety Issues	$0																	
8. Information Technology Issues	$2,700,000											$2,700,000						
9. Building Maintenance and Repairs	$7,200,000											$7,200,000						
10. Deferred Maintenance Projects	$0																	
11. Utilities Cost Increase Reserve	$1,700,000											$1,700,000						
12. Other Facilities Requirements **(provide detail list)**	$0																	
13. I&R Centers **(provide detail list)**	$0																	
14. Faculty / Instructional Cost Requirements	$105,050,129											$97,759,589	$7,290,540					
15. Leave Payout Reserve	$2,400,000											$2,400,000						
16. Trust Fund Commitments **(provide detail list)**	$0																	
17. Vacant Faculty Lines	$0																	
18. Replacement of Stimulus Funds - Phase In	$17,500,000											$17,500,000						
19. Health Sciences Campus Infrastructure and Utility Costs	$3,900,000											$3,900,000						
20. Use of carryforward funds for salaries, rent, equip., etc.	$12,100,000											$12,100,000						
Total 2011-2012 E&G Beginning Fund Balance:	$176,124,578	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$167,488,352	$8,636,226	$0	$0	$0	$0	$0
Check: (should equal zero)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Unexpended Carry Forward Balance as of 08-17-2011:	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Notes:

* 5% reserve calculation based on beginning 2011-2012 UBOT approved operating budget (section 1011.40(2) F.S.).

** Please describe UBOT reserve requirement: percentage amount or specific items (please list).

*** Please provide details of reserve balance (specific issue name, appropriation year, amount).

The SUS Education and General budget entity includes the following funds for FY 2011-2012:

General Revenue
Educational Enhancement (Lottery) Trust Fund
Student and Other Fees Trust Fund
Phosphate Research Trust Fund - (USF Polytechnic only)

University of Central Florida

2011-12 E&G Budget, Summary of Allocations and Reserve

Proposed Allocations	Recurring	Institutional Investments	Non-Recurring	Total	Allocation Across Divisions and Medical School: Academic Affairs	Admin & Finance	President's Division	SMCA	University Relations	Medical School	Total
Allocation of state funding, effective July 1, 2011											
Health insurance funding for five months	$ 920,133	$ -	$ -	$ 920,133	$ 663,612	$ 152,734	$ 24,746	$ 35,578	$ 3,423	$ 40,040	$ 920,133
Life insurance funding for five months	(81,901)	-	-	(81,901)	(68,310)	(2,164)	(3,751)	(1,577)	(633)	(5,466)	(81,901)
Plant operation and maintenance for current space	403,140	-	-	403,140	-	403,140	-	-	-	-	403,140
Florida Retirement System adjustment	(6,508,007)	-	-	(6,508,007)	(5,076,737)	(678,931)	(178,017)	(206,972)	(28,649)	(338,701)	(6,508,007)
Base budget adjustment (student financial aid)	(302,967)	-	-	(302,967)	-	-	-	(302,967)	-	-	(302,967)
Transfer to Florida Student Assistance Grant	(858,406)	-	-	(858,406)	-	-	-	(858,406)	-	-	(858,406)
Plant operation and maintenance for new space	7,078,420	-	-	7,078,420	-	7,078,420	-	-	-	-	7,078,420
IHMC and State University Partnership Initiative	90,000	-	-	90,000	90,000	-	-	-	-	-	90,000
Administration employees salary reduction	(159,232)	-	-	(159,232)	(3,709)	(40,000)	(105,523)	(10,000)	-	-	(159,232)
Additional lottery funding	-	-	2,786,804	2,786,804	2,265,664	312,707	71,724	122,297	14,412	-	2,786,804
Medical school - Year 4 phase in funds	2,393,891	-	-	2,393,891	-	-	-	-	-	2,393,891	2,393,891
Lou Frey Institute of Politics and Government	-	-	400,000	400,000	400,000	-	-	-	-	-	400,000
	2,975,071	-	3,186,804	6,161,875	(1,729,480)	7,225,906	(190,821)	(1,222,047)	(11,447)	2,089,764	6,161,875
University designated allocations effective July 1, 2011											
2011-12 planned university commitments.											
Faculty promotional increases	$ 2,066	$ -	$ -	$ 2,066	$ 2,066	$ -	$ -	$ -	$ -	$ -	$ 2,066
2010-11 Merit increase (2 or 3% 8/8/2010) - annualized	277,614	-	-	277,614	174,051	52,816	13,157	15,338	2,059	20,193	277,614
Market adjustment for lower paid employees - annualized	12,915	-	-	12,915	6,833	5,521	115	330	-	116	12,915
Microsoft Exchange support (licenses and other)	288,435	-	-	288,435	288,435	-	-	-	-	-	288,435
Writing and Rhetoric	861,000	-	-	861,000	861,000	-	-	-	-	-	861,000
Auxiliary learning aids	600,000	-	-	600,000	600,000	-	-	-	-	-	600,000
University Compliance and Ethics Officer	361,058	-	-	361,058	-	-	361,058	-	-	-	361,058
Executive Speech Writer	62,193	-	-	62,193	-	-	62,193	-	-	-	62,193
Ombuds Officer	22,584	-	-	22,584	-	-	22,584	-	-	-	22,584
Graduate education support (2009-10)	1,000,000	-	-	1,000,000	1,000,000	-	-	-	-	-	1,000,000
Soldiers to Scholars	20,000	-	-	20,000	-	-	-	-	20,000	-	20,000
Soldiers to Scholars - funding reclass	80,000	(80,000)	-	-	-	-	-	-	-	-	-
Veteran's one-stop shop - funding reclass	60,000	(60,000)	-	-	-	-	-	-	-	-	-
English and math class size initiative (AA carry fwd in 2011)	-	312,800	-	312,800	312,800	-	-	-	-	-	312,800
2011-12 new university commitments:											-
Commencement funding	34,000	-	-	34,000	34,000	-	-	-	-	-	34,000
Data warehouse and Business Intelligence Applications	18,730	-	-	18,730	-	-	-	18,730	-	-	18,730
Office of Emerg. Mgmt - Annual fees, contracts, maint.	110,708	-	-	110,708	-	110,708	-	-	-	-	110,708
EHS - Lab safety coordinator	73,150	-	-	73,150	-	73,150	-	-	-	-	73,150
EHS - Bio safety coordinator	73,150	-	-	73,150	-	73,150	-	-	-	-	73,150
E-verify implementation - (I-9 administrator)	58,000	-	-	58,000	-	58,000	-	-	-	-	58,000
Depart. Of Writing & Rhetoric Faculty Salary	60,000	-	-	60,000	-	-	60,000	-	-	-	60,000
High performance computing	250,000	-	-	250,000	250,000	-	-	-	-	-	250,000
Cover increased critical IT infrastructure maint. Costs	1,103,309	-	-	1,103,309	1,103,309	-	-	-	-	-	1,103,309
Centrally funded maint. Of Emerg. Blue light telephones	108,921	-	-	108,921	108,921	-	-	-	-	-	108,921
FL. Hosp. endowed chair in nursing simul. faculty salary	200,000	-	-	200,000	200,000	-	-	-	-	-	200,000
Additional emergency blue light phone	-	-	40,000	40,000	-	40,000	-	-	-	-	40,000
PBS partnership	-	-	1,000,000	1,000,000	-	-	-	1,000,000	-	-	1,000,000
Reverse 10/11 transfer	-	-	-	-	25,991	-	-	-	-	(25,991)	-
Tuition and fees increase - University	10,579,267	(816,386)	-	9,762,881	6,355,741	465,641	176,283	2,739,740	25,475	-	9,762,880
Tuition and fees increase - College of Medicine	2,412,524	-	-	2,412,524	-	-	-	-	-	2,412,524	2,412,524
	18,729,624	(643,586)	1,040,000	19,126,038	11,323,147	878,986	695,390	3,774,138	47,534	2,406,842	19,126,037
Allocations to be recorded during the year											
National Merit (Provost's Scholars Program)	$ 500,000	$ -	$ -	$ 500,000	$ -	$ -	$ -	$ 500,000	$ -		$ 500,000
National Merit (tuition held constant)	60,000	-	-	60,000	-	-	-	60,000	-		60,000
Lease costs increase	7,000	-	-	7,000	7,000	-	-	-	-		7,000
Faculty promotions	500,000	-	-	500,000	500,000	-	-	-	-		500,000
TIP, RIA, SoTL	500,000	-	-	500,000	500,000	-	-	-	-		500,000
Graduate health insurance	500,000	-	-	500,000	500,000	-	-	-	-		500,000
Annual E&G interest allocation	3,300,000	-	-	3,300,000	-	3,300,000	-	-	-		3,300,000
	5,367,000	-	-	5,367,000	1,507,000	3,300,000	-	560,000	-	-	5,367,000
Total allocations excluding allocations from carryforward	$ 27,071,695	$ (643,586)	$ 4,226,804	$ 30,654,913	$ 11,100,667	$ 11,404,892	$ 504,569	$ 3,112,091	$ 36,087	$ 4,496,606	$ 30,654,912

Proposed Allocations	Recurring	Institutional Investments	Non-Recurring	Total	Allocation Across Divisions and Medical School: Academic Affairs	Admin & Finance	President's Division	SMCA	University Relations	Medical School	Total
Composition of Remaining Reserve											
Interest budget to be allocated as collected	$ 3,300,000	$ -	$ -	$ 3,300,000							
Application fees increase to be allocated as collected	250,000	-	-	250,000							
Earmarked to address faculty ratio	3,728,433	-	-	3,728,433							
3% Hold back	7,100,000	-	-	7,100,000							
Available recurring reserve[1]	16,303,765	2,753,764	(1,033,019)	18,024,510							
	$ 30,682,198	$ 2,753,764	$ (1,033,019)	$ 32,402,943							
[1] Includes projected 2011-12 enrollment growth.											
Planned Allocations to be recorded after funds carried forward from 2010-11 are finalized											
Recurring allocations from non-recurring funds:											
Graduate tuition waiver return to Research	$ -	$ -	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ -	$ -	$ -	$ -	$ -	$ 1,000,000
Undergraduate education pilot projects	-	-	839,000	839,000	839,000	-	-	-	-	-	839,000
Matching funds for C&G proposals	-	-	1,000,000	1,000,000	1,000,000	-	-	-	-	-	1,000,000
National merit 2011-12 Class (60 scholars)	-	-	1,340,000	1,340,000	-	-	-	1,340,000	-	-	1,340,000
PO&M - FSEC, NTSC	-	-	596,800	596,800	-	596,800	-	-	-	-	596,800
Health Sciences Campus chilled water fees	-	-	2,500,000	2,500,000	-	2,500,000	-	-	-	-	2,500,000
Health Sciences Campus Boggy Creek assessment	-	-	37,380	37,380	-	37,380	-	-	-	-	37,380
Health Sciences Campus property taxes	-	-	3,000	3,000	-	3,000	-	-	-	-	3,000
Health Sciences Campus PO&M	-	-	252,836	252,836	-	252,836	-	-	-	-	252,836
Convocation Center rent	-	-	1,000,000	1,000,000	-	1,000,000	-	-	-	-	1,000,000
Development	-	-	400,000	400,000	-	-	400,000	-	-	-	400,000
Conference fees	-	-	300,000	300,000	-	300,000	-	-	-	-	300,000
Legal fees - Development	-	-	200,000	200,000	-	-	200,000	-	-	-	200,000
Performance plan payments	-	-	489,000	489,000	154,500	49,500	162,000	82,500	40,500	-	489,000
Subtotal - recurring items	-	-	9,958,016	9,958,016	2,993,500	4,739,516	762,000	1,422,500	40,500	-	9,958,016
Non-recurring items:											
Provost (former) incentive plan	-	-	49,000	49,000	49,000	-	-	-	-	-	49,000
Microsoft Exchange support (license and other)	-	-	298,394	298,394	298,394	-	-	-	-	-	298,394
Executive Speech Writer	-	-	12,000	12,000	-	-	12,000	-	-	-	12,000
COM scholarships	-	-	197,000	197,000	197,000	-	-	-	-	-	197,000
Unemployment claims due to layoffs	-	-	240,000	240,000	-	240,000	-	-	-	-	240,000
Health Sciences Campus gift agreement	-	-	610,000	610,000	-	610,000	-	-	-	-	610,000
Gift fees - Health Sciences buildings, scholarships	-	-	300,000	300,000	-	-	300,000	-	-	-	300,000
2010-11 Graduate education support	-	-	1,000,000	1,000,000	1,000,000	-	-	-	-	-	1,000,000
Supplemental course incentive	-	-	700,000	700,000	700,000	-	-	-	-	-	700,000
Regional campuses	-	-	1,500,000	1,500,000	1,500,000	-	-	-	-	-	1,500,000
SEMATECH	-	-	500,000	500,000	500,000	-	-	-	-	-	500,000
Development	-	-	2,600,000	2,600,000	-	-	2,600,000	-	-	-	2,600,000
Anniversary events (50th)	-	-	200,000	200,000	-	-	200,000	-	-	-	200,000
Self insurance funding for claims (CON, COHPA)	-	-	50,009	50,009	50,009	-	-	-	-	-	50,009
Student to faculty ratio - additional faculty needs	-	-	3,728,433	3,728,433	3,728,433	-	-	-	-	-	3,728,433
Subtotal- non-recurring items	-	-	11,984,836	11,984,836	8,022,836	850,000	3,112,000	-	-	-	11,984,836
Total to be allocated from funds carried forward	$ -	$ -	$ 21,942,852	$ 21,942,852	$ 11,016,336	$ 5,589,516	$ 3,874,000	$ 1,422,500	$ 40,500	$ -	$ 21,942,852

Recommended for Approval:

Terry Waldrop, Provost and Executive Vice President — Date: 8-25-11

Approval:

John C. Hitt, President — Date: 8/25/11

University of Central Florida
2011-12 E&G Budget

	University Divisions						University Reserves				Total Excluding Medical School			Grand Total
	Academic Affairs	Admin & Finance	President's Division	SMCA	University Relations	Total Divisions	Recurring Funds	Recurring - Institutional Investments	Non-recurring Funds	Total Reserve	Excluding Non-recurring Reserve Funds	Including All Reserves	Medical School	Including All Reserves and Medical School
2010-11 Beginning Operating Budget														
2010-11 Beginning base budget - excluding carry forward	287,701,730	57,423,384	10,145,486	25,769,878	1,683,128	382,723,606	35,220,295	2,220,177	-	37,440,472	420,164,078	420,164,078	22,027,594	442,191,672
2010-11 Adjustment - JID 103769	36,342			(1,847)	-	34,395	(34,395)			(34,395)	-	-	-	-
2010-11 Beginning base budget - adjusted	287,738,072	57,423,384	10,145,486	25,767,931	1,683,128	382,758,001	35,185,900	2,220,177	-	37,406,077	420,164,078	420,164,078	22,027,594	442,191,672
2010-11 Non-recurring funding - carried forward	16,458,296	2,028,886	547,713	772,735	101,208	19,908,838	-	-	-	-	19,908,838	19,908,838	1,661,664	21,570,502
2010-11 Beginning budget, including all allocations - excluding carry fwd	304,196,368	59,452,270	10,693,199	26,540,666	1,784,336	402,666,839	35,185,900	2,220,177	-	37,406,077	440,072,916	440,072,916	23,689,258	463,762,174
PERMANENT Mid-year Allocations														
Allocations of State funding														
Casualty insurance	-	494,054	-	-	-	494,054	-	-	-	-	494,054	494,054	-	494,054
Health insurance (seven months)	929,066	213,819	34,643	49,812	4,790	1,232,130	-	-	-	-	1,232,130	1,232,130	56,056	1,288,186
Elimination of Agency Payroll	(6,310)	(27,341)	(30,145)		(6,309)	(70,105)	-	-	-	-	(70,105)	(70,105)	(3,274)	(73,379)
Life insurance (seven months)	(94,523)	(3,303)	(5,781)	(2,427)	(975)	(107,009)	-	-	-	-	(107,009)	(107,009)	(7,653)	(114,662)
University designated allocations														
Adjust internal 3% budget reduction	(5,758,526)	(797,640)	(192,879)	(315,458)	(35,497)	(7,100,000)	7,100,000	-	-	7,100,000	-	-	-	-
Provost salary	74,016	-	-	-	-	74,016	(74,016)	-	-	(74,016)	-	-	-	-
2010-11 Merit increases (1% 8/08, 2 or 3% 8/8/2010)	4,856,561	695,531	184,925	213,027	29,184	5,979,229	(6,247,791)	-	-	(6,247,791)	(268,562)	(268,562)	268,562	-
Market adjustment for lower paid employees	61,761	49,901	1,038	2,985	-	115,685	(116,734)	-	-	(116,734)	(1,049)	(1,049)	1,049	-
Annual increase in lease costs	206,598	-	-	-	-	206,598	(206,598)	-	-	(206,598)	-	-	-	-
Reverse PY adjust for casualty insur. not funded by state	-	(22,153)	-	-	-	(22,153)	22,153	-	-	22,153	-	-	-	-
Soldier's to Scholars	-	-	-	-	80,000	80,000	-	(80,000)	-	(80,000)	-	-	-	-
Veteran's One-stop-shop	60,000	-	-	-		60,000	-	(60,000)	-	(60,000)	-	-	-	-
Security software (annual maintenance)	-	14,300	-	-	-	14,300	(14,300)	-	-	(14,300)	-	-	-	-
Graduate health insurance	494,137	-	-	-	-	494,137	(494,137)	-	-	(494,137)	-	-	-	-
Faculty promotional increases	339,008	-	-	-	-	339,008	(339,008)	-	-	(339,008)	-	-	-	-
TIP, RIA, SOTL	430,500	-	-	-	-	430,500	(430,500)	-	-	(430,500)	-	-	-	-
Permanent transfers between divisions	401,084	467	(406,666)	5,115	-	-	-	-	-	-	-	-	-	-
Technical transfers to COM	(6,150)	-	-	-	-	(6,150)	-	-	-	-	(6,150)	(6,150)	6,150	-
Tuition and Fees														
09-10 Excess collections adjustment	242,770	15,554	4,961	5,799	922	270,006	(300,007)	30,001	-	(270,006)	-	-	-	-
09-10 Excess collections "hold harmless" adjustment	840,375	-	-	-	-	840,375	(840,375)	-	-	(840,375)	-	-	-	-
Total permanent adjustments and transfers	3,070,367	633,189	(409,903)	(41,147)	72,115	3,324,621	(1,941,313)	(109,999)	-	(2,051,312)	1,273,309	1,273,309	320,890	1,594,199
TEMPORARY Mid-year Allocations														
Allocations of State funding														
New Florida Initative SURCAG Grants	370,000	-	-	-	-	370,000	-	-	-	-	370,000	370,000	-	370,000
New Florida Initiative Clustering Grants Award	1,050,000	-	-	-	-	1,050,000	-	-	-	-	1,050,000	1,050,000	-	1,050,000
New Florida Initiative Scholar Boost Award	225,000	-	-	-	-	225,000	-	-	-	-	225,000	225,000	-	225,000
University designated allocations														
Temporary transfers between divisions	(158,950)	50,039	88,744	19,167	1,000	-	-	-	-	-	-	-	-	-
Temporary transfers to COM	(81,341)	-	(13,212)	-	-	(94,553)	-	-	(368,800)	(368,800)	(94,553)	(463,353)	463,353	-
Prior year encumbrances	5,958,886	10,818,409	497,581	723,889	57,139	18,053,904	-	-	-	-	18,053,904	18,053,904	626,537	18,680,441
2009-10 remaining budget (6/30/10 carryforward)	60,447,744	14,799,735	2,727,301	2,073,258	601,782	80,649,820	-	-	54,971,762	54,971,762	80,649,820	135,621,582	4,191,949	139,813,531
E&G interest allocation	-	3,619,700	-	-	-	3,619,700	(3,619,700)	-	-	(3,619,700)	-	-	-	-
National merit tuition credit	-	-	-	19,470	-	19,470	-	-	(19,470)	(19,470)	19,470	-	-	-

University of Central Florida
2011-12 E&G Budget

	University Divisions						University Reserves				Total Excluding Medical School			Grand Total
	Academic Affairs	Admin & Finance	President's Division	SMCA	University Relations	Total Divisions	Recurring Funds	Recurring - Institutional Investments	Non-recurring Funds	Total Reserve	Excluding Non-recurring Reserve Funds	Including All Reserves	Medical School	Including All Reserves and Medical School
Recurring allocations from non-recurring funds:														
Microsoft exchange support	171,249	-	-	-	-	171,249	-	-	(171,249)	(171,249)	171,249	-	-	-
Writing and Rhetoric support	200,000	-	-	-	-	200,000	-	-	(200,000)	(200,000)	200,000	-	-	-
University compliance and ethics officer	-	-	55,142	-	-	55,142	-	-	(55,142)	(55,142)	55,142	-	-	-
Executive speech writer	-	-	14,972	-	-	14,972	-	-	(14,972)	(14,972)	14,972	-	-	-
Ombud's officer	-	-	2,084	-	-	2,084	-	-	(2,084)	(2,084)	2,084	-	-	-
Graduate tuition waiver return to Research	1,000,000	-	-	-	-	1,000,000	-	-	(1,000,000)	(1,000,000)	1,000,000	-	-	-
09-10 Graduate education support	1,000,000	-	-	-	-	1,000,000	-	-	(1,000,000)	(1,000,000)	1,000,000	-	-	-
Undergraduate education pilot projects	942,000	-	-	-	-	942,000	-	-	(942,000)	(942,000)	942,000	-	-	-
Matching funds for C&G proposals	1,000,000	-	-	-	-	1,000,000	-	-	(1,000,000)	(1,000,000)	1,000,000	-	-	-
PO&M - FSEC, NTSC	-	596,800	-	-	-	596,800	-	-	(596,800)	(596,800)	596,800	-	-	-
Utilities	-	640,000	-	-	-	640,000	-	-	(640,000)	(640,000)	640,000	-	-	-
Health Science Campus chilled water fees	-	991,326	-	-	-	991,326	-	-	(991,326)	(991,326)	991,326	-	-	-
Lake Nona Boggy Creek O&M assessment	-	37,380	-	-	-	37,380	-	-	(37,380)	(37,380)	37,380	-	-	-
Health Science Campus property taxes	-	2,999	-	-	-	2,999	-	-	(2,999)	(2,999)	2,999	-	-	-
Health Science campus PO&M	-	252,836	-	-	-	252,836	-	-	(252,836)	(252,836)	252,836	-	-	-
Convocation rent	-	1,000,000	-	-	-	1,000,000	-	-	(1,000,000)	(1,000,000)	1,000,000	-	-	-
Auxiliary learning aids support	500,000	-	-	-	-	500,000	-	-	(500,000)	(500,000)	500,000	-	-	-
Non-recurring allocations:														
Microsoft exchange support	132,979	-	-	-	-	132,979	-	-	(132,979)	(132,979)	132,979	-	-	-
University compliance and ethics officer	-	-	52,033	-	-	52,033	-	-	(52,033)	(52,033)	52,033	-	-	-
Executive speech writer	-	-	11,099	-	-	11,099	-	-	(11,099)	(11,099)	11,099	-	-	-
Ombud's officer	-	-	7,194	-	-	7,194	-	-	(7,194)	(7,194)	7,194	-	-	-
Cashier's office move to research park	-	82,524	-	-	-	82,524	-	-	(82,524)	(82,524)	82,524	-	-	-
COM Scholarships	194,176	-	-	-	-	194,176	-	-	(194,176)	(194,176)	194,176	-	-	-
Unemployment claims	-	238,319	-	-	-	238,319	-	-	(238,319)	(238,319)	238,319	-	-	-
Health Sciences Campus Security	-	2,500	-	-	-	2,500	-	-	(2,500)	(2,500)	2,500	-	-	-
Regional campuses	1,500,000	-	-	-	-	1,500,000	-	-	(1,500,000)	(1,500,000)	1,500,000	-	-	-
Development	-	-	2,000,000	-	-	2,000,000	-	-	(2,000,000)	(2,000,000)	2,000,000	-	-	-
10-11 Graduate education support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Supplemental course incentive	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2010-11 Merit increase (1% USPS retro payments)	679,512	193,881	58,222	64,940	9,358	1,005,913	-	-	(1,080,059)	(1,080,059)	1,005,913	(74,146)	74,146	-
One time salary adjustments - July 2010	1,909,393	904,056	130,095	238,950	17,700	3,200,194	-	-	(3,334,718)	(3,334,718)	3,200,194	(134,524)	134,524	-
Lake Nona Boggy Creek Cap. assessment prepayments	-	4,719,165	-	-	-	4,719,165	-	-	(4,719,165)	(4,719,165)	4,719,165	-	-	-
Conference fees	-	297,159	-	-	-	297,159	-	-	(297,159)	(297,159)	297,159	-	-	-
Performance plan payments	154,791	29,857	80,599	38,950	24,328	328,525	-	-	(328,525)	(328,525)	328,525	-	-	-
Legal fees	-	-	126,000	-	-	126,000	-	-	(126,000)	(126,000)	126,000	-	-	-
Total temporary allocations	77,195,439	39,274,685	5,837,854	3,178,624	711,307	126,197,909	(3,619,700)	-	32,070,254	28,450,554	122,578,209	154,648,463	5,490,509	160,138,972
2010-11 ending budget, including all allocations	**384,462,174**	**99,360,144**	**15,121,150**	**29,678,143**	**2,567,758**	**532,189,369**	**29,624,887**	**2,110,178**	**32,070,254**	**63,805,319**	**563,924,434**	**595,994,688**	**28,500,657**	**625,495,345**
2010-11 ending base budget	290,808,439	58,056,573	9,735,583	25,726,784	1,755,243	386,082,622	33,244,587	2,110,178	-	35,354,765	421,437,387	421,437,387	22,348,484	443,785,871

University of Central Florida
2011-12 E&G Budget

	University Divisions						University Reserves				Total Excluding Medical School			Grand Total
	Academic Affairs	Admin & Finance	President's Division	SMCA	University Relations	Total Divisions	Recurring Funds	Recurring - Institutional Investments	Non-recurring Funds	Total Reserve	Excluding Non-recurring Reserve Funds	Including All Reserves	Medical School	Including All Reserves and Medical School
2011-12 Operating Budget														
2010-11 Ending budget, including all allocations	384,462,174	99,360,144	16,121,150	29,678,143	2,567,758	532,189,369	29,624,687	2,110,178	32,070,254	63,805,319	563,924,434	595,994,688	29,500,857	625,495,345
Less: Non-recurring funding, allocations (including carryfwd)	(93,653,735)	(41,303,571)	(6,385,567)	(3,951,359)	(812,515)	(146,106,747)	3,619,700	-	(32,070,254)	(28,450,554)	142,487,047	174,557,301	(7,152,173)	(181,709,474)
2010-11 Ending base budget	290,808,439	58,056,573	9,735,583	25,726,784	1,755,243	386,082,622	33,244,387	2,110,178	-	35,354,765	421,437,387	421,437,387	22,348,484	443,785,871
PERMANENT adjustments														
Allocations of State funding														
Technical transfers between divisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health insurance funding for five months	663,612	152,734	24,746	35,578	3,423	880,093	-	-	-	-	880,093	880,093	40,040	920,133
Life Insurance funding for five months	(68,310)	(2,164)	(3,751)	(1,577)	(633)	(76,435)	-	-	-	-	(76,435)	(76,435)	(5,466)	(81,901)
Plant operation and maintence for current space	-	403,140	-	-	-	403,140	-	-	-	-	403,140	403,140	-	403,140
Base budget adjustment	-	-	-	-	-	-	(22,092,315)	-	-	(22,092,315)	(22,092,315)	(22,092,315)	-	(22,092,315)
Florida Retirement System adjustment	(5,076,737)	(678,931)	(178,017)	(209,972)	(28,649)	(6,169,306)	-	-	-	-	(6,169,306)	(6,169,306)	(338,701)	(6,508,007)
Base budget adjustment (student financial aid)	-	-	-	(302,967)	-	(302,967)	-	-	-	-	(302,967)	(302,967)	-	(302,967)
Transfer to Florida Student Assistance Grant	-	-	-	(858,406)	-	(858,406)	-	-	-	-	(858,406)	(858,406)	-	(858,406)
General revenue restoration	-	-	-	-	-	-	4,493,227	-	-	4,493,227	4,493,227	4,493,227	-	4,493,227
Plant operation and maintence for new space	-	7,078,420	-	-	-	7,078,420	-	-	-	-	7,078,420	7,078,420	-	7,078,420
IHMC and State University Partnership Initiative	90,000	-	-	-	-	90,000	-	-	-	-	90,000	90,000	-	90,000
Administrative employees salary reduction	(3,709)	(40,000)	(105,523)	(10,000)	-	(159,232)	-	-	-	-	(159,232)	(159,232)	-	(159,232)
Additional lottery funding	-	-	-	-	-	-	656,424	-	-	656,424	656,424	656,424	-	656,424
Medical School - Year 4 phase in funds	-	-	-	-	-	-	-	-	-	-	-	-	2,393,891	2,393,891
University adjustments to base budgets														
2011-12 planned university commitments:														
Faculty promotional increases	2,066	-	-	-	-	2,066	(2,066)	-	-	(2,066)	-	-	-	-
2010-11 Merit increase (2 or 3% 8/8/2010) - annualized	174,051	52,816	13,157	15,338	2,059	257,421	(277,614)	-	-	(277,614)	(20,193)	(20,193)	20,193	-
Market adjustment for lower paid employees - annualizec	6,833	5,521	115	330	-	12,799	(12,915)	-	-	(12,915)	(116)	(116)	116	-
Microsoft Exchange support (licenses and other)	288,435	-	-	-	-	288,435	(288,435)	-	-	(288,435)	-	-	-	-
Writing and Rhetoric	861,000	-	-	-	-	861,000	(861,000)	-	-	(861,000)	-	-	-	-
Auxiliary learning aids	600,000	-	-	-	-	600,000	(600,000)	-	-	(600,000)	-	-	-	-
University Compliance and Ethics Officer	-	-	361,058	-	-	361,058	(361,058)	-	-	(361,058)	-	-	-	-
Executive Speech Writer	-	-	62,193	-	-	62,193	(62,193)	-	-	(62,193)	-	-	-	-
Ombuds Officer	-	-	22,584	-	-	22,584	(22,584)	-	-	(22,584)	-	-	-	-
Graduate education support (2009-10)	1,000,000	-	-	-	-	1,000,000	(1,000,000)	-	-	(1,000,000)	-	-	-	-
Soldiers to Scholars	-	-	-	-	20,000	20,000	(20,000)	-	-	(20,000)	-	-	-	-
Soldiers to Scholars - funding reclass	-	-	-	-	-	-	(80,000)	80,000	-	-	-	-	-	-
Veteran's one-stop shop - funding reclass	-	-	-	-	-	-	(60,000)	60,000	-	-	-	-	-	-
English and math class size initiative (AA carry fwd in 2011)	312,800	-	-	-	-	312,800	-	(312,800)	-	(312,800)	-	-	-	-
Reversal of 2010-11 3% budget reduction from reserve	-	-	-	-	-	-	(7,100,000)	-	-	(7,100,000)	(7,100,000)	(7,100,000)	-	(7,100,000)
Re-instate 2010-11 3% budget reduction from reserve	-	-	-	-	-	-	7,100,000	-	-	7,100,000	7,100,000	7,100,000	-	7,100,000
2011-12 new university commitments:														
Commencement funding	34,000	-	-	-	-	34,000	(34,000)	-	-	(34,000)	-	-	-	-
Data warehouse and Business Intelligence Applications	-	-	-	18,730	-	18,730	(18,730)	-	-	(18,730)	-	-	-	-
Office of Emerg. Mgmt - Annual fees, contracts, maint.	-	110,708	-	-	-	110,708	(110,708)	-	-	(110,708)	-	-	-	-
EHS - Lab safety coordinator	-	73,150	-	-	-	73,150	(73,150)	-	-	(73,150)	-	-	-	-
EHS - Bio safety coordinator	-	73,150	-	-	-	73,150	(73,150)	-	-	(73,150)	-	-	-	-
E-verify implementation - (I-9 administrator)	-	58,000	-	-	-	58,000	(58,000)	-	-	(58,000)	-	-	-	-
Depart. Of Writing & Rhetoric Faculty Salary	-	-	60,000	-	-	60,000	(60,000)	-	-	(60,000)	-	-	-	-
High performance computing	250,000	-	-	-	-	250,000	(250,000)	-	-	(250,000)	-	-	-	-
Cover increased critical IT infrastructure maint. Costs	1,103,309	-	-	-	-	1,103,309	(1,103,309)	-	-	(1,103,309)	-	-	-	-
Centrally funded maint. Of Emerg. Blue light telephones	108,921	-	-	-	-	108,921	(108,921)	-	-	(108,921)	-	-	-	-
FL. Hosp. endowed chair in nursing simul. faculty salary	200,000	-	-	-	-	200,000	(200,000)	-	-	(200,000)	-	-	-	-
Tuition and fees														
2010-11 Tuition increase held in reserve	-	-	-	-	-	-	(8,779,931)	-	-	(8,779,931)	(8,779,931)	(8,779,931)	-	(8,779,931)
2010-11 Tuition rate increase, excluding 30% Diff.	-	-	-	77,231	-	77,231	3,728,433	-	-	3,728,433	3,805,664	3,805,664	-	3,805,664
2010-11 Enrollment growth, including excess collections, net of uncollected enrollment growth	6,542,686	465,641	176,283	294,187	25,475	7,504,272	-	816,386	-	816,386	8,320,659	8,320,659	-	8,320,659
2010-11 Unused wavier budget	-	-	-	-	-	-	1,573,865	-	-	1,573,865	1,573,865	1,573,865	-	1,573,865
2011-12 Rate increase	-	-	-	2,368,322	-	2,368,322	17,669,288	-	-	17,669,288	20,037,610	20,037,610	-	20,037,610
2011-12 Projected enrollment growth held in reserve	-	-	-	-	-	-	12,812,903	-	-	12,812,903	12,812,903	12,812,903	-	12,812,903
2011-12 Projected increase in waiver budget	-	-	-	-	-	-	(2,069,450)	-	-	(2,069,450)	(2,069,450)	(2,069,450)	-	(2,069,450)
Decrease in DPT tuition	(176,945)	-	-	-	-	(176,945)	-	-	-	-	(176,945)	(176,945)	-	(176,945)
Increase in application fees	-	-	-	-	-	-	250,000	-	-	250,000	250,000	250,000	-	250,000
Decrease in library fines	(10,000)	-	-	-	-	(10,000)	-	-	-	-	(10,000)	(10,000)	-	(10,000)
Increase in E&G interest	-	-	-	-	-	-	300,000	-	-	300,000	300,000	300,000	-	300,000
Medical school increase in tuition	-	-	-	-	-	-	-	-	-	-	-	-	2,412,524	2,412,524
Total permanent adjustments	6,902,012	7,752,185	432,845	1,429,794	21,675	16,538,511	2,804,611	843,586	-	3,448,197	19,986,709	19,986,709	4,522,597	24,509,306

University of Central Florida
2011-12 E&G Budget

	University Divisions						University Reserves				Total Excluding Medical School			Grand Total
	Academic Affairs	Admin & Finance	President's Division	SMCA	University Relations	Total Divisions	Recurring Funds	Recurring - Institutional Investments	Non-recurring Funds	Total Reserve	Excluding Non-recurring Reserve Funds	Including All Reserves	Medical School	Including All Reserves and Medical School
Temporary adjustments														
Reverse 2010-11 temporary funding and allocations	(93,653,735)	(41,303,571)	(6,385,567)	(3,951,359)	(612,515)	(146,106,747)	3,619,700	-	-	3,619,700	(142,487,047)	(142,487,047)	(7,152,173)	(149,639,220)
Allocations of State funding														
General Revenue restoration	-	-	-	-	-	-	-	-	6,981	6,981	-	6,981	-	6,981
Lou Frey Institute of Politics and Government	400,000	-	-	-	-	400,000	-	-	-	-	400,000	400,000	-	400,000
Additional lottery funding	2,265,664	312,707	71,724	122,297	14,412	2,786,804	-	-	-	-	2,786,804	2,786,804	-	2,786,804
University adjustments														
Additional emergency blue light phone	-	40,000	-	-	-	40,000	-	-	(40,000)	(40,000)	40,000	-	-	-
PBS partnership	-	-	-	1,000,000	-	1,000,000	-	-	(1,000,000)	(1,000,000)	1,000,000	-	-	-
Reverse 10/11 transfer	25,991	-	-	-	-	25,991	-	-	-	-	25,991	25,991	(25,991)	-
Total temporary allocations and reversals	(90,962,080)	(40,950,864)	(6,313,843)	(2,829,062)	(798,103)	(141,853,952)	3,619,700	-	(1,033,019)	2,586,681	(138,234,252)	(139,267,271)	(7,178,164)	(146,445,435)
2011-12 Beginning budget, including all allocations	300,402,106	66,161,465	10,240,152	28,278,875	1,791,330	406,873,928	36,049,198	2,753,764	(1,033,019)	37,769,943	**445,676,891**	**444,643,872**	**26,845,090**	471,488,962
2011-12 Beginning base budget	297,710,451	65,808,758	10,168,428	27,156,576	1,776,918	402,621,133	36,049,198	2,753,764	-	38,802,962	**441,424,096**	**441,424,096**	**26,871,081**	**468,295,177**

University of Central Florida
2011-12 E&G Budget

	University Divisions						University Reserves				Total Excluding Medical School			Grand Total
	Academic Affairs	Admin & Finance	President's Division	SMCA	University Relations	Total Divisions	Recurring Funds	Recurring - Institutional Investments	Non-recurring Funds	Total Reserve	Excluding Non-recurring Reserve Funds	Including All Reserves	Medical School	Including All Reserves and Medical School
2011-12 Future Allocations from reserve														
Permanent allocations to be recorded during the year														
National Merit (Provost's Scholars Program)	-	-	-	500,000	-	500,000	(500,000)	-	-	(500,000)				
National Merit (tuition held constant)	-	-	-	60,000	-	60,000	(60,000)	-	-	(60,000)				
Lease costs increase	7,000	-	-	-	-	7,000	(7,000)	-	-	(7,000)				
Faculty promotions	500,000	-	-	-	-	500,000	(500,000)	-	-	(500,000)				
TIP, RIA, SoTL	500,000	-	-	-	-	500,000	(500,000)	-	-	(500,000)				
Graduate health insurance	500,000	-	-	-	-	500,000	(500,000)	-	-	(500,000)				
Annual E&G interest allocation	-	3,300,000	-	-	-	3,300,000	(3,300,000)	-	-	(3,300,000)				
									-	-				
Total permanent allocations to base budgets	1,507,000	3,300,000	-	560,000	-	5,367,000	(5,367,000)	-	-	(5,367,000)				
Temporary allocations to be funded after 2010-11 carry forward is finalized														
Recurring allocations from non-recurring funds:														
Graduate tuition waiver return to Research	1,000,000	-	-	-	-	1,000,000	-	-	(1,000,000)	(1,000,000)				
Undergraduate education pilot projects	839,000	-	-	-	-	839,000	-	-	(839,000)	(839,000)				
Matching funds for C&G proposals	1,000,000	-	-	-	-	1,000,000	-	-	(1,000,000)	(1,000,000)				
National merit 2011-12 Class (60 scholars)	-	-	-	1,340,000	-	1,340,000	-	-	(1,340,000)	(1,340,000)				
PO&M - FSEC, NTSC	-	596,800	-	-	-	596,800	-	-	(596,800)	(596,800)				
Health Sciences Campus chilled water fees	-	2,500,000	-	-	-	2,500,000	-	-	(2,500,000)	(2,500,000)				
Health Sciences Campus Boggy Creek assessment	-	37,380	-	-	-	37,380	-	-	(37,380)	(37,380)				
Health Sciences Campus property taxes	-	3,000	-	-	-	3,000	-	-	(3,000)	(3,000)				
Health Sciences Campus PO&M	-	252,836	-	-	-	252,836	-	-	(252,836)	(252,836)				
Convocation Center rent	-	1,000,000	-	-	-	1,000,000	-	-	(1,000,000)	(1,000,000)				
Development	-	-	400,000	-	-	400,000	-	-	(400,000)	(400,000)				
Conference fees	-	300,000	-	-	-	300,000	-	-	(300,000)	(300,000)				
Legal fees - Development	-	-	200,000	-	-	200,000	-	-	(200,000)	(200,000)				
Performance plan payments	154,500	49,500	162,000	82,500	40,500	489,000	-	-	(489,000)	(489,000)				
Subtotal - recurring items	2,993,500	4,739,516	762,000	1,422,500	40,500	9,958,016	-	-	(9,958,016)	(9,958,016)				
Non-recurring items:														
Provost (former) incentive plan	49,000	-	-	-	-	49,000	-	-	(49,000)	(49,000)				
Microsoft Exchange support (license and other)	298,394	-	-	-	-	298,394	-	-	(298,394)	(298,394)				
Executive Speech Writer	-	-	12,000	-	-	12,000	-	-	(12,000)	(12,000)				
COM scholarships	197,000	-	-	-	-	197,000	-	-	(197,000)	(197,000)				
Unemployment claims due to layoffs	-	240,000	-	-	-	240,000	-	-	(240,000)	(240,000)				
Health Sciences Campus gift agreement	-	610,000	-	-	-	610,000	-	-	(610,000)	(610,000)				
Gift fees - Health Sciences buildings, scholarships	-	-	300,000	-	-	300,000	-	-	(300,000)	(300,000)				
2010-11 Graduate education support	1,000,000	-	-	-	-	1,000,000	-	-	(1,000,000)	(1,000,000)				
Supplemental course incentive	700,000	-	-	-	-	700,000	-	-	(700,000)	(700,000)				
Regional campuses	1,500,000	-	-	-	-	1,500,000	-	-	(1,500,000)	(1,500,000)				
SEMATECH	500,000	-	-	-	-	500,000	-	-	(500,000)	(500,000)				
Development	-	-	2,600,000	-	-	2,600,000	-	-	(2,600,000)	(2,600,000)				
Anniversary events (50th)	-	-	200,000	-	-	200,000	-	-	(200,000)	(200,000)				
Self insurance funding for claims (CON, COHPA)	50,009	-	-	-	-	50,009	-	-	(50,009)	(50,009)				
Student to faculty ratio - additional faculty needs	3,728,433	-	-	-	-	3,728,433	-	-	(3,728,433)	(3,728,433)				
Subtotal - non-recurring items	8,022,836	850,000	3,112,000	-	-	11,984,836	-	-	(11,984,836)	(11,984,836)				
Total to be allocated from funds carried forward	11,016,336	5,589,516	3,874,000	1,422,500	40,500	21,942,852	-	-	(21,942,852)	(21,942,852)				

In the Matter of:

Investigative Hearing

WILLIAM F. MERCK, II

February 16, 2019



www.OrangeLegal.com
800-275-7991

BEFORE THE FLORIDA HOUSE OF REPRESENTATIVES
Public Integrity & Ethics Committee

IN RE:

Investigative Hearing on the Unauthorized Use of Appropriated Funds for Fixed Capital Outlay Projects at the University of Central Florida,
_____/

Deposition of:	WILLIAM F. MERCK, II
Date Taken:	February 16, 2019
Time:	1:04 p.m. - 5:23 p.m.
Location:	Charles M. Greene, P.A. 55 East Pine Street Orlando, Florida 32801
Reported By:	Emily W. Andersen, RMR CRR FPR Stenograph Shorthand Reporter and Notary Public, State of Florida at Large

A P P E A R A N C E S:

Carine L. Mitz, Esquire (Via Videoconference)
Florida House of Representatives
402 House Office Building
402 South Monroe Street
Tallahassee, Florida 32399-1300
(850) 717-4881
Carine.Mitz@MyFloridaHouse.gov

Don Rubottom, Staff Director
Florida House of Representatives
402 House Office Building
402 South Monroe Street
Tallahassee, Florida 32399-1300
(850) 717-4881
Don.Rubottom@MyFloridaHouse.gov

Charles M. Greene, Esquire
Charles Parker, Esquire
Charles M. Greene, P.A.
55 East Pine Street
Orlando Florida 32801
(407) 648-1700
cmg@cmgpa.com

Appearing on behalf of the witness.

I N D E X

Page

Deposition of WILLIAM F. MERCK, II
Direct Examination By Ms. Mitz 4
Cross-Examination By Mr. Greene 149
Certificate of Oath 182
Certificate of Reporter 183

E X H I B I T S

Page

Marked For Identification
Exhibit No. 1 Composite; 6 Tabbed Documents 164
Exhibit No. 2 Composite; Budget Materials 165
Exhibit No. 3 E-mail Correspondence from Tant to Brizendine dated May 3, 2018 169
Exhibit No. 4 UCF Journal Entry Summary 179

S T I P U L A T I O N S

It is hereby stipulated by and between counsel for the respective parties that the reading and signing of the deposition be waived.

THE REPORTER: Would you raise your right hand, please.

THE WITNESS: (The witness complies.)

THE REPORTER: Do you solemnly swear that the testimony you are about to give will be the truth, the whole truth, and nothing but the truth so help you God?

THE WITNESS: I do.

WILLIAM F. MERCK, II,

having first been duly sworn, testified under oath as follows:

DIRECT EXAMINATION

BY MS. MITZ:

Q. All right. Good afternoon, Mr. Merck.

A. Good afternoon to you as well.

Q. Have you ever given a deposition before?

A. It's been a while, but yes.

Q. Okay. Since it's been a while, I just want to cover a couple of ground rules so that we're all on the same page.

As I'm sure you know, the purpose of today's deposition is just for Don and I to get a better understanding of what happened at UCF.

We have only been provided with documents. We didn't get to sit in on any of the interviews conducted

by Bryan Cave, so the last few days have been very enlightening for us to be able to hear from the people involved.

So we're just here to figure out what happened. We're not trying to get anybody in trouble. We're not going to be asking any trick questions. It's really just to get some information.

So for today, I ask that you speak loudly because I'm on the other end of the phone and I need to hear everything, and also because Madam Court Reporter needs to hear everything to be able to type it down accurately. Particularly if you're going to be giving like a yes or no answer, please try not to nod your head or say uh-huh, huh-uh; say yes or no so that it's clear for the record.

If you are going to guess at something or estimate or approximate, please let us know that you are doing that. If you don't know something, you can say I don't know. If you know something because someone else told you, please let us know that. And if at any time you are confused by our questions, and you want us to restate it or rephrase it, please ask us to do so and we will.

Do you have any questions of me?

A. Not at this time, I don't. Thank you for that

introduction.

Q. Okay, great. Well, let's just jump in and get started. Can you please state your full name for the record?

A. William F. Merck, II.

Q. And are you currently employed?

A. No.

Q. Okay. What was your last place of employment?

A. University of Central Florida.

Q. And what was your position there?

A. Vice president for administration and finance and chief financial officer.

Q. And how long were you at the University of Central Florida?

A. Twenty-two years.

Q. Were you always in the same position?

A. I was in the vice president for administration and finance position to start my tenure there, and a few years back, maybe seven, I was -- had the title chief financial officer added to the role.

Q. Okay. And who did you report to in that capacity?

A. The president of the university.

Q. Okay. Would that be true for your entire time at UCF?

A. Yes.

Q. Okay. And what relevant education, training or experience did you bring to UCF?

A. My experience, after part-time jobs in college, three years in the Army, was -- was 14 years at James Madison University. The last five I was vice president for business affairs there. And then I spent ten years at the College of William & Mary in the role of vice president for administration and finance, and then came here.

Q. Okay. And so as CFO at UCF, what were your job duties or responsibilities?

A. My job duties and responsibilities were to some extent intertwined with my role as vice president for administration and finance.

An easy way maybe to explain what my role was is to say it this way. The mission of the university is teaching, research, and service. In my division, administration and finance which has about a thousand people on the staff, our role was to provide the best environment that we could for those teaching, research and -- teaching, research, and service functions to function as well as they could with the resources that we had available to us to create that environment.

Q. Okay. When you say there was about a thousand

people in that division, did you supervise all those people?

A. It was a hierarchical arrangement. I had about eight direct reports, and they had their direct reports and so on down the line.

Q. Okay.

A. So my role was to provide a leadership level at about the 30,000-foot level for all the efforts of those performing those services.

Q. I understand. Okay. And under which presidents have you worked at UCF?

A. Dr. Hitt until Dr. Whittaker took over last July.

Q. Okay. Can you describe the relationship that you had with President Hitt? Did you guys work closely together? Did you have good lines of communication?

A. Yes. We worked very closely together. We had good lines of communication. He was, I think, perfect for the role as president.

Q. I would assume, and correct me if I'm wrong, that you probably had a lot of interaction with him and it wasn't just limited to noticed meetings. Is that fair to say?

A. That's fair to say.

Q. And then can you give me an idea of what sort

of relationship you had with Dale Whittaker when he came in as provost? Did you guys start working together immediately?

A. Yes, we did.

Q. Okay. And were you aware of the experience that he came to UCF with?

A. Based on what I had heard and seen from the search process that brought him here, I knew he was at Purdue. He had worked as a dean and some other capacities at that university.

MR. GREENE: Did you finish your answer about your relationship with Dr. Whittaker? It seems like you had a pregnant pause there. I wasn't sure. If you did, that's fine.

THE WITNESS: I think whenever you have a new relationship with -- with a president or anybody that you are reporting to, it takes a little time to start to learn how -- what they want, how they work, what their expectations are of me in this particular case. And so I was still going through that process of trying to work through that with Dr. Whittaker.

BY MS. MITZ:

Q. Oh, yeah, I get that. I totally understand that, and we'll talk about that relationship in depth in a little bit.

So can you describe in general the relationship that you had with the trustees?

And what I'm looking for is like did you just talk to them in meetings? Did you spend some time with them preparing them for meetings? Was there like kind of an open door policy in that if they had questions about things that were appearing on the agenda, they could call you? I mean, kind of talk about those things.

A. Sure. And as you know, the boards change over time. Someone's tenure ends, new board members come in. They all have their own personalities, their own interests, their own backgrounds, and some board members have much more interest in knowing how things operate. Some are maybe less interested.

But my door was certainly always open to them, and I encouraged them if they ever had questions or anything that they wanted to know about items that would be coming before them in board meetings, that I was always open to talk with them about it and try to explain it to them.

When a new board member would be coming in, I made a point of offering them an opportunity for me and usually one of our finance folks, like Tracy Clark or before her Vanessa Fortier, for us to have a one-on-one

meeting with them, just for us to review how budgeting worked in a university setting, which often was different from the accounting and reporting that they would do in the private sector. And I thought those were fruitful and really helped them with their understandings of how things went.

Also, prior to committee meetings that I was responsible for, like finance and facilities, I'd arrange a call or a personal meeting with the chair to review the agenda items to see what, if any, questions they might have about the agenda items so that we could better prepare them for the meeting that was coming up, and I found those useful.

Q. Okay. So did that also include Chair Marchena?

A. When he was chair of the finance and facilities committee, the answer is yes. When he rotated off and became board chair, the interaction was more between he and the president.

But I was certainly available to answer any questions that he might have, and if he wanted to meet with me, that would be fine.

And we had a -- I had a relationship with Dr. Hitt such that he had no qualms about me talking with board members off line without him being there or anything. You know, some organizations, there are

prohibitions against a staff member talking to a board member outside of a formal meeting. We didn't have that.

Q. Okay. So let me go back to something you said about a minute ago which was the orientation or the training that you provided to new chairs of the finance and facility committee.

A. It was -- I'm sorry. Let me interrupt for a second.

That orientation was to any board member, all board members, not just the chairs.

Q. Good. Thank you for that.

Do you recall specifically who you did that with, say, since 2013?

A. I can't answer that specifically. The only one that comes to mind that I did not do it with was Danny Gaekwad, who was a new member, and we just couldn't seem to meet his calendar requirements to have that orientation. But I believe we had that with all of the others.

There may have been an exception that I am not recalling, but I don't think so other than Mr. Gaekwad.

MR. GREENE: Can you spell Gaekwad for the court reporter?

THE WITNESS: Probably not.

THE REPORTER: I can find it.

THE WITNESS: I'll give it a shot. It's G-A-E-C-K-W-A-D [sic], I believe.

MS. MITZ: That sounds right. Okay.

BY MS. MITZ:

Q. So in those orientation training moments, did you guys talk about the different kinds of funding sources, including E&G?

A. That was the primary purpose for it, because we, in higher education, use terms that aren't used in the business world, things like education in general or auxiliaries or direct support organizations. The different auxiliaries sometimes are unfamiliar to them.

And we would give them an orientation as to the size of the budget, the general way that it was divided up among the various components of the university, and how the state played into it with general fund appropriations, the tuition from the students, and then all of the revenue-generating opportunities on a campus that bring in revenue as well, like the housing operations, the book stores, food service, those sorts of things.

Q. Okay. Do you recall whether in the orientation there would have been a discussion about the different ways that a source of funds could be referred to? And

the example that comes to mind is how some people think carryforward is E&G. Would you have discussions that specific?

A. We may have. I don't recall that, but we may have very well done that because those meetings would last an hour or more and it was free-flowing, and sometimes I would be talking, sometimes Tracy Clark or Vanessa Fortier would be talking with them.

Q. Okay. So as a result of having done this, has it surprised you to hear that some of the trustees have come out and said that they didn't know that carryforward could be E&G?

A. Yes.

Q. Okay.

A. It does.

Q. All right. Now, in your position, did you work particularly close with any specific department? I would imagine maybe facilities.

A. I worked with all of them and it depended on -- it depended on what was going on in their world at the time, whether they needed my input or advice or if it was something that was abnormal, something unusual. Often it would be issues with personnel, problems relating to HR type issues, things likes that. It could be budgeting issues. It could be anything. It was all

over the park. No one day was the same.

Q. Okay. Did you have occasion to work closely with any of the attorneys in the general counsel's office?

A. The three that I worked with the most would have been Scott Cole, Youndy Cook, and Jordan Clark, and it depended on the issue.

Q. Were they, like each attorney, assigned to a specific subject area?

A. Scott Cole would have been more of the generalist. Youndy Cook would have been more involved in maybe litigation-type matters or personnel issues that were contentious. And Jordan Clark was more oriented towards legal activities that involved the athletic association.

Q. Okay. I would like to take a step back in time and ask you about a conversation that I believe you had with Scott Cole approximately 10 years ago, maybe even 11 years ago.

MR. GREENE: Woo.

BY MS. MITZ:

Q. Do you recall having a discussion with him about the fact that funds were being either transferred or loaned to the athletic association and telling Scott that that -- that idea of transferring or loaning those

funds may lead to an audit hit or comment?

A. No. What I do remember -- what I do remember is that, and I don't remember the timeframe, I'll be clear on that. Probably ten years ago, I'll use that as a very round number.

Q. Okay.

A. After one of the board meetings, and that, I believe, was when the old board of regents was in place, not the board of governors. A question came up in a board meeting, not to me, but -- in fact, I was not even in the room, about could we help out the athletic department in some way to help them grow the program and move ahead?

So the president asked me if we could loan them a million dollars.

I double checked that with our then controller, Linda Bonta, and we agreed there was no prohibition against doing that, and so we did. And over the years we added to that.

And then a few years later, the state auditors had a problem with that that they expressed, and so we stopped doing that. And subsequent to that, the athletic department has been making annual payments back to repay those loans.

Q. Okay. I have -- actually, Don has a copy of

what I think might be the auditor general report that you just referred to. So if you could just flip to --

MR. RUBOTTOM: Document 1.

BY MS. MITZ:

Q. It should be page seven of the audit. It will be the first document in your packet. If you can kind of glance through that and see whether that is sounding like the situation you just described?

A. The -- it looks -- it looks -- I'm just generally looking at it, and it looks like it's appropriate except for the part where it says that only two of the loans have been approved by the university president and none of the loans were approved by the board of trustees.

I never was involved in loans to the athletic department that the university president was not aware of.

Q. Okay.

A. And so from there, I wouldn't have been involved with wanting to bring it up or even needing to bring it up with the board of trustees. That would have been something between the president and the director of the athletic association in some of their conversations and meetings.

So I didn't unilaterally make a loan without

having the president know that that's what we were doing.

Q. Gotcha, okay. Do you -- do you have any recollection of Scott Cole being involved in this?

A. No.

Q. Okay. Do you have any recollection of Scott Cole ever mentioning to you that something he was intending to do may end up in an audit comment or an audit ding?

A. I'm sorry. Say that again.

Q. Sure. Do you have any recollection of Scott Cole saying to you that an action he intended to take may result in an audit comment or an audit ding?

A. An action Scott was taking would result in an audit comment?

Q. Yes.

A. Not offhand.

Q. Okay.

A. Wait. Let me think for a minute.

Well, no. This was not a comment about an action to be taken. It was just a conversation about the -- the problem that was statewide with all the universities having to do with faculty reporting hours, and it was an issue that no one had a good way to really do that accurately.

And we knew that we would continue to get audit comments about that, and it was one of those problems nobody had a real answer to across the system. Those were the kind of conversations I might have had with Scott about audit issues.

Q. Okay. Was Scott Cole on the facility budget committee?

MR. RUBOTTOM: Hey, Carine, can I just go back and go through a few of the details on that?

MS. MITZ: Sure.

MR. RUBOTTOM: Because we are trying to figure out what that working relationship was like.

We don't know anything more about the loan than what we read in the audit reports. I think it was referred to again two years later, but they mentioned there were promissory notes. Were those promissory notes executed each time that monies were -- were loaned --

THE WITNESS: Yes.

MR. RUBOTTOM: -- to the DSO or were any of those executed later?

THE WITNESS: I can't define later. It would have been -- it would have been a reasonable amount of time.

MR. RUBOTTOM: You wouldn't have just put a

loan on the books?

THE WITNESS: No.

MR. RUBOTTOM: You would have --

THE WITNESS: No.

MR. RUBOTTOM: You would have evidenced those loans?

THE WITNESS: Absolutely. Those loans were evidenced in some sort of a document that would have been handled through finance and accounting, yes.

MR. RUBOTTOM: Thank you.

THE WITNESS: Yes.

MR. RUBOTTOM: And I'm not very good at this, so that's why I'm talking over you, so I'm sorry.

Would the general counsel's office have participated in or reviewed the promissory notes before they were executed?

THE WITNESS: I wouldn't have been involved in that transaction, so I don't know. It could have, but I know there was a good working relationship between finance and accounting and the general counsel's office. So there very well may have been conversations about the documents and how they were worded, but I wasn't involved in it.

MR. RUBOTTOM: One thing that I find interesting is that on that 2008 audit, there's

extensive discussions about the general counsel's opinion about the validity of those loans.

So the university was, in response to the audit, appeared to be disputing the auditor's conclusions, and we understand that happens in audits.

THE WITNESS: Right, right, right.

MR. RUBOTTOM: I'm trying to figure out if you have any recollection if the general counsel's office got involved before the exit interview or if that would have been interaction after the exit interview?

THE WITNESS: I don't recall that. I don't.

MR. RUBOTTOM: Do you recall any audit comment over the last ten years where you brought -- where the finance department brought or any department brought the general counsel in before the exit interview to help understand the validity of the auditor's concerns or anything like that?

THE WITNESS: Depending on the issue, I know we would have talked to the general counsel about various things. But I can't specifically -- if you're asking -- if you're asking me was there a working relationship between F&A and the general counsel's office, the answer is yes.

MR. RUBOTTOM: Right.

THE WITNESS: I can't really relate to you all the specifics of the conversations they might have had because there could have been telephone calls, there could have been meetings. They could have been brought up in other meetings. But there was a working relationship between those two departments.

MR. RUBOTTOM: Who would, in the process of dealing with the auditor -- I mean, we've got access to a bunch of e-mails from last spring where these, the Colbourn Hall issues were being discussed.

Who would ordinarily, in your department, engage general counsel in analysis at that stage of an audit?

THE WITNESS: It would have been somebody, probably, that reported directly to me. If it was a financial issue, it would have been Tracy Clark, more than likely. It could have been Misty -- not Misty, but Christy Tant, more likely Tracy. If it was a building issue, it would more than likely have been Lee Kernek, and she would have talked to Scott primarily, possibly Jordan Clark.

If it was a police matter that police reported to me, they would have more than likely worked with Youndy Cook. She got involved in a lot of the

police issues.

So there was that working relationship between my direct reports and general counsel on a regular basis depending on the issue involved and who was the knowledge expert.

MR. RUBOTTOM: This spring when the auditor was asking questions about Trevor Colbourn Hall and the funding source, is it -- who do you think was point on that, on that issue?

THE WITNESS: I believe there were two people that were point, and it would have been Tracy and Christy; Tracy Clark and Christy Tant.

MR. RUBOTTOM: And why would that not be Lee, because it's funding rather than a --

THE WITNESS: Exactly. It's a funding issue more so than a construction issue. Lee may have been in the conversation, but not as the point person.

MR. RUBOTTOM: Okay, okay. Did they consult with you during that process? When did you get brought into the loop on that?

THE WITNESS: They kept me informed of what the conversations were at kind of a 30-foot -- 30,000-foot level. I didn't get into the details of every conversation, but they would let me know we're

having this conversation, they're asking questions about this kind of thing, and these are the responses that were given. And it was for my information.

MR. RUBOTTOM: Right. Did you at any point before the exit interview bring the issue up to either Dr. Hitt, because it was going on during his last couple of months, or Dr. Whittaker after he succeeded the presidency?

THE WITNESS: I feel confident -- I can't say for sure, but I feel confident that Tracy Clark and Christy would have been talking to the provost about it because Tracy Clark reported -- she had a dual reporting relationship. She reported to the provost as well as reporting to me. And those -- in the last year or so, she actually had more regular meetings with the provost than she did with me.

So it would strike me as odd if that information wasn't conveyed to the provost.

MR. RUBOTTOM: Okay, Carine.

BY MS. MITZ:

Q. So was Scott Cole on the facilities budget committee?

A. I don't know if he was an official member, but I know that he or one of the other auditors would sit in

on those meetings when we were having the discussions. There's a record somewhere of who the official members were, and there may have been minutes as to who was there.

Q. Okay. Do you recall whether he was also on the university budget committee?

A. Again, officially, I am not sure, but I know I distinctly remember him sitting in on all the meetings, so he was there.

Q. Okay. So with that recollection that he was present at the meetings, would it be fair to say he would have heard discussion about the use of E&G for capital projects?

A. Absolutely.

Q. Okay. And do you recall him ever questioning it or objecting to it?

A. No.

Q. And do you think he would have heard those discussions on more than one occasion?

A. Absolutely, yes.

Q. Okay. Now, to your knowledge, do you know if documents that were prepared for the board of trustees, such as the five-year capital improvement plan and the annual capital outlay budget, do you know whether those documents passed through Scott Cole's hands before they

made it to the board of trustees?

A. Scott Cole got advance copies of all of the materials going to the board meetings, both the full board or the committee meetings in advance of those meetings, as did our internal audit -- auditor. And if I'm not mistaken, all those materials were forwarded to the board of governors as well.

And I know in recent times when we went from paper to electric copies of all the materials, the board of governors had access to all the materials, including the attachments that would be present in a board meeting. So everybody had everything in advance that we were giving to the board for their review and comment, if any.

Q. And would that everybody include Whittaker's chief of staff?

A. I don't know how the distribution was in the provost's office, but it was certainly available. It was nothing that would have been kept from them in any way. It was readily available.

So how the distribution went in the provost's office, I couldn't say.

Q. Okay.

A. But there was -- it was not controlled by the provost in that it was readily available to anybody that

wanted it. I'm just thinking of the official distribution list.

Q. Okay. All right. So what I would like to discuss now is the discussion or discussions that you had with President Hitt regarding the use of E&G funds for what was initially the Colbourn Hall renovation, and then what turned into the Trevor Colbourn Hall construction.

I understand that you had a conversation with him at one point, and so I'd like you to give me as much detail as you can. If you recall the date, who else might have been present, and what was said, I would greatly appreciate that.

A. Well, as we established earlier, I had a relationship with Dr. Hitt where I could drop in. We talked about things in formal meetings, but also just outside of formal meetings.

And this project started off as what was going to be -- well, first of all, that project started with increasingly mounting complaints about the health issues, the air quality and all that in the old Colbourn Hall. And so we initiated a formal request to the legislature for -- through the board for PECO money for renovation.

And so I know we talked about it, the board

talked about it. There was a lot of discussion about it. As time went on with that project and we got our professionals involved, the architects, the engineers -- you've probably read some of the documents. That project slowly morphed from a small -- smaller renovation into a bigger renovation, and the more we learned about that building, the worse we realized it was.

There was a period where we were going to build a new building that just replicated the size of the old Colbourn Hall, and once that was finished, move everybody into it. That turned out -- I'll get to this in a minute, but through those discussions until it finally got to the point of being the full-blown Trevor Colbourn Hall, at that point where the provost was really deeply involved in that one. And we added about 10 million because of the increased scope to the building to accommodate all the new faculty hires and so forth.

The president and I had off and on conversations about that through that process.

When -- and remember, our role in that process -- when I say "our," I mean administration and finance and some of the budget committees, our job was to make recommendations to the provost and the

president, and the decisions as to what to do fell to those two, and then if it required board action, it went there.

So I remember being in a meeting. I couldn't give you the exact date, but I remember being in a meeting with Dr. Hitt when it was getting to be a bigger project, up to that $38 million, and we were using carryforward money for it. I did not know that there was a specific legal prohibition against that, and I want to make that emphatic, that statement.

I really did not know there was a prohibition against it, but I knew it was something that had not been -- it was not a conventional way of paying for a building. In the past, before the PECO money dried up, we would make requests, we would get PECO money allocated by the legislature, and we would take care of things. If it was a revenue-generating building, we would issue a bond and take care of it that way.

But with the building deteriorating, life safety becoming a real issue, and we looked at the other sources, other avenues, and carryforward, the leftover money from the prior years seemed to be something we could use to get the people out of harm's way.

So that was my recommendation. I told him because of -- I don't recall exactly my words, but I

said because of the size, 38 million, and it was not done in a conventional way, that the auditors would certainly flag that for review and have some comment about it.

So I said we will probably get an audit -- I think I used the phrase, "audit hit," for the way we handled this, but I felt that I could explain it because of the emergency nature of what we were doing, and we'll work out some kind of solution with the auditors.

I didn't think it would be anything near what has turned out to be a concern for everybody now. And I think that's partly because I didn't know that it was -- I was going to be charged with doing something, quote, illegal.

Also, at that time, I didn't know -- and nobody seems to pay any attention to this, but there's also a state statute out there -- the calamity statute, I'll refer to it as -- that says under calamitous situation, E&G money is appropriate to use for a building, but I didn't know that, either.

Q. Okay.

A. Neither one of those things. I just thought that because it was 38 million, unconventional in the way we were doing it, the auditors would surely have something to say about it. And they did.

Q. Okay. President Whittaker has come out and has admitted to being in a meeting, just like the one you've described where that statement was made. Do you recall if the meeting that you are discussing right now is that one or whether you --

A. No.

Q. -- guys would have discussed this again with Whittaker in the room?

A. I don't recall that. What my memory is, is that was I focused on Dr. Hitt, and Lee Kernek was with me, and there was somebody else in the room, but I wasn't focused on that or them. So I would have to rely on others to say who else was in the room at the time.

Q. Do you recall whether you had that discussion with Dr. Hitt on more than one occasion?

A. I don't recall having a conversation with him necessarily directly about the -- about the potential for an audit comment. But I mentioned it so many times to -- I bet I talked about the fact that that was going to happen to over a hundred or more people in the course of that event.

It was just a way of preparing them for -- the way it would come up in a meeting is we'd talk about Trevor Colbourn Hall, the lack of funding from the state to do anything about it, the fact that Lee had -- Lee

Kernek had tried to go through the board of governors to get some assistance with that project, and she was told there was no money. And essentially, the way she expressed it to me, they said you're on your own.

And so I think another report that I got from -- from some of the folks that work for me was that through some of the legislative staff, they had said basically the same thing. You know, you're on your own on this one. You're not --

Q. Okay.

A. You're not getting any relief from the state.

So when I would bring that up with people and say because we're doing it in this way, which is unconventional, we'll probably get an audit comment for it, but considering the emergency that we were facing with students, faculty, and staff in a building that was going to harm them, all that I talked to agreed with me, we really had no other choice. We were truly between a rock and a hard place as far as what to do.

And my recommendation was certainly to take care of the people and worry about how to respond to an audit comment later, which I did not think would be that difficult to do.

As it turns out, in hindsight, it turns out to be a very difficult thing to respond to, but at that

time I did not think it would be because of the situation we were faced with.

Q. Okay. When you just said that most or everybody that you talked to about this understood and agreed that this was the route you had to take, would that include Provost Whittaker?

A. He was present in some of those conversations I'm sure, because some of the times I did it were at -- I was asked periodically to appear before different groups, maybe a meeting of faculty, a dean's meeting or different ones that the provost would be -- sometimes he'd be present, sometimes not. And that would come up in some of those meetings.

I know when I did orientations with student groups for the ones -- the students that were doing tours at campus and were explaining what the visitors were going to see, and we'd hit on the new construction that was going on, I would describe it there and often say that this is something that's unconventional, we'll probably take some audit criticism for it, but considering the safety involved, I think it's something that we should go forward with. And I really believe that was the right thing to do.

So I talked to a lot of people about it. I brought it up in a board meeting one time after we were

talking about --

Q. Okay.

A. We were talking about capital projects, and I made the comment after Trevor Colbourn Hall came up that I thought we would get an audit comment as a result of that. And I got no -- nobody on the board said anything, and the provost was there.

Q. Do you recall what board meeting that occurred at?

A. No, I don't. I'm sorry. It was not something that I was thinking about recording until the questions started coming up now.

But I distinctly remember doing it, and being a little bit surprised there was no comment or anything. It just went on.

And Scott Cole was there, too, at that meeting. It was a regular meeting so everybody was there that normally is, which would include either Scott or somebody on the general counsel's group and the board members.

MR. RUBOTTOM: Carine, let me ask a couple.

Was that the full board or the finance and facilities committee?

THE WITNESS: As I recall, it would have been the finance and facilities meeting.

MR. GREENE: Try to let him finish his question and try not to talk over him.

THE WITNESS: Okay.

MR. GREENE: You're doing pretty good.

MR. RUBOTTOM: You talked earlier about when the issue of the loan came up, of talking to the controller about that.

We've heard discussions about Lee and others around the state, who when they have a concern about the size of a capital project that they are doing with E&G, that they go to Chris Kinsley for counsel on that.

THE WITNESS: Yeah.

MR. RUBOTTOM: One of our questions that keeps arising is where we get our expertise when we lack it. And I'm curious why you wouldn't go to audit for a question about -- internal audit for a question about a loan, the legitimacy of a lending practice or go to general counsel about the -- why you would go to the controller.

Would you expect the controller to have a solid working knowledge of all those -- all the legal requirements about things like lending money?

THE WITNESS: That's an interesting question, but let me -- I'll have to answer it in the sense

that at any particular point in time, you have staff that have strengths and some that have weaknesses.

At that particular time, Linda Bonta had been around for decades and was probably the most knowledgeable person that I could go to, to answer a question about the efficacy, if that's the right word.

MR. RUBOTTOM: Propriety?

THE WITNESS: Propriety of a loan like that. She was -- and also, she was probably the most conservative financial person on the campus at the time.

MR. RUBOTTOM: Can you spell her last name for the reporter?

THE WITNESS: B-O-N-T-A.

MR. GREENE: V as in victor?

THE WITNESS: Linda Bonta, B, bravo.

MR. RUBOTTOM: I understand that.

Let's talk about facilities issues. And the reason I ask is, it's my understanding that in recent years, if a university came to Chris Kinsley and said we've got a renovation of $5 million, that his response would be you can't go over two.

And what I'm trying to figure out is, my understanding of this, the Colbourn Hall

renovation -- forget the new building.

THE WITNESS: Okay.

MR. RUBOTTOM: The Colbourn Hall renovation started, from my recollection, at five to seven. I believe sometime in 2013, you all committed about $8 million. We've seen an allocation document signed by Provost Waldrop and Dr. Hitt in August of 2013 that memorialized that commitment as an $8 million E&G carryforward to a renovation project. And at that time, that's the only project that was on the books.

Did you have audit hit concerns about that size of a renovation project?

THE WITNESS: No, no. At that particular time, we all thought that renovation projects were okay for E&G carryforward dollars. That was just what we all thought. We all believed that, and therefore nobody questioned it because we all believed that was okay.

MR. RUBOTTOM: Did you draw a line if a renovation like involved an expansion of a building or did -- yeah, let's just say expansion. Did you draw a line there in your understanding at that time?

THE WITNESS: I didn't; others may have, but I

didn't.

MR. RUBOTTOM: Do you have -- I've been learning a lot of accounting terms --

THE WITNESS: Okay.

MR. RUBOTTOM: -- that I never wanted to learn. Chris Kinsley talks about capital renewal.

THE WITNESS: It's confusing.

MR. RUBOTTOM: There's discussions of deferred maintenance. I think I understand what maintenance is. I think I understand what deferred maintenance is.

I'm curious what you -- what your understanding of fixed capital outlay is in the state university system.

THE WITNESS: Capital outlay refers to a physical asset. Fixed means it's exactly that, it's fixed in place. It's not things that are added to the building afterwards, like furniture, fixtures, equipment, all that sort of thing. So it would be the fixed, nothing added into it later. It's a capital asset, if that makes sense. It does to me.

MR. RUBOTTOM: It does.

Who in finance administration would have been the most expert on that definition for purposes of working with state funds and working -- putting

together PECO list, all those things?

THE WITNESS: Well, there's two questions sort of embedded in that one.

The expertise was in the people at the top of that organization. It would have also been in Lee Kernek's area. But when it comes to the second part of that question having to do with the forms that we fill out and send into the state, those were forms that the way they were to be filled out was dictated to us because there was a desire at the state level to be able to compare universities -- then 11 universities, later 12, but to compare all universities in how they were using their money.

And so there were -- I know there were a number of questions from our folks about how to fill out some of these forms, what expenditures to put in what columns. And I know that all of them felt and believed that they were filling them out appropriately as the instructions dictated.

And I also was told by them that they did make some calls to the board of governors about some of their issues to make sure they were putting them in the correct columns.

So there was no intentional misleading of anybody, if that's where this is going, on those

forms that were filled out, because they were filling them out the way they were told to fill them out. And upon questioning, they still believed they were doing them the way it was supposed to be done.

MR. RUBOTTOM: Okay. Thank you. Carine?

BY MS. MITZ:

Q. Okay. When Provost Whittaker assumed the presidency late last year or last summer, did you have any like kind of briefing with him or any meeting to kind of get on the same page or develop a game plan or anything?

A. Not really. We had meetings, but I didn't -- I was not -- I didn't -- I don't feel that I was really developing any deep rapport there, if that's fair to say.

Q. Okay. Sure.

MR. GREENE: It's fair if it's true.

BY MS. MITZ:

Q. Can you describe the status of the relationship prior to the president asking you to resign?

A. I think it was a surface relationship. I don't think he really understood the way that a university operated outside of some of the academic areas.

I mean, he understood them. Let me make a distinction there. He understood those operations, but

I don't think he was really that interested in them.

Q. Okay.

A. And that was worrisome for me because everything -- to make an organization function properly, everything has to be balanced within that organization.

An example would be if you are going to add a hundred new faculty, you need to add support staff to serve those faculty, and you're going to have more space being utilized. You're going to need more people to take care of the space. There's just a whole series of things that need to happen.

An example might be if you -- if you took a stock car, pick any car, and you decided you were going to add a bigger engine to it, that would be great. You'll get more power. But if you don't also beef up the brakes and the braking system, the tires that are going to be put under stress for all the -- the bigger engine, that sort of thing, you're going to have a mess on your hands.

And I've had a little sense of that, that we can add more faculty and do some of those kinds of things, but I don't know that there was a real understanding of the implications down through the ranks. So I think that was a little bit of my uneasiness.

Q. Okay. So when the news came out that the audit finding was made or going to be made and people started realizing that this was going to be an issue, I understand that the president talked to you about taking your resignation, and initially you were going to be working through the end of the year?

A. Yes.

Q. At that time, did he convey any disappointment in you or your decision to use E&G?

A. What he said was that he thought that I did the right thing; I chose the wrong method to do it. And he --

Q. Did he seem upset with you? Understanding?

A. No, no.

Q. Sympathetic?

A. No, not at all. He -- in retrospect, looking back -- of course, I was thinking about this since then. What he implied or said was that you did the right thing, you chose the wrong method. You are going to take some heat for this over the next few months, and then we'll get past this.

And thinking back on it, I think he clearly meant you will take some heat, not we, and I should have read something, figured something was going on there. We'll have -- you can offer your resignation, retire.

And I said how about December 31st?

And he said sure, that's fine, and we'll have a party in the meantime and all that.

I said that would be a little hypocritical. I don't think that's appropriate.

And then I wrote a letter of resignation, as he requested, citing retirement and so forth. And that's the way that was until the audit -- let's see -- until -- I'm trying to keep my sequence of events straight in my head here.

When I think it really started to go downhill for me was when the chancellor called a conference call with the president and several other people, including me, to talk about the audit and his concern about it. He started the conversation with asking if Bill Merck was present, and I said, yes, I am.

And then he -- the chancellor really was -- sounded angry and was asking me about, didn't I know that that was wrong, and what did I know, and blah, blah blah. And then he wanted to know -- just scratch the blah, blah, blah.

MR. GREENE: She's not going to scratch anything. Everything you said is on the record, so answer the question.

THE WITNESS: Okay. So when -- when he was

really drilling down on me about that, and Vikki Shirley joined in, too, about, well, you couldn't have done -- been involved in this stuff alone. There must have been other people involved.

And it was my feeling at that point, my sense was that there was no way I was going to start taking innocent people that work for me and start throwing them under the bus in some craven attempt to protect myself. I just wasn't going to go there and do that when I was being attacked like that.

So what I said was, to deflect that, I just said, look, I'm the chief financial officer -- I think I said CFO. I'm the CFO, and it's my responsibility as CFO, rather than getting into answering questions about who else was involved and all that sort of stuff.

BY MS. MITZ:

Q. Okay.

A. And later, my statement there later got morphed into a little larger statement where Dr. Whittaker started saying Bill took full responsibility for everything that happened.

That's -- that's an exaggeration in the sense that what I was trying to get across was things of a financial nature that the people that report to me were

involved in as CFO, that's my responsibility. That's what I was trying to get across; not that I was taking on the responsibility for the president, for the provost, for the general counsel, for the chief auditor. They all have responsibilities, too, in everything that happens.

But I think in the next few days in an effort to protect the president and the board, the theme started to be Bill took full responsibility, an exaggeration, and it's all on him and none of us knew anything about anything.

Q. Right.

A. That was not -- I was just, frankly, highly disappointed at the lack of integrity and the lack of honesty that I was experiencing with the leadership at that time, to the point that I can tell you I could never work with that group again under any circumstance, because I would not trust them at all.

Q. Sure. So were there any discussions between you and President Whittaker immediately before that phone call?

A. If there were, I don't recall them because they were so inconsequential.

Q. So it's not like anybody, the president or the general counsel or anybody like that came to you and

said, listen, we want you to accept responsibility. You did that, it sounds like, to protect Lee Kernek, Tracy Clark, those guys; is that right?

A. Exactly. You're right.

MR. GREENE: Well, Bill, tell them about the conversations that you had about your appearing -- your request that you be allowed to appear at the BOG.

MR. RUBOTTOM: Can we hold that for just a minute and let me go deeper?

One of the things that we're curious about that we really don't have information about is what the internal conversations were between the exit conference and the conference call with Chancellor Criser.

Do you recall any of the interactions between the -- the upper ranks of the administration? Do you recall who was at the exit conference?

THE WITNESS: At the exit conference, my memory is a little sketchy, but I can tell you it would have been Tracy and Christy and Joel Hartman, because of IT, not because of any of this. One or two of the internal audit staff would have been present. There was probably, I'd say, ten or more people in the room. I think there was somebody from

student affairs in the room. There were a lot of people in the exit conference meeting.

MR. RUBOTTOM: Was Bev Seay there?

THE WITNESS: No, Bev Seay was not there.

MR. RUBOTTOM: Was any trustee there?

THE WITNESS: I don't recall.

You know, when you said Bev Seay, I don't recall her being there. That's not to say she wasn't. I wouldn't have focused on it. But I don't remember her being there.

MR. RUBOTTOM: Did you hear about or participate in any conversations with trustees about the audit between the exit conference and the chancellor's phone call?

THE WITNESS: I don't recall. It was all happening pretty fast. There was only a couple of days or so there.

MR. RUBOTTOM: But you don't recall -- do you recall any -- any serious concerns from the general counsel, the president's office, Mr. Heston, Robert Taft, anybody else in audit about the finding with respect to using E&G for Trevor Colbourn Hall before the Criser phone call?

THE WITNESS: I don't recall. I mean, there was certainly always concern when you -- let me

think about it. In the exit conference, when -- in the exit conference when it came up, since I had been talking about getting an audit comment for probably a year before, if not that, to many, many people, when that was the last one he mentioned and when he brought it up, I said -- I think I said "This is on me," because it was -- it happened in an area I was responsible for.

And I think -- I don't know if people were surprised by that or not, but again, CFO, financial comment, that's my area. It's not an IT issue. It was not a student development services issue. It was in my area of responsibility.

MR. GREENE: You think he's asking you a different question than the one he asked. He's asking you who was there and were there any discussions with anyone from the administration before the actual report came out.

MR. RUBOTTOM: Well, from the time they stopped talking to the state auditor in the exit conference until they heard from Chancellor Criser his extreme disappointment, was there any conversation among the higher administration?

THE WITNESS: Nothing that I recall of any great significance.

MR. RUBOTTOM: Okay.

THE WITNESS: Nothing I recall of any great significance, because it all came down on me after the chancellor's call.

MR. RUBOTTOM: That's what we understand.

Now, when -- you were beginning to talk about how the leadership responded to you after that, the board meeting on the 6th, the governor's meeting on the 13th, those are all highly publicized.

THE WITNESS: Right.

MR. RUBOTTOM: We watched most of them. Carine came down to the September 20th meeting herself.

But in that timeframe, would you say that the focus of the board of governors was on understanding how it happened or would you say that their focus was on finding people to blame or neither?

THE WITNESS: Both. I would say both.

MR. GREENE: Tell him about the conversations that you had with them about your request you be allowed to appear at the BOG meeting on the 13th, all the things they were telling you.

So step back, take a breath, hold on. Take a breath, and now tell everything that happened before you resigned and the things you were being told.

THE WITNESS: Well, I was called to a meeting

right after that, but prior to a board meeting, a board of trustees meeting, by Grant Heston, who is the chief public relations officer for the president, his chief of staff and PR guy, and Scott Cole, who is the legal counsel to the president, who I believe sees his first duty is to protect the president.

They asked me at the board meeting the next day, what would I say, what would I do? And I went through some stuff with them.

And apparently they decided it was best if I didn't show up at the meeting, because I thought it would be important for me --

MR. GREENE: What meeting?

THE WITNESS: The board of trustees' meeting. It was very important for me at that time, since I could see I was starting to get accused of a lot of stuff, to explain why we did what we did.

It still hadn't sunk in, the reported illegality of it. It was the -- I didn't think people truly understood why we did it and how important it was to have done that, and I wanted to talk about that.

Well, anyway, they told me it would be best if I didn't come to the board of trustee's meeting. So

I never got a chance to answer questions or say anything to the board of trustees.

Following that --

MR. RUBOTTOM: Excuse me. That was a September 6th meeting, that first meeting?

THE WITNESS: It was the first meeting right after whatever date that was.

MR. RUBOTTOM: Okay.

THE WITNESS: And then following that, we were going to have -- there was a board of governors' meeting; right?

MR. RUBOTTOM: The 13th, I believe.

THE WITNESS: And it was suggested at first that I not show up. They said it's going to probably be kind of ugly; it's best that you're not there. I know I wasn't understanding that exactly.

And I said okay, and then I started thinking about it, and it didn't make any sense to me for me not to be there. First of all, I didn't want to make it appear that I was afraid to be there, because I wasn't.

The second part of it was, I started to not believe that they would explain anything about the circumstances, why we did it or that we didn't understand it was not legal.

And so I thought, this is a two-day meeting. And so right at the beginning of the first day, I guess it was, I called some of the people who were already down at the meeting site in Sarasota. And I called to talk to Scott and say that I would like to attend that meeting, even though they said they didn't think I should be there. I thought it was important that I show up at that board of governors' meeting so that I could explain some of those things.

And he said, no, the president doesn't want you there. But I said I think I should be there.

And he said if you show up when the president told you not to, it's going to be an act of insubordination.

Well, that means you get fired instead of resigning; didn't sound like a good choice.

And so he said, do you want to talk to the president about it? And I said yes.

So he put Dr. Whittaker on the phone. Dr. Whittaker repeated he didn't think it would be a good idea for me to be there. It wouldn't be good for UCF if I was there. It wouldn't be in the best interest of UCF for you to be there.

And I said, well, it could be in my best

interest because they're going to be talking about me, and I'm subject to losing -- well, I'm losing my job over it and everything. So it's important to me to be there.

And he said something about, well, I'll try to keep it -- I'll keep it away from you being fired in the meeting, but I don't want you here.

So what was I going to do? So I didn't. I watched it on the computer screen like everybody else did and was appalled at what I saw.

After the meeting was over, I think he was in a break room with some of the board members afterwards, and they were asking is this person that had been vilified -- me -- still on the campus?

And so he left the break room, called me on his cell phone, and said, they are giving me a lot of heat about you being there. I want you to -- I think we should up your resignation to right now.

So 15 minutes later, I left my office, and that was it, the end of a 22-year stint at UCF. Plastic bag in my hand with pictures of my wife. It was -- it was pretty brutal.

MR. RUBOTTOM: I understand.

Between the Criser phone call and that September 13th BOG meeting, did you have any

conversations with BOG staff about what happened, why it happened?

THE WITNESS: I talked to Chris Kinsley because I was afraid the story about why we were doing it wouldn't be told.

So I went over it with him, but he was not allowed to speak at that meeting. He normally gave the introduction to the facilities committee about what they were going to talk about and all that. So when I was watching it on the screen, I was surprised that he didn't do it.

And I called him ahead of time saying I wouldn't be there, but at least can you make sure people know why we were doing this, that we had a dangerous emergency situation on our hands.

MR. RUBOTTOM: Thank you. Thank you.

But they never reached out to you in that timeframe?

THE WITNESS: No.

MR. RUBOTTOM: Okay. Let's go back a week. Leading up to the September 6th, which I believe is the emergency meeting of the board of trustees, between the Criser phone call and that meeting, did any trustees reach out to you and ask how did this happen, why did this happen?

THE WITNESS: No.

MR. RUBOTTOM: Did you reach out to any of them.

THE WITNESS: Yes, yes. I don't remember the timeframe, but -- you know, down to the day.

MR. RUBOTTOM: Right.

THE WITNESS: But I reached out and I was in some meetings where one or two or three of the -- like one of them was David Walsh, another was Bob Garvy, and one was Mr. Lord, John Lord.

MR. RUBOTTOM: Who would have called these meetings?

THE WITNESS: One was a medical school meeting. It was totally unrelated to any of this.

MR. RUBOTTOM: Okay.

THE WITNESS: All three of these things were totally unrelated situations. They happened to be there, I happened to be there. And I was feeling that they didn't understand what had gone on with the -- they had heard me saying before there would be an audit comment.

And I was feeling really bad about everything that had happened at that point, and I wanted to make sure they understood the rationale, even though it had been talked to them before. I just felt

obligated, because I had respect for these guys, to at least talk to them about what had happened.

MR. RUBOTTOM: Thank you. I think Carine has some more questions about some of those interactions later. I just wanted to get the context within the framework of these meetings where --

THE WITNESS: Right.

MR. RUBOTTOM: -- your work was discussed.

THE WITNESS: Right.

MR. RUBOTTOM: One other thing: Did you watch the video or a recording of Scott Cole's presentation on the 6th where he went through the history of the project?

THE WITNESS: No.

MR. RUBOTTOM: You've never watched that?

THE WITNESS: No.

MR. RUBOTTOM: So have you reviewed the agenda items that were published for the 6th?

THE WITNESS: I probably did, but I don't remember it.

MR. RUBOTTOM: If you had, I was going to ask you if you disputed any of that.

On the 6th, he indicated that refunding had already occurred. Are you aware of any refunding of E&G that had occurred prior to September 6th?

THE WITNESS: No.

MR. RUBOTTOM: Are you aware of any planning of refunding prior to September 6th?

THE WITNESS: The first -- the first comment about refunding came up in the actual exit conference when Kathy Mitchell was -- she was one of the ones attending the exit conference, and she asked the auditors, is a potential remedy for this to replace those funds?

And they responded that they're just making the report up the chain. They will have to get back with us about responses to that.

MR. RUBOTTOM: But to your knowledge, between April when the questions started being asked and that, did finance and administration then begin to think about that possibility?

THE WITNESS: Oh, oh. When they started getting the questions that was leading to the potential that we didn't know it was wrong and they were saying it was, they started looking at some of the planned expenditures with carryforward money and started to reverse -- to replace some of that, yes.

That was in response to their -- the inquiries and where the audit was going, they felt like that was going to be an audit comment and we might as

well start taking some corrective actions now.

MR. RUBOTTOM: When you say they --

THE WITNESS: That would have been finance and accounting.

MR. RUBOTTOM: And who particularly?

THE WITNESS: It would have probably been Tracy and Christy.

MR. RUBOTTOM: Okay. Thank you. I'm sorry, Carine. I know we'll get back to some of that again later.

MR. GREENE: I'm sorry for interrupting.

BY MS. MITZ:

Q. Okay. I want to ask you some more questions about President Whittaker.

So at any time during discussions between the two of you after the BOG call, did he express any disappointment in you or did he appear upset or even accuse you of having misled him?

A. No, no. I could tell he was not happy -- not happy is not the right word. Let me rephrase it.

He was concerned about the criticism.

Q. But he never outright accused you of having misled him or not informed him of what was going on?

A. That all came later.

Q. Okay. So apparently, President Whittaker

contacted Trustee Walsh at some time while Trustee Walsh was in England. I don't know what time that was. I'm suspecting it was after the BOG call.

And it's alleged that President Whittaker told Trustee Walsh that he had signed documents authorizing the use of E&G funds for the Trevor Colbourn Hall project, and that he was furious with you because you had -- you basically tricked him into signing that form.

Number one, do you know when Trustee Walsh was in England so I can figure out when this phone call would have happened?

A. And so the fairytale began. I don't know when he was in England and I don't -- I was not told about that particular conversation, and I did not -- I did not.

Q. Do you know what form President Whittaker would have been referring to?

A. No, I was not privy to the conversation so I don't know what they were talking about at all.

Q. Did he ever tell you that you tricked him into signing a form?

A. No.

Q. Okay.

A. Nope.

Q. Did he -- did Provost Whittaker start

discussing the university budget immediately or almost immediately after joining UCF?

A. He was very interested in the budget, yes. The way it works at UCF is that the president looks to the provost to be the number two-person on the campus, the chief academic officer, and also the chief budget officer.

And so he was interested in budgets, and over time made moves to get more involved, like, for instance, with Tracy Clark who reported to me as an associate vice president. He came to me and wanted to split her responsibility between me and him.

And so we gave her another title that's so long I can't remember it, but he -- he wanted her to be able to tell him about budget matters in some great detail. And I know they met quite frequently after that.

Q. Did you ever object to that request, that she start reporting to him as well?

A. I had concerns about it that I expressed and we talked about it.

And I said I've had dual reporting relationships before; they often don't work out. It will only work if the people involved want them to work and we are cooperative about it. And I felt that -- that with Tracy and me and Dale, we could make it work.

But I had trepidation about it.

I think in one of Tracy's annual evaluations, I wrote that in there that initially I had reservations about the dual reporting, but it appeared that it was working out well and so my concerns were alleviated. I said something to that regard in an annual evaluation of Tracy's.

Q. Okay.

MR. GREENE: Do you need a break? Do you need the bathroom or anything? You're not chained to your chair.

MR. RUBOTTOM: I'm going to need one in about 15 minutes.

MR. GREENE: Good.

MS. MITZ: Okay. I'll keep moving then.

MR. RUBOTTOM: Are you okay, Carine?

MS. MITZ: Yes, I'm fine. I can wait 15 minutes. Yes, I'm good. Thank you.

BY MS. MITZ:

Q. So Mr. Merck, did Provost Whittaker ever seem intimidated by you --

A. Oh, no.

I'm sorry for interrupting. I'm sorry for interrupting. No.

Q. Okay. Did he sometimes challenge your ideas or

your position?

A. Not really.

Q. Did he ever question you or your decisions?

A. No, not that I recall.

Q. Okay. Did he seem to grasp the budget information that he was being provided when he first came on board?

A. I can't answer that. I don't know what he was grasping versus what he was told or given.

Q. Okay. In discussions that the two of you had, did he ever refer to his experience at Purdue working with state-appropriated operating funds?

A. No. If he did, it was in general terms, not that specific. I don't recall it.

Q. Okay. Did you -- when you used the term or hear the term carryforward, what does that mean to you?

A. It means leftover -- leftover operating money from the prior year.

Q. And when you say operating money, do you mean E&G?

A. In the context of carryforward, yes.

Q. Are there other carryforward funds in university accounts?

A. Yes. There would be a carryforward, say, in some of the auxiliaries, like the housing budget would

have money left over in the housing budget that would carry over to the next year or the parking services budget would have money left over that would carryforward.

But in the context of carryforward in the meetings that we were talking about here, it was E&G.

Q. And so with Provost Whittaker regularly attending those meetings, would you expect that he, too, would have understood that the term carryforward meant E&G carryforward?

A. Yes.

Q. Did he ever express any confusion about the term or ask what does that mean?

A. No.

Q. What does the university's annual budget include? Does it go beyond the academic budget?

A. The annual budget of the university last year was right at $1.8 billion, and that's a little hard for people to grasp, and that's why we have the meetings with the trustees to go over it. And I could elaborate on that if you want, but I don't know that it would help.

Q. No, I don't think that's necessary right now.

MR. RUBOTTOM: Let me ask. I think our question goes to when you refer to the budget

responsibilities of the provost, which I take means Waldrop, before. This is just --

THE WITNESS: Right, right.

MR. RUBOTTOM: -- how Dr. Hitt ran the university.

THE WITNESS: Exactly.

MR. RUBOTTOM: So those budget responsibilities, obviously, they entailed academic budgets, the E&G budget. Would that include the auxiliary budgets?

THE WITNESS: At a high level, yes.

MR. RUBOTTOM: Would that include the capital budgeting at a high level?

THE WITNESS: Yes, absolutely.

MR. RUBOTTOM: Okay. Would that include the non-academic operational -- I assume there's got to be some plant, physical plant operation that's not necessarily --

THE WITNESS: Right.

MR. RUBOTTOM: -- designated as academic, infrastructure.

THE WITNESS: I'm thinking about that. I'm not quite sure how to answer because I'm not quite following the question.

MR. RUBOTTOM: Well, there's nothing that goes

in to the entire budget of the university that's not under that umbrella you described in the provost office; is that correct?

THE WITNESS: Correct, yeah.

BY MS. MITZ:

Q. Did at any time Provost Whittaker try to distance himself from having responsibility over the university's entire budget and just claim responsibility over the academic budget?

A. I think that really became clear after the audit and after the chancellor was expressing displeasure. I think that's when that distancing began in earnest, yes.

Q. Okay. All right. Did the provost have approval authority over the operating budget presented to the board of trustees?

A. He recommended -- well, my role was in recommendations, not decision making. He and the president would make the decision, but usually it was the provost's recommending it to the president, but the two of them would make the decisions as to what would go before the board of trustees.

Q. Did the provost have approval authority over proposed capital projects?

A. Only to the extent that he would be part of

formulating the recommendations that would go to the president, that he presented to the president and went to the board. But he was intimately involved in the process, yes.

Q. Okay. And did he have approval authority over the source of funds for capital projects?

A. That's a complicated question. It depends on the project and what's -- what we're talking about. If it was -- if it was a PECO project, the legislature decides what we're going to get and appropriates it. So he wouldn't be in an approval process there.

If we were issuing bonds for housing or something like that, he wouldn't be in the approval process for that.

When it comes to money that comes in, say for purposes of making this simple, in a lump sum from the state and its apportioned among the different entities on the campus, yes. He's involved in approving those things, how it's distributed internally.

MR. RUBOTTOM: Let me ask a follow-up to that, Carine.

Would he also be -- have approval authority over any E&G -- any central reserve E&G commitments to capital projects?

THE WITNESS: He would be -- he would be

intimately involved in the discussions among -- well, repeat the question. I'm starting to lose my answer.

MR. RUBOTTOM: Would he have approval authority over any commitments of central reserve, E&G carryforward to a capital project?

THE WITNESS: Yes.

MR. RUBOTTOM: And then it's my understanding that the university earns overhead from the auxiliaries --

THE WITNESS: Right.

MR. RUBOTTOM: From the various services that are provided --

THE WITNESS: Right.

MR. RUBOTTOM: -- and that those revenues are seen as kind of an enterprise revenue or whatever, but they don't have strings attached, like E&G or PECO.

THE WITNESS: Left over E&G, correct.

MR. RUBOTTOM: So those are revenues that are in the big mix.

Would the provost have approval authority over commitments of those funds to -- to a capital project?

THE WITNESS: Yes, yes.

MR. RUBOTTOM: Thank you.

MR. GREENE: Is this a good time to take a break?

MR. RUBOTTOM: It probably is.

(Brief recess.)

MS. MITZ: Back on the record.

BY MS. MITZ:

Q. Mr. Merck, I would like to ask you a little bit about Tracy Clark. How long had you worked with her prior to her taking on the additional responsibility of reporting to Provost Whittaker?

A. Oh, gosh. I can't tell you exactly. I think probably -- I'm guessing maybe four years before, maybe four or five years -- four years before we split the role.

Q. Okay. Can you describe her as an employee?

A. I can't say anything but good things about her. She is very intelligent. She is -- knows accounting, a good personality, easy to work with.

She does the work of two people. In fact, that's one of the things that I am really sad about when I hear that the president is getting rid of Tracy and Christy Tant, because between the two of them, they seriously do the work of four people. They are just absolute assets to UCF.

Q. So knowing the type of employee that she was, would you have expected her to fully explain and educate Provost Whittaker on budgetary matters or documents that she provided him so that he would be knowledgeable and prepared to discuss them?

A. Absolutely. No doubt in my mind.

Q. Did you ever instruct Ms. Clark, Ms. Tant or any other employees to withhold information from Provost Whittaker?

A. No, never.

Q. Did you ever instruct any employee to withhold information from anybody?

A. Nope, nope.

Q. Did Ms. Clark ever discuss her meetings with Whittaker with you?

A. If she thought I needed to know the information they discussed, she would. She liked to try to keep us both informed of important things, so it depended on the importance of the topic.

Q. And do you know whose idea it was to form the facilities budget committee?

A. It was Dr. Whittaker's.

Q. Okay. And was it also his idea to resurrect the university budget committee?

A. I'm hesitant. I'm hesitating because it was,

but it might have been with input from the president.

Q. Okay.

A. But he was the one that implemented it.

Q. All right. Well, did either one of those committees remove any budget powers from you?

A. Well, my role is really recommending things, not approving things at that level. So it didn't take any of my input away.

Q. Very good. Okay.

Did the provost have approval authority over all the budget decisions made in the budget chat meeting and the meetings of the university budget committee and facilities budget committee?

A. There's really two parts to my answer on that. One of them is if it were smaller things, like in the hundreds of thousands, a few hundred thousand dollars, he would decide and implement things. If it gets into the millions, he should and I believe he did go to the president for approval for those things.

Q. Okay. Do you recall any time when you took something over Provost Whittaker's head to the president to override Provost Whittaker?

A. I'm thinking, and I'm not coming up with -- I'm not coming up with anything, no.

Q. Okay. Did you ever discuss using E&G funds for

other capital projects with President Whittaker?

A. In the -- in the budget meetings when we were looking, this university budget committee, the one that you just mentioned that he reinstituted, when we would have a big meeting, we would talk about what our needs were that would bubble up from the deans and the other vice presidents.

And then we'd look at the resources that were available to meet those needs. There would be a mix of things like E&G carryforward or the overhead dollars or state appropriated -- you know, we looked at all of the revenue sources and then planned expenditures all as a group like that. And so he was intimately involved in all of that.

Q. Okay. Do you recall a time when Provost Whittaker offered funds from his -- from the provost budget to be used to fund CREOL, the CREOL Building?

A. It seems to me I've seen something later about that, but I wasn't really focused on that particular project. There -- in the things that I do with facilities, at any given time we probably have close to 300 minor projects that are under way, and we'll have two or three, depending on the year, large projects that I'll get involved in.

And that CREOL project fell kind of in the

middle there, and I didn't really pay much attention to it. It was something the budget committee wanted to do, and if the provost volunteered money from his budget to accomplish that because of his interest in research, that easily could have happened.

Q. Okay.

A. I wasn't -- I wasn't personally involved in that one.

Q. Okay. Do you know who directed that E&G funds be transferred for the band building?

A. That one was one that I was involved in, unlike CREOL. The problem was expressed to me by the dean of the College of Arts and Humanities. They were undergoing an accreditation review at the time, and the accrediting members -- the body of the accrediting group had told them that we had an unsafe situation for our band members practicing on the field on the south side of campus. In the season of the year when they practice, there were frequent thunderstorms, lightning and thunderstorms, and there was no close-by place for them to get out of inclement weather.

And they had said that if we don't have a plan, a way to get a shelter down there to prevent them from being harmed, that we could lose our music accreditation.

So I know I talked with several people. I'm sure I talked with the provost and the dean, and then there was no -- there was an urgent situation. There was no real money available. So Lee Kernek and I pooled some money from our two budgets. We might have gotten a little bit from one of the deans to build the band shelter, and avoid a negative accreditation report.

And everybody was really thrilled with the outcome. Provost Whittaker did kind of a ribbon cutting ceremony down there and praised everybody that was involved, including me. I wasn't there, but he did that.

I know I felt good because the band members, after, they took two base drum heads and had all 300 members of the band sign -- autograph the drum heads, and gave one to me and one to Lee as thank you for getting them out of the situation they were in.

MR. RUBOTTOM: And Carine, let me interrupt for just a minute.

Mr. Merck, just to save time, we appreciate all of the sound reasonings for doing the projects. We understand the needs of this university over the past -- during this growth the past 20 years. We understand all those pressures were there.

We're really trying to get just to the issue of

who was making decisions how to fund those projects and when those decisions were made vis-a-vis transactions. So I don't want to discount at all the validity of all of the policy reasons for doing the projects, but it's going to save us some time if we can just save those -- those narratives. I appreciate them, but I want to get home tonight, so.

THE WITNESS: Okay. I understand. I understand and I appreciate that. You'll have to forgive me because I just get exited when some of these projects that I was so intimately involved in, I am so proud of the way they turned out, and so happy that we were able to solve a problem, I can't resist talking about them, but I will do my best in the future to do that.

MR. RUBOTTOM: Thank you.

BY MS. MITZ:

Q. Do you know who directed the transfer of E&G funds for purposes of building the Research 1 building?

A. Here again, it would have been a discussion in our small group, I'm sure, between the provost, me, Tracy, Christy, and so that would have been -- the provost would have been the one involved in that. His interaction about the president on it, I don't know.

Q. Okay. How about the Center for Emerging Media?

A. I'm not really familiar with that one.

Q. Okay. And the downtown campus infrastructure?

A. There would have been a number of us involved in that one. I'm trying to couch my answers so I don't give you a story that will take time.

But to be as concise as I can, that project was initially going to be a $60 million project. It was one that the legislature said we'll give you 20 million, if you come up with 20 million philanthropically and 20 million out of your budget. They didn't specify what budget or anything, just out of your budget.

And so that was there. And as the project progressed, there were some infrastructure needs that were above and beyond that. So we had to figure out how to get water, sewer, some of that kind of stuff all incorporated into it.

And so while I was involved in the discussions of what to do and that sort of thing, I wasn't directing money to be transferred from any particular place to do it.

Q. Okay. How about the venue?

A. I'm not that familiar with that particular project. Can you be more specific about what was happening?

Q. That's all I know. I don't know what the venue

is. I just know it's called the venue.

A. Okay. It's -- it's an attachment to the convocation core that is a university-owned asset. It does not belong to a DSO or anything.

Q. Okay. But you don't recall having any involvement in the transfers of E&G funds to that construction account?

A. No. I'm not trying to get out of anything. I just don't recall. It is not on my radar as something that I would have been that much involved in.

Q. Okay. Well, the same question for the main campus district energy plant. Do you know who directed the transfer of E&G funds for that project?

A. It would have been another one of those discussions among a number of people that were looking at budgets, available resources against what we were trying to accomplish.

And having been away from there since September 13th, when they talk about -- now when they talk about the district energy plant, I'm not sure which -- what they're talking about exactly. There was a plant to produce chiller water on the north side of campus. Is that the one they were talking about?

Q. I'm not sure.

A. Yeah. If so, it was one of those necessary

things to not allow -- so we did not allow air conditioning to fail on the north part of the campus. And the building part of that was more metal and brick facade to cover equipment. It was primarily chilling type equipment that the expenditure was for, if that's the one they're talking about.

Q. So that's something that would have been discussed at the UBC meeting?

A. Yes, yes. In fact, our energy person made a presentation to the UBC about the need for it and the things that would happen if we didn't meet that need. So it was discussed in detail.

Q. So it sounds like that project, the district energy plant, along with Research 1 were discussed in the UBC meetings?

A. Right.

Q. So is it proper for me to assume that Dale Whittaker, as provost, was present?

A. Absolutely, yes, no -- no question about that.

MR. GREENE: Let her finish her questions. You're talking over her a little bit.

BY MS. MITZ:

Q. And he also heard that E&G funds were going to be transferred for purposes of those projects?

A. I don't know if he heard it, but I'm sure he

saw it on written documents that were provided to him by facilities and accounting.

Q. Okay. So, I have two more projects to ask you about. The Global UCF Building, do you know who ultimately directed transfer of E&G funds for that project?

A. I understand your question, but let me -- and I don't want to get into a story here, but that particular building was funded -- it was a $16 million project. The bulk -- all of the construction funds came from earnings on our equities in our investment portfolio. The money that came from E&G was for furniture, fixtures, and equipment that were placed in the building. And as I understand today, that is an acceptable use of E&G funds.

Q. Okay. All right. And we've already talked about CREOL, so we don't need to talk about that one again. Let's see here.

MR. RUBOTTOM: Carine, I've got the transfer list up. Can I just go through those three downtown projects?

MS. MITZ: Sure.

MR. RUBOTTOM: Okay. I think Kathy pulled together E&G transfers into construction probably during the September, October period or at some

point maybe in early September.

And Bev Seay made a major presentation to the board about that last -- at the last, I think, the September 24th meeting. I don't know if you followed that at all.

THE WITNESS: I didn't.

MR. RUBOTTOM: The last big transfers like that were all on October 31st of 2017. There's 4.8 million for downtown campus infrastructure, which I think you might have just discussed the project. There was 11.5 million for the downtown central energy plant, and there was 5.4 million for downtown student center.

So with those -- all of those commitments -- we haven't talked about the commitments list yet, but all of those commitments prior to those transfers in October, would all of those commitments have been made by the university budget committee or be reviewed by the university budget committee before those decisions were made?

THE WITNESS: Yes, except I'm not certain about the student center thing that you mentioned.

MR. RUBOTTOM: Okay.

THE WITNESS: That one I am not clear on, but the rest of them would. Thad Seymour, T-H-A-D,

Seymour, S-E-Y-M-O-U-R, was the person, the associate provost that was responsible for the downtown campus.

And so he would have had a lot of conversations with the provost about some of the things happening down there and been involved in a lot of the recommendations for that.

MR. RUBOTTOM: I'm sorry. I zoned out. Did you say he is the provost for the downtown campus?

THE WITNESS: He reports to Dale. He's an associate provost, and his --

MR. RUBOTTOM: So he reported to the provost last year?

THE WITNESS: And his responsibility was to oversee the construction -- well, when I say construction, I don't mean the brick and mortar project of it, but oversee the scheduling and working with Valencia College and our academic people about what's going in there, just the whole operation.

And he had people under him that were looking at the budget needs to complete all of the facilities, so.

MR. RUBOTTOM: But those issues -- you would have expected those issues were brought up in the

university budget committee?

THE WITNESS: Yes, except for I just said I don't recall that student center piece.

MR. RUBOTTOM: Let me have a couple more follow-ups on some of the things that we've -- that you talked about.

I think that Carine asked you about the level of approval authority the provost had, and I took your answer to mean that he might have had a delegation up to a certain amount, but the president would have had final authority on those larger things.

THE WITNESS: Right, basically.

MR. RUBOTTOM: You've described your role as recommending?

THE WITNESS: Right.

MR. RUBOTTOM: Others have described your -- the role of both of you in the university budget committee as co-chairs of that committee?

THE WITNESS: Right.

MR. RUBOTTOM: That you co-chaired that group.

THE WITNESS: Right, right.

MR. RUBOTTOM: So those major decisions that the provost wouldn't have had any kind of delegation from the president, would you consider those

proposals to be joint recommendations of yourself and Dr. Whittaker --

THE WITNESS: I didn't dis --

MR. RUBOTTOM: -- to the president?

THE WITNESS: I didn't disagree with anything. The provost would be the one that would actually make the recommendation to the president based on everything that happened, and I supported the recommendations.

MR. RUBOTTOM: Okay. And then finally, we watched a video of yourself and Dr. Whittaker in front of the BOG. There was a facilities workshop in, I think, October of 2017.

THE WITNESS: I'm sorry you had to watch me on video.

MR. RUBOTTOM: Well, I hope you're not watching me on video.

And you were discussing the Research 1 project, which was almost through, and you were making a plea for PECO.

And they were -- I think Chair Huizenga was questioning, and some of the trust -- the governors, the way this is already built, why should we give you PECO?

And I believe you said that, well, we've

actually funded this with some internal loans in the university, and if we are given the PECO money to pay for the project, we'll be able to repay those internal loans, and be able to -- it sounded to me like you were talking about research --

THE WITNESS: Yes, yes.

MR. RUBOTTOM: -- goals.

Would all of those loans that you were talking about that day have been from research funds, grant and research type funds? Would any of those loans have been -- let me just ask it that way. Would all of those have been research revenues?

THE WITNESS: Probably not all together. It was kind of open-ended. To save time, I'll try to make this short.

MR. RUBOTTOM: That's fine.

THE WITNESS: But we had an extreme shortage of square footage in research needs on the university campus. We were hiring faculty hand over fist, a lot of whom had research commitments to make, and we were out of space altogether. So we weren't getting the PECO money, so we figured out how we could do that Research 1 on the campus and get everybody in it, but it didn't nearly cover all of the needs.

So if we could have gotten PECO money to repay

what we had internally done on that, then that would have freed us up internally the same kind of way to do some kind of internal borrowing or something, unknown at the time, but something to get another research building that we desperately needed.

So sometimes we talk about using these internal funds so early we're not defining exactly what they will be at that moment.

MR. RUBOTTOM: But at that point, a building was almost completed, so you had taken cash from somewhere?

THE WITNESS: Yes.

MR. RUBOTTOM: Were any -- is it your recollection, were any E&G accounts used there?

THE WITNESS: That would be a Tracy Clark and Christy question. I don't know.

MR. RUBOTTOM: Would any investment earnings have been used for that project?

THE WITNESS: It's possible.

MR. RUBOTTOM: Okay. We're going to talk about investment earnings in a minute.

THE WITNESS: Okay.

MR. RUBOTTOM: Okay. Carine, are we done with the other projects?

MS. MITZ: Yes.

MR. RUBOTTOM: Okay.

MS. MITZ: Yep.

BY MS. MITZ:

Q. So Mr. Merck, I want to go back to the statement that you made in Provost Whittaker's presence about -- about the possibility of an audit comment for the use of E&G funds in relation to the Trevor Colbourn Hall building.

A. I don't know how he could not have heard me talk about that since I talked about it so frequently, including at a board meeting.

Q. Did he ever ask you what that meant?

A. No.

Q. Did he seem confused?

A. No.

Q. Okay. Did you -- prior to making that statement, did you ever have discussions with Provost Whittaker about the auditor general and how they routinely conduct audits of universities?

A. I don't recall any conversations like that, but anybody that works in a university is pretty familiar with the way that works; any university, not just UCF.

Q. Right. I would imagine that would include universities outside of the state of Florida, too?

A. Absolutely, particularly if they are public

institutions. We all have similar state audits, financial audits and operational.

MR. RUBOTTOM: Carine, let me --

BY MS. MITZ:

Q. Do you have any recollection of him discussing audits being conducted while he was at Purdue?

A. I never had a conversation with him like that.

MR. RUBOTTOM: Carine, let me ask something on that real quickly.

Have you ever heard an academic equate an audit comment to an accreditation type comment?

THE WITNESS: No; two separate animals.

BY MS. MITZ:

Q. I mean, accreditation means you're asking for something, right, you're seeking accreditation?

A. Yeah. You're asking -- well, if you've been accredited, whatever the body was that gave you the accreditation usually comes back periodically, maybe every five or ten years to review what they accredited before to make sure they want to allow you to keep that accreditation.

Usually, you seek it in the beginning. If you have a program that's not accredited, you ask the accrediting body to come in, do an assessment. And if you meet their criteria, you will become accredited.

Q. Okay. All right. So what I would like to do now is kind of explore your knowledge of former Chairman Marchena.

What was your relationship with him? Did you work with him often?

A. Not extremely often, no.

Q. And I know earlier you said that you worked closely with him or maybe more closely with him when he became the chair of finance and facilities. He's an attorney; right?

A. He is an attorney.

Q. Did you ever witness him to or have knowledge of him offering his legal training and experience to assist either staff, administration or his fellow trustees?

A. Not legal training. He -- he opined often on how he thought we should bid out capital projects, and he professed to be an expert in concessions when we were doing concession contracts.

Q. Okay. Are you aware of what he practices, what types of law?

A. No.

Q. Would you describe him as a trustee who did his homework and was usually prepared and knowledgeable of the issues that were coming before him?

A. Selectively is the way I would say that. Things that were of interest to him, like the -- like the College of Medicine or when we were entertaining taking over Sanford Burnham, things like that, he would be intimately involved in. But just general? Not so many.

Can I go back to your earlier question? I know he is -- his -- him personally, I don't know. His staff, I know, have advised clients on things like small business, airport operations, things like that. But I'm not familiar with the niche that his firm involves overall.

MR. RUBOTTOM: Carine, let me ask this.

Did you know that he was general counsel for the Airport Authority?

THE WITNESS: Yes.

MR. RUBOTTOM: And in that role, he would have had some interaction with major facilities and --

THE WITNESS: Airports, yes.

MR. RUBOTTOM: -- colors of money --

THE WITNESS: Yes.

MR. RUBOTTOM: -- federal money, state monies, revenues.

THE WITNESS: Absolutely.

MR. RUBOTTOM: Operating revenues.

THE WITNESS: Yes, absolutely, yes. No question about that.

BY MS. MITZ:

Q. All right. As a board member, did he appear to be shy about asking questions?

A. No, just the opposite.

Q. Was he shy about voting against matters he wasn't comfortable with?

A. Not at all.

Q. Was he shy about complaining?

A. About complaining?

Q. Yes.

A. No, not shy about complaining.

Q. Do you recall an instance when he actually came to you or somehow you got wind of a complaint that he had about facilities, which led to an audit of that department?

A. I do.

Q. Okay. And what, if you could just state briefly, what was his complaint related to facilities?

A. He -- he had, I believe, heard that some of the people that he had worked with in other venues weren't getting work at UCF. And I think they had told him that they believe they weren't getting the work there because the people that were getting the work were getting

favorable treatment or were offering some sort of kickback or some word like that, none of which was true, but somebody had whispered that in his ear.

He believed it, and he told me he would like to have that -- that work done.

He also had some -- some of his own ideas about how projects should be awarded through hard bid versus CM or some of those other type of delivery methods, design/build. He had very strong opinions about that, and I think in some cases he would disagree with Lee Kernek's way of doing it.

And these kind of comments come up periodically with any organization that invests a lot of money in construction. People that don't get the work always feel there's something nefarious going on and that's the reason they didn't get the work, so they complain about it.

And that had come up long before Lee Kernek was there. I've been there 22 years, and it comes up about every six or seven years. And I would get our internal auditors to go and do an investigation to see if there was anything to any of those claims, and it always came out negative, zero.

But he insisted that we hire somebody to look into it again, and we did. And they actually reported

in the board meeting that they found nothing in the way that anything was being handled incorrectly, in that sense. But they did have a lot of recommendations for how to improve operations, which was great, and we took those seriously.

Q. Okay. Did you observe enough of Chairman Marchena's interactions with Whittaker to be able to describe what kind of relationship they had?

A. No, but he did seem protective of President Whittaker. Other than that, I don't have an impression.

Q. When did you say you first noticed that he seemed protective of him?

A. Certainly when this audit came up. That became, to me, fairly obvious.

Q. Based on what?

A. Well, I felt like there was a concerted effort to shift any blame for anything that was being criticized to me, and to protect Dr. Whittaker from any -- any culpability or responsibility for anything that was going on.

And I just felt like the chairman was very much in favor of protecting the president, as I believed that the general counsel and the chief of staff were.

Q. Do you have any thoughts on the interim CFO, Mitchell? Do you think she has the same motive?

A. No. I worked with Kathy Mitchell for a number of years and I found her to be a very straight shooter, very straightforward, and she -- she believes that the university is a great place, as I do. And I think her motives are to do whatever she can to protect the -- not protect the university, that's the wrong choice of words -- to -- to advance the university's mission. And so I just wish her the best in this interim role.

Q. Okay. Do you know -- well, can you say whether Marchena appeared to have a good understanding of capital funding sources?

A. I would say yes.

Q. And do you know whether he was ever told about carryforward meaning E&G carryforward?

A. I don't know how he would have not known that.

Q. Okay. And what do you base that on?

A. Everybody else knew it. I mean --

Q. Okay.

A. -- it was --

Q. Do you remember doing one of those orientations with him?

A. I don't recall that specifically, no.

Q. Do you ever recall telling him directly that E&G funds were going to be used for either Trevor Colbourn Hall or any capital project?

A. I know we told him in one of the meetings that carryforward funds would be used for Trevor Colbourn Hall. That was in response to a direct question, and we have in some of the material, I think, a transcript of that meeting where we were going over Trevor Colbourn Hall, and he asked what the source of funds was.

Tracy Clark responded "Carryforward."

And I asked -- and this is on the transcript. I asked Tracy if she could explain it a little bit more. And she explained that it was basically the leftover money from the prior year and so forth.

Q. Right. I've seen that. I've heard it, too.

Okay. Do you recall any other trustee complaining about staff or an individual department?

A. No. Staff -- I mean, the trustees that I talk to felt like things were really well managed and handled. I had a number of conversations, for example, with David Walsh who was -- he told me quite a number of times how well he thought things were managed and run at UCF.

Q. Okay. So let me ask you a little bit about the board meeting.

What do you know about the process for recording the committee and board meeting?

A. I don't know. That's --

Q. Okay.

A. I don't handle that, so it's usually somebody in the president's office that lines that up for the recordings.

Q. So you don't know who actually did the recording?

A. No. I think it probably -- I shouldn't say I think. I don't know.

Q. Okay. So a number of trustees apparently reported during a Bryan Cave interview that you had come to them after Bryan Cave got involved or at least after the audit findings were released, and that you told these trustees that you would have never told them that E&G was being used because you knew that the board wouldn't approve it.

Do you recall making such a statement to any of the trustees?

A. I remember those conversations. I don't remember exactly what I said, but I can tell you for sure what I intended.

And that was I was still reeling from the accusations that were being made and the audit comments and the chancellor being upset and all of that kind of stuff.

And I had a lot of respect for Dave Walsh and

John Lord and Bob Garvy, and I saw them independently of some other meetings, and I wanted to express to them how important it was to do what we did, the danger to the students and so forth. I wanted to make sure they understood that part of it.

And I was trying -- I was trying to get across that -- that I felt that we were going to get an audit comment for what we did. And when I was describing that, I'm sure I mentioned E&G on that. But not because I thought it was illegal, but because -- I thought because of the size of the project it was going to get the audit comment.

I wish I had better prepared them for all of it. I don't think I communicated it very well, and they obviously took away from that something that I didn't really intend.

And if you really look at it, when I said -- I didn't tell them because whatever, they said we had done all that. They had gotten information, both written and in presentations, that showed E&G was being used -- E&G carryforward was being used.

So they knew. They had been told in writing and orally what we were doing prior to me making some comment about that, where I was trying to -- I was feeling really bad about being told I had done stuff

wrong and accused of all kinds of stuff.

So I'm sure I was not communicating it very well at that particular time, and I'm sorry they got what they did out of it.

Q. Okay. Let me point you to the second document in the packet that Don has there. It's like an agenda item for the May 22, 2014, board meeting.

Can you just take a look at that and let me know when you've had a chance to read it?

A. Item FF-4, up in the top right corner?

Q. Yes.

A. Yes.

Q. So my question is, if -- if most people equated carryforward with E&G, why did this background information refer to the funds as UCF nonrecurring funds and not carryforward or even E&G?

A. That's the way we refer to those kind of funds in all the documents in all the other projects that we worked with. It's -- it's a broader term. It means that they are UCF funds in the sense that they are not a new appropriation or they are not philanthropic or anything like that. They are some of our -- it's UCF money.

And nonrecurring, referring to the fact that in the case of carryforward, it's leftovers. It's not

going to be replaced by new funds in the following year. Use it for one-time expenditures because you're not going to get it back.

And so we use that term historically when we're describing these kind of things. That was not, as some would intimate, an attempt to conceal. It was not. It was normal.

Q. So do you think that you guys used the term nonrecurring more often than carryforward?

A. Probably.

Q. I'm sorry?

A. Sometimes, yes.

Q. Okay. All right. So we listened to the full board meeting that followed this May 22, '14 meeting.

Now, in that meeting, it seems like the funding discussion is cut short, and I believe it was by Trustee Marchena.

Can you say with any degree of certainty whether by May or June of 2014, Trustee Marchena had a clear knowledge that Trevor Colbourn Hall was going to be built with E&G carryforward funds if PECO funds were not available?

A. 2014, hard to say. Hard for me to say. That was four or five years ago. And I know nothing was being concealed from him, and any discussions we're

having about the funding were all being discussed. But I don't have a recollection of the specifics of what we were talking about there.

Q. Okay.

A. So if there's an intimation that we were trying to conceal something or not tell somebody how things were going to be funded, that's entirely erroneous.

Q. No. I mean, I'll tell you, it sounds like during the discussion that Chair Marchena kind of cut the conversation short, which left us wondering if maybe he knew it was carryforward and just wanted to move on and move the discussion along.

So if you don't recall, that's fine.

A. No, I don't.

MS. MITZ: All right. Don, do you want to address the replenishment questions?

MR. RUBOTTOM: But first I've got a couple of follow-ups.

When Tracy was dual reporting, did she ever share any concerns with you about Dr. Whittaker lacking interest in the budget information she was providing or lacking some capacity to comprehend what she was telling him.

THE WITNESS: I think it was the opposite. I think he was very interested in the budget

information she was providing, and I don't -- I didn't get the impression that there was any lack of comprehension.

MR. RUBOTTOM: And you would have gotten that information from her reports back, as well as you were all meeting in these budget chats on a regular basis.

THE WITNESS: Exactly.

MR. RUBOTTOM: And later the university budget committee.

THE WITNESS: Right. I absolutely didn't get any sense of non-comprehension, and I didn't get a sense of a lack of interest, either.

MR. RUBOTTOM: Well, nonrecurring and recurring is a concept that I do understand.

THE WITNESS: Okay.

MR. RUBOTTOM: Because it's talked about a lot at the capital when they are doing their budgeting.

And it's my impression, and I need you to correct -- is it accurate to say that nonrecurring is a much broader term than carryforward?

THE WITNESS: Yeah -- yes.

MR. RUBOTTOM: For instance --

THE WITNESS: I'm sorry. Yes.

MR. RUBOTTOM: -- if the university sold a

patent, those proceeds would be a nonrecurring funding source; correct?

THE WITNESS: It would depend on the -- on the contract and whether they were recurring or not.

MR. RUBOTTOM: Sold it outright.

THE WITNESS: It would be a nonrecurring revenue, yes, yes.

MR. RUBOTTOM: But you would never characterize that as carryforward?

THE WITNESS: No.

MR. RUBOTTOM: I'm just trying to establish, you agree that's a much broader term.

THE WITNESS: In our instance, it would have included carryforward, though.

MR. RUBOTTOM: I understand that. I think we all know how that building was built.

So -- but it's your representation that when you -- that all those categories of monies you would describe as nonrecurring in these kind of board documents, sort of?

THE WITNESS: Right, yes, yes.

MR. RUBOTTOM: Did you ever hear any questions -- I think you said earlier that the BOG has access to all these documents?

THE WITNESS: Right.

MR. RUBOTTOM: Did they ever question or ask follow-up questions about board activities?

THE WITNESS: No, not really.

MR. RUBOTTOM: Okay. So let's talk about -- we talked briefly about beginning efforts to replenish E&G accounts, and I think you indicated that Tracy and Christy might have begun working on that.

THE WITNESS: Right, when they heard the concerns of the auditors --

MR. RUBOTTOM: Right.

THE WITNESS: -- during that audit.

MR. RUBOTTOM: Were you, during that time, particularly keeping an eye out for available cash to replenish those funds with?

THE WITNESS: Not me personally.

MR. RUBOTTOM: That would have been their initiative?

THE WITNESS: Well, they were the ones that had the most knowledge of where the replenishment funds were or could come from, because that's what they worked with every day.

MR. GREENE: Let him finish his question. You keep talking over him, and let him -- let him get it out.

THE WITNESS: I get excited. I'm sorry.

MR. RUBOTTOM: I understand, believe me.
I know you've become a little bit acquainted with BOB-2 forms in the recent months based on your letter.
Were you always very familiar with the BOB-2 form that attached to the capital improvement plan submitted, the five year capital improvement plan submitted to the BOG.
THE WITNESS: Yes.
MR. RUBOTTOM: What is your understanding of the purpose of the BOB-2 listing?
THE WITNESS: I want to make sure that I'm -- BOB-2, in my understanding, is the same, because -- have you got a copy of what we're talking about? Is it the one where we show our priorities, all of our projects that we're submitting for consideration?
MR. RUBOTTOM: The capital improvement plan that lists the -- that lists the PECO requests.
THE WITNESS: Right.
MR. RUBOTTOM: Direct requests --
THE WITNESS: Right.
MR. RUBOTTOM: -- for this year and the next five years.
THE WITNESS: Yes, yes.
MR. RUBOTTOM: That's, my understanding, the

main capital improvement plan. There used to be three; now there's two attachments to that.

BOB-1 is -- my understanding, is the bond-funded projects.

THE WITNESS: Okay.

MR. RUBOTTOM: So that is submitted to obtain legislative approval of that category of projects.

THE WITNESS: Right.

MR. RUBOTTOM: BOB-2, the heading is something to the effect of -- I don't know if I have one in your documents, but --

THE WITNESS: Other sources?

MR. RUBOTTOM: I think it's -- it's requests for projects that are being built with other sources, but that anticipate a claim of E&G plant operation and maintenance --

THE WITNESS: Right, right.

MR. RUBOTTOM: -- funds after the building is built.

THE WITNESS: Right, right, right. I'm with you.

THE REPORTER: One at a time.

THE WITNESS: Sorry.

MR. GREENE: Wait for him. Don't go "right, right, right." Wait for him to finish his question.

Listen to it.

MR. RUBOTTOM: So the BOB-2 is the one that in 2015 and 2017 and 2018, Trevor Colbourn Hall was on that list all three years showing E&G as a funding source.

That form has about five columns of information, or six. The most interesting one is the PO&M expectations --

THE WITNESS: Correct.

MR. RUBOTTOM: -- that our staff has to begin to build in, forward-looking to recurring demands later on. We don't need to talk about whether we fully fund those.

MR. GREENE: Wait for the question to finish.

MR. RUBOTTOM: But it includes source of funds. And for Trevor Colbourn Hall, all three of those years it said E&G. I think I understand why E&G was put there. I think you mentioned it in your letter.

But are you familiar with the fact that Trevor Colbourn Hall was on that list three different years?

THE WITNESS: Specifically, no. However, I will say that when anything that we were doing that could be eligible for PO&M money, we always put it on there because we did not -- there were times in

past years when we failed to put a building on -- to request PO&M, and we missed one or two years of funding for that particular building.

So we always err on the side of too much information as opposed to too little when we're requesting these kinds of things.

MR. RUBOTTOM: Is there any consultation with the BOG or with the general counsel or with your own audit people about the proper projects to put on that list?

THE WITNESS: Yes. Lee Kernek talks with Chris Kinsley quite a bit about all those things.

MR. RUBOTTOM: Okay.

THE WITNESS: Occasionally, I think Tracy Clark would probably talk with him, but I think it's mostly Lee and Chris.

MR. RUBOTTOM: Okay. This last July while the audit process was still ongoing, before the president and trustees knew that the audit comment was going to be made, Trevor Colbourn Hall shows up on a BOB-2 list again, and this time it shows CFAUX in that funding source.

THE WITNESS: I've seen that since not working there anymore, and I'm just as confused by that as you are.

MR. RUBOTTOM: Okay. Who would you think -- it's my understanding that people in finance administration put those forms together.

THE WITNESS: Right.

MR. RUBOTTOM: Who would you have expected to be responsible for that -- for that form?

THE WITNESS: Finance and accounting.

MR. RUBOTTOM: So that would have been Tracy and Christy?

THE WITNESS: Or someone working with them or for them.

MR. RUBOTTOM: Okay, okay. Thank you. But to your -- you had no knowledge of that in July?

THE WITNESS: I'm still confused by what it means, so no, I didn't have any knowledge of it then.

MR. RUBOTTOM: Okay.

MR. GREENE: You need to wait for him to finish and then answer the question, because sometimes it may be a different question than you think you're answering, in addition to you're talking over him.

MR. RUBOTTOM: Did you understand the legislature had authorized the building in three separate years?

THE WITNESS: Not specifically, no.

MR. RUBOTTOM: And do you know in what form the authorization comes on those projects on that list?

THE WITNESS: I'm thinking the appropriation act.

MR. RUBOTTOM: Did you -- have you read the audit finding? I believe it discusses the appropriation act.

Have you read the audit report that was published? I guess the final one was published in January; the preliminary and tentative findings were published or provided to the university and to us and the BOG on November 27th.

THE WITNESS: I was gone September 13th. Some things I've seen; some things I haven't.

MR. RUBOTTOM: Okay.

THE WITNESS: I will say that I'm just disappointed that I was not there to be able to play a part in responding to that audit request.

MR. RUBOTTOM: In the past, if an audit finding was on your department, would you work with the audit department to help prepare the president's response?

THE WITNESS: Yes.

MR. RUBOTTOM: Okay. Thank you for -- for reminding me about that subject matter, but I did

lose my train of thought.

Okay. The general appropriation act, the way it deals with those buildings, it says these buildings are authorized to be constructed with non-appropriated funds and may be eligible for plant operation and maintenance after completion.

Were you aware that that language is in the general appropriation act?

THE WITNESS: Generally aware, but the way it worked at UCF was when the appropriation act came out, our vice president for governmental relations would go through the appropriation act with a fine-tooth comb, and he would come to the president's staff and with a summary sheet of the things that we should know coming out of it.

So I didn't spend a lot of time working through the details of the appropriation act because the vice president for governmental relations and his staff did that, and basically told us what we needed to know.

MR. RUBOTTOM: And that report might be -- those buildings have been authorized?

THE WITNESS: I don't think it would have been -- it may or may not have. I don't recall.

MR. RUBOTTOM: Would it surprise you to know

throughout the State University System there's a lack of comprehension of the results of putting buildings on that list?

THE WITNESS: It would not surprise me at all to think there's a lack of comprehension about a lot of the capital process.

(Discussion off the record.)

MR. RUBOTTOM: Back on the record.

Are there -- are you aware of new construction projects for which E&G funds were used prior to the Colbourn Hall commitments?

Let me rephrase that; more than $2 million projects, because that seems to be the number that's important.

THE WITNESS: I don't really recall.

MR. RUBOTTOM: Okay.

THE WITNESS: And it's because prior to that, we were getting PECO funding for most things, and it was not an issue. So I don't think that would have been happening.

MR. RUBOTTOM: Okay. These questions might not seem fair, but I feel like it's important we ask them.

Are you aware of any other inappropriate issues of restricted funds at UCF?

THE WITNESS: No.
MR. RUBOTTOM: At the DSO's of UCF?
THE WITNESS: No.
MR. RUBOTTOM: Did you hear -- well, Trustee Walsh has raised the issue about a prepaid lease that he claimed that he came to talk to you about in, I think, August, thinking that the prepayment amount was larger than would be normally economical.
THE WITNESS: Yes.
MR. GREENE: Wait for him to finish his question.
MR. RUBOTTOM: Do you -- are you familiar with that circumstance and do you know why a large prepayment was planned on that lease?
THE WITNESS: Yes.
MR. RUBOTTOM: Can you explain that to us?
THE WITNESS: It was -- was a lease on a property in the research park for one of our academic departments, and they had money in their current budget that they felt that they could use for the lease.
They weren't sure if they -- this is the way I remember it. They weren't sure they would have the same amount of money in future years, so they thought it would be good idea to make a large

prepayment on the lease while they had the money for the lease, and then that would relieve some of their problems downstream. That's what I remember about it.

He was concerned because if something happened and you made a big prepayment, that was not appropriate and we would have lost any earning or anything we might have had on the money had we not spent it for that purpose.

MR. RUBOTTOM: Do you recall saying anything to him in that context that it's important to spend down carryforward or to get this money off our books so the legislature doesn't think we're sitting on money or anything like that?

THE WITNESS: I don't remember that in the conversation with him, but there was always constant pressure to spend down carryforward, constant.

MR. RUBOTTOM: Okay. Carine, do we have any more? You have the rest of the documents you wanted to walk through.

MS. MITZ: Yes. Real quick, I'll breeze through.

BY MS. MITZ:

Q. Okay. Mr. Merck, if you don't mind turning to Document 3. That should be an e-mail sent out from the

State University System in July, 2013. Can you take a look at that, get familiar with it, and let me know when you're ready?

A. Okay.

Q. All right. So the BOG has told us that included in the group address for SUS counsel for admin and financial affairs included all the CFOs of state universities. So based on that and seeing that e-mail address on the top, do you agree that this was sent to you?

A. It would have -- if this -- if it's copied to the counsel for financial and administrative affairs, it would have come to my office, yes.

Q. Do you just not recall receiving it?

A. No.

Q. Okay. Clearly, Scott Cole was also copied on the e-mail. Do you recall him ever discussing it with you?

A. No.

Q. Okay. Do you recall Tracy Clark or Christy Tant ever discussing this e-mail with you?

A. No.

Q. What I would like you to do next is flip to tab four or document four, and take a look at that e-mail. And when you're done, let me know.

A. Okay.

Q. All right. This was the e-mail that was obtained, I think, from Bryan Cave, who would have obtained it from UCF.

Your name is in the CC line. Do you dispute that this e-mail was sent to you?

A. I don't -- I'm not disputing. I don't remember this particular e-mail. I remember another one on the same topic that was distributed to me and to the provost.

Q. Okay. Let's get to that. Why don't you flip to tab five, and I think that might be the e-mail that you are referring to.

A. Maybe. There might have been another one, but this one has the same thought that I had.

Q. Okay. So this e-mail was sent, it looks like, on December 2nd of 2014.

A. Correct.

Q. Do you recall when Dale Whittaker started with the university?

A. No. It was four years prior to him becoming president, so that would probably have been around 2014.

Q. Okay. Do you recall why you cc Dale Whittaker on this e-mail, on your reply?

A. Because the College of Medicine reports to him.

Q. And do you have any recollection of having any discussions with him or him replying to your e-mail?

A. No.

Q. Okay. I don't think I have any further questions.

Actually, yes. I wanted you to flip to the next tab. That should be six, and there should be an e-mail from Tracy Clark to you and Dale.

A. Uh-huh.

MR. GREENE: He's got it.

THE WITNESS: I've got it.

BY MS. MITZ:

Q. Okay, great. Does this appear to be something that was routinely either e-mailed or printed out and discussed with you and Dale, the attachment?

A. Yes.

Q. And does this attachment, which let's call it capital projects current funding plan, does it reflect that certain projects, including Trevor Colbourn Hall and the Colbourn Hall renovation, as being funded by E&G?

A. Yes, it does.

Q. Okay. And do you recall whether Provost Whittaker ever replied to this e-mail or sent you a subsequent e-mail?

A. I don't know if it's this particular one, I think it is, that he wrote back to Tracy with -- there was a handwritten commentary on the form that if it's not this one, it looked just like this, that had a lot of questions for her which obviously showed he had reviewed it in some careful detail and had questions, follow-up questions about it, but no question about the E&G for Trevor Colbourn.

Q. All right. Thank you. Very good. Thank you, sir.

MS. MITZ: Okay, Don. I pass it on to you.

MR. RUBOTTOM: I have a follow-up. What we've been learning is there's a lack of guidance from the BOG. There's a lack of training at the university level. The BOG themselves have mentioned last month that there's a lack of training for trustees.

So what we've learned from employees is that they learned on the job.

THE WITNESS: Right.

MR. RUBOTTOM: That Document 5 e-mail where you forwarded to Dr. Whittaker an articulate explanation by Tracy of E&G, is that the type of sporadic communications that an administrator at UCF would -- through which an administrator at UCF would be trained on issues like that regulation?

THE WITNESS: Unfortunately, yes.

MR. RUBOTTOM: And so your own learning on those things would have come through similar types of sporadic interactions, whether it was BOG e-mails or general counsel or audit whatever?

THE WITNESS: Or internal conversations.

MR. RUBOTTOM: Okay. I want to talk about E&G investments. You told us on the phone a few weeks ago about how you recognized that you had large cash reserves that could maybe be better placed.

THE WITNESS: Right.

MR. RUBOTTOM: I am not an investments expert. I am not a cash management expert. I did grow up in a household of someone that had some expertise in that area.

It kind of surprised me at the time that you -- that operating cash might be invested in various equities, whatever.

I have looked at the investment policy. I know you are familiar with that. And it does have the category, the pools of what kinds of funds are supposed to be.

THE WITNESS: Right.

MR. RUBOTTOM: And yet we hear discussions of using unrealized gains to pay for a project.

And the best I can understand about that is that you reallocate the ownership shares of the investment pools when you make those kinds of transactions on your cash books. Is that an accurate -- a fair representation of how those things have been managed?

THE WITNESS: That's fair, and it's also fair to say that's confusing.

MR. RUBOTTOM: My representation is confusing?

THE WITNESS: No, the way that's handled.

MR. RUBOTTOM: And you understand that would confuse observers?

THE WITNESS: Yes.

MR. RUBOTTOM: Who made the decision in February, 2010, to move 210 from the SPIA account at the SBA to Bank of New York?

THE WITNESS: In 2010?

MR. RUBOTTOM: February, 2010, is my understanding of when that occurred.

THE WITNESS: That -- I'll have to give you a little bit more.

When the big financial crunch hit, all of our money was split between SBA and SPIA. SPIA [sic] had a run on the money. It was frightening to everybody. We got out right before it was shut

down, and left about $5,000 or so in there as a placeholder.

That left all of our cash in SPIA, which was concerning. Although SPIA has some agencies like the highway department that have -- that are required by law to keep their cash there so you wouldn't have that danger of a run.

But that prompted us to start to look at should we be doing something else.

MR. RUBOTTOM: Let me stop you there so I can go back and be clear, because I think you misspoke. You said you took your cash out of SPIA?

THE WITNESS: No, out of SBA.

MR. RUBOTTOM: And what SBA was that account taken out of?

THE WITNESS: I don't know. I just know that SBA, that was the group. That was the fund that the state treasurer ran that had cash balances from state agencies in it.

MR. RUBOTTOM: And those were invested at interest, they were liquid? Is that your understanding?

THE WITNESS: Yes, yes, yeah.

MR. RUBOTTOM: But interest rates also went to zero in those times.

THE WITNESS: Yeah, right.
MR. RUBOTTOM: So you were trying to figure out what to do with what you had in that particular account?
THE WITNESS: And we moved it over to SPIA.
MR. RUBOTTOM: Did you get any guidance from --
THE WITNESS: Yes.
MR. RUBOTTOM: -- the capital or from the BOG or the SBA about making those kinds of transactions?
THE WITNESS: One of our university trustees was a financial advisor with Ameriprise, and he was the chair of the finance committee at the time.
MR. RUBOTTOM: Which trustee was that?
THE WITNESS: I knew you were going to ask me. Let's come back to that.
MR. RUBOTTOM: Was it Mr. Gary or another one?
THE WITNESS: It was an early -- Conrad Santiago. Conrad Santiago was the chair of the finance committee at the time and had a really good understanding of these things.
So the board had us create a small subgroup with he as the chair to look at what we should do going forward as a result of the financial crisis. And the recommendation that we all came to, to the board was that we -- we found that there's a statute

that allows us to have alternate investments of our cash, alternate to SPIA, if we had a board approved investment policy.

MR. RUBOTTOM: Right.

THE WITNESS: So then while we were looking at it, interest rates, as you said, were minimal to zero. And so we thought this might be an opportunity to get a little bit more cash.

So we established the principle that we wanted safety of the corpus to be paramount, we wanted liquidity, and we wanted to earn a little bit of money. The third priority was to earn a little bit more money, potentially, than SPIA would give us.

So when we looked at all the balances, it's kind of like the gas in your car's tank. I mean, if you're fairly conservative and you go to the pump and fill up your tank on a fairly regular basis, there's always some residual gas in the tank, and we saw that was what was happening with our cash balances. We have cash flowing in in the fall and then January and the summer, and then spending it down. But there was always this residual that we never touched as that money churned through there.

So we thought a way to up the returns a little bit and still be safe would be to put a percentage,

maybe 10 to 14 percent of our cash in equities, because we thought if the -- if the market went down 50 percent, we would lose 6 percent, maybe. It seemed like a fairly minimal risk.

Plus since we never had needed that for liquidity purposes, we could ride out a downturn anyway. So the board, everybody agreed that was pretty safe.

MR. RUBOTTOM: When you say the board, you mean the finance and facilities --

THE WITNESS: Board of trustees.

MR. RUBOTTOM: -- committee or the full board?

THE WITNESS: The full board, the full board.

MR. RUBOTTOM: The full board adopted the investment policy?

THE WITNESS: Yes, yes, they did.

MR. RUBOTTOM: Who made the particular allocations and did the board approve the allocations?

THE WITNESS: We -- we hired a consulting firm, The Bogdahn Group. They've changed their name since, but it was The Bogdahn Group as our outside consultant who helped us work through what would be an appropriate analysis and distribution of those funds, being conservative in mind.

So with our finance group that the board had appointed, working with The Bogdahn Group, we came up with that policy, and we still use that company to come back annually to make sure we're adhering to all of the things in the policy, sort of a fiduciary check.

MR. RUBOTTOM: I understand that.

THE WITNESS: Okay.

MR. RUBOTTOM: And I understand your discussion of cash.

THE WITNESS: Okay.

MR. RUBOTTOM: Was there any discussion at the time of whether that was a permissible use of E&G cash?

THE WITNESS: No, because there's no reason to think that it's not permissible. It was all either in SPIA or somewhere already invested in whatever they invested in, bonds. I don't know if they had equities in SPIA, but they invested it in financial instruments that earned interest, and we were doing similar, the same thing.

MR. RUBOTTOM: But those weren't all central reserves. Those was cash that was in various departmental and subdepartmental --

THE WITNESS: Right.

MR. RUBOTTOM: -- programs.
THE WITNESS: Right, right.
MR. RUBOTTOM: -- or accounts. I don't even know what you call all the pieces.
THE WITNESS: Right.
MR. RUBOTTOM: So you started with a listing of entities within the university that owned pieces of that. I mean, you knew whose money it was you were putting there.
THE WITNESS: And then it pretty much lost its identity once it was in there, but everybody owned shares. It was like a mutual fund.
MR. RUBOTTOM: I understand. But how did you track the shares? And how would you assign -- when somebody needed to cash out their share, how would you reassign, because you didn't -- my understanding is there were only about two liquidations in that period --
THE WITNESS: Right, right.
MR. RUBOTTOM: -- of a total of around 20 million.
THE WITNESS: Right.
MR. RUBOTTOM: And I'm assuming that some of those departments or subdepartments needed some of their money sometimes. So how would you re -- what

process would you use to reallocate that?

THE WITNESS: I don't know. I don't know.

MR. RUBOTTOM: Okay.

THE WITNESS: I think Tracy could answer your question there.

MR. RUBOTTOM: Okay. Do you remember when the regulation was amended in 2013? The BOG made specific reference to interest on E&G, because apparently some universities may have been using that interest for investment gains for non-E&G purposes.

MR. GREENE: Wait for the question.

MR. RUBOTTOM: For non-E&G purposes. Do you recall that regulation being expressed, that E&G interest had to keep the E&G color?

THE WITNESS: I recall it being expressed. I don't remember reading the particulars, but I know that when we started to allocate funds from the realized gains, Tracy would be careful to make sure that she was using -- I don't know how she did it, whether it was on a percentage basis or what, but to try to make sure that she was using interest on everything but E&G, when we were trying to use those for non-E&G type things.

MR. RUBOTTOM: But Tracy was responsible for

tracking all of those; is that right?

THE WITNESS: Right, right.

MR. RUBOTTOM: I believe Christy or somebody delivered to Kathy or somebody a spreadsheet with about 15,000 rows of these various allocations of those investment funds.

THE WITNESS: I didn't see that.

MR. RUBOTTOM: Some of them had negative balances, some of them had positive balances.

Would that, in your mind, on the date of that, that would have been the result of all those allocations over the ten or so years that those funds had been invested?

THE WITNESS: I didn't see that. I think I was gone by the time she was doing that, so I'll take your word for it.

MR. RUBOTTOM: Did you ever review -- it's my understanding you were the chief executive of investment policy?

THE WITNESS: Right.

MR. RUBOTTOM: Did you ever review the accounts that she was keeping as to whose money was where?

THE WITNESS: Not at that level, not at that level.

MR. RUBOTTOM: How did you allocate the

earnings? I know you had four different pools. Did you share the earnings alike or did you allocate the earnings to the funds that were appropriately in the particular pool?

Let's put it this way. Would everybody's money be spread over the pool pro rata?

THE WITNESS: Everybody's money would have been spread over the pool pro rata.

MR. RUBOTTOM: Okay.

THE WITNESS: Yes. So what they received from the earnings would have been a calculation that Tracy would have done, maybe with The Bogdahn Group; I don't know. But I know the intent was to try to make sure whoever put the money in, got an appropriate amount out after the expenses for running it and those sorts of things.

MR. RUBOTTOM: Okay. Did you have any long-term plan on liquidations and reallocations or was that just all using cash to make those kind of reallocations as people needed their money?

THE WITNESS: If I'm understanding the question now, the long-term plan?

MR. RUBOTTOM: Yes.

THE WITNESS: The long-term plan was to build up the unrealized gains to a point that we felt that

we could withstand market drops and so forth without going negative on the gains.

And when we got beyond that point, and we were thinking about 15 or 20 million, if we got above that point, then we could start thinking about allocating those to university needs, and we --

MR. RUBOTTOM: So the goal would have been to make sufficient security of the -- or surety of the principal, that the principal is absolutely safe --

THE WITNESS: Oh, yeah, right.

MR. RUBOTTOM: -- before you start withdrawing funds to spend?

THE WITNESS: Right.

MR. RUBOTTOM: Earnings.

THE WITNESS: Right, precisely.

MR. RUBOTTOM: Okay. Do you know -- are you familiar with a transaction in June of 2013 with respect to 10.9 million realization of gains or liquidation of some kind?

THE WITNESS: I can't -- I know it was -- at the time I did. I've lost it now.

MR. RUBOTTOM: Okay. Did you ever discuss this cash management strategy with other university CFOs?

THE WITNESS: I did, and most didn't know -- were not familiar with what I was talking about and

there were -- very few were doing it. UF might have been doing it.

And I did -- when we'd get the reports of the earnings and everything, every time they would come in from The Bogdahn Group with their analysis of what was going on, I would forward a copy of that to the chair of the finance committee. And I also forwarded it to Bob Garvy, whether he was chair of the committee or not, because he was -- his background was more into that financial area, and I know he had an interest in it.

So I always made sure that every time I would get a monthly report or quarterly report of how those funds were doing and what's going on, I would send it to the chair of the finance committee and the BOG.

MR. RUBOTTOM: Okay. Did you report regularly to the finance committee --

THE WITNESS: Yes.

MR. RUBOTTOM: -- about the progress of the fund and --

THE WITNESS: Yes.

MR. RUBOTTOM: -- would that be quarterly or monthly or --

THE WITNESS: It was not monthly. It probably

would have been quarterly. I don't remember the frequency. I know it was not monthly, but we did, and that was one of our points that The Bogdahn Group did was to make sure that we were making the required reporting to the board. And that -- and we had the Bogdahn representative there, that were our advisors, present at the meetings to answer any questions that people might have.

MR. RUBOTTOM: Okay.

THE WITNESS: It might have been annually, the more I think about it.

MR. RUBOTTOM: Did anybody consult you at any time before you left about attributing some of the unrealized gains in the fund to repayment of Trevor Colbourn Hall E&G?

THE WITNESS: It would have been a logical thing to do.

MR. RUBOTTOM: But nobody consulted with you about that?

THE WITNESS: They might have been forwarded to me, but not consulted in that sense.

MR. RUBOTTOM: I think on September 20th at the board meeting that they laid out, I think Kathy laid out a repayment plan or schedule that included about 13 or -- between 10 and 16 million in unrealized

gains as part of the refunding mechanism.

THE WITNESS: And that makes sense.

MR. RUBOTTOM: I understand why it makes sense economically and financially.

Where it didn't make sense was when people are expecting E&G cash to be made whole, because they don't understand that some of that money is in the investment pool. So people began to ask questions about it. The auditor commented on that particular mode of refunding.

Would you have expected that plan to be developed by Kathy and Tracy during that September period when they were trying to figure out how to repay?

THE WITNESS: Yes, yes.

MR. RUBOTTOM: Okay. Would you -- when you had the liquidation, would you report that to the finance committee at the next meeting or would you get approval beforehand or --

THE WITNESS: Like I said, there were only two, and I don't remember the exact ones, who was involved in it, but it was reported. From then on, if you look at those reports now, they still show even today where those two liquidations occurred.

MR. RUBOTTOM: Right.

THE WITNESS: So it was totally transparent in that sense. I just don't remember the -- the detail of who was involved in doing it at the time.

MR. RUBOTTOM: But you can understand why people would ask questions in light of the fact that the university has taken the position that we can refill a hole with this particular class of asset?

THE WITNESS: Sure. I don't see those as hostile questions at all.

MR. RUBOTTOM: I believe that category, when they presented that, they showed E&G and they preserved that share of earnings. They showed some federal funds.

What categories of federal funds would we have in the investment pool over a ten-year period?

THE WITNESS: I don't know.

MR. RUBOTTOM: Have you ever been involved in any federal audits questioning that we parked their money or anything?

THE WITNESS: No.

MR. RUBOTTOM: Okay.

MR. GREENE: Can we take a three-minute break?

(Brief recess.)

MR. RUBOTTOM: Let's go back on the record. Carine, you're next.

BY MS. MITZ:

Q. Okay. Mr. Merck, is there anything else you think we need to know in order to complete our investigation about the knowledge on the part of certain employees that E&G was being used for construction?

A. I think we, the employees, shared a common understanding or a common belief that we were not doing anything illegal. There was no -- no thought that what we were doing was illegal, nothing intentional in that regard. I just want to clarify that.

And that really brings me to the four employees that were -- are in the process of being terminated, if they haven't already been. I just want to, on the record, say how unfair I think that is. They didn't deserve that.

They were, I believe, intended to divert attention from people higher up in the chain. I think the chairman and the president felt a need to show action in response to the things, the negative things that were being said, and they wanted to, for lack of a better term, to produce some scalps to show. And these four people were on the receiving end of that unfairly.

I just --

Q. Okay. Thank you for that. If anything else comes to your mind that would help us in our

investigation, particularly involving the people who had knowledge of the use of E&G for capital projects, as well as people who had the knowledge that wasn't permitted, would you be willing to put that in a sworn statement or an affidavit for us?

MR. GREENE: Yes, we're cooperating. Bill was looking to me, but yes, we'll supplement.

MS. MITZ: Okay. Thank you for that. Mr. Merck, do you already know what you want to tell the committee on Tuesday?

THE WITNESS: No. I was just hearing from Don a few minutes ago or a few hours ago now, that I'll probably be asked to make about a five-minute opening statement.

MR. RUBOTTOM: Likely not more than that. I think we could talk about that off the record.

THE WITNESS: Okay.

MR. RUBOTTOM: Carine, I do have a couple more, because, I think, of what she asked earlier.

Is there anything that -- that you think we might not know about the knowledge level of Dr. Whittaker or any or all of the trustees with respect to the matters that have created -- the use of E&G funds for capital projects over the past six years?

THE WITNESS: My sense is that they were informed in writing. They were informed orally. Dr. Whittaker was even more so informed through correspondence, reports, conversations with Tracy, Christy and others in our various meetings.

I find it difficult to believe that there are people who are saying they were clueless about the use of E&G funds or carryforward funds towards Trevor Colbourn. That just astounds me that people would say they didn't know that.

MR. RUBOTTOM: I just lost my train of thought again. There was one more I had.

Oh. I can't remember if we asked you, have you read the Bryan Cave report?

THE WITNESS: Yes.

MR. RUBOTTOM: Have you reviewed the exhibits in that report?

THE WITNESS: Yes.

MR. RUBOTTOM: Is there anything in that report you dispute?

THE WITNESS: Absolutely.

MR. RUBOTTOM: Would you tell us what those matters are?

THE WITNESS: I've got some notes here I made, hoping that you would ask me that.

MR. RUBOTTOM: Thank you.

THE WITNESS: Some are minor and some are more important.

The first one that's just me is page 7 says, Merck took full responsibility for the decision to use the E&G funds for TCH. That is a total overstatement.

My expression of responsibility was my role in what happened as the chief financial officer, not to take on the responsibility for the general counsel, for the president, for the provost, for the board, for the BOG, all those.

It was a narrow expression of mine, but they continued to hammer on that full word that they added as time went on.

I felt like -- going back one page, page 6 refers to Bill Merck as a "key figure in all of the decisions." To me, that just started off that report with a bias that Bill Merck is going to be loaded up with everything that follows.

Page 7 says "the evidence does not support a conclusion that Colbourn presented an imminent health or safety risk requiring emergency action." I just want to say I totally disagree with that and I think that anybody that read the engineer's report

would have to conclude that that was a dangerous situation.

And then page 7, he says, "nor does it support the claim that there was no other -- " alternative use but "-- alternative but to use E&G funds." I disagree with that, too; that the suggestions that he had about a couple of projects, they just weren't practical or financially feasible to shift those funds at that point. It's just not right.

And then page 7, too, he says at Merck's discretion "a new international student center" ... used "permissible funds that could have been applied," et cetera, et cetera. To refer to it as an international student center makes it sound like it's discretionary, kind of frivolous, when in fact the building was an academic building.

We had a contract with a company called Shorelight to increase the number of international students on campus. And part of what they offered coming in was to build the facility on our campus if we didn't have adequate facilities to handle it. None of us wanted that. We did not want that. We didn't want them to have a building on our campus. So we and the board, we all decided we would build an academic building to house the academic programs

and the academic support functions for those -- all incoming students. So I thought that was downplaying what that building was.

Page 8, "We found no evidence that Merck, or anyone acting at his direction, ever specifically told the BOT that the source of funding for TCH was E&G funds." And I disagree, and we provided written documents, and I think also the transcript where we were answering Marchena directly disputes some of that.

Page 8 says "We found no evidence that Merck, or anyone acting at his direction, ever explained to the BOT that the funding of TCH was not permitted under BOG regulations and may lead to adverse consequences for the university." On the surface, that's true, but false in that I was not aware of that particular regulation during the decision-making process.

Page 8. "Merck clearly understood that state auditors might find the project to be in violation of the restrictions on the use of E&G funds." That's, to me, a mischaracterization. I thought it would go against the conventional use of carryforward funds, but not a violation of a specific restriction.

On page 8, "Merck acknowledged on several occasions that he could not have disclosed the relevant risks to the BOT, because he knew the BOT would not have gone forward with the project had he done so." I think we address that in my letter and the one at Dr. Hitt's, too, that we were talking about -- that we didn't believe it was going to be -- it was not -- we didn't think it was illegal, to start. We thought it was something that we could address and handle, and we didn't want to distract anybody from the major point which was we have a bad building that's going to hurt somebody.

Page 9 says speak of Clark and Tant. Burby accused them of mischaracterizing the allocations as being for deferred maintenance, and that is just wrong, wrong, wrong. They followed the BOG reporting guidelines.

Page 9. Speaking -- Burby was speaking of Clark and Tant. "Their actions had the effect of concealing the use of those funds for a construction project." No intent was there to conceal use. This word was -- that "conceal" word was picked up by Chairman Marchena later, and I think Mr. Burby used the phrase "the effect of" to sort of cover his speculation that that was what was going on.

Page 9. This is not too major, but told by Merck that he might draw an audit comment which he could handle. I didn't know I was doing something that would be considered illegal, so, yes, I thought I could reasonably handle it, talking with reasonable people.

Page 10. "Chase denied being aware of any restrictions on the use of E&G funds." My comment is: Like everyone else.

Page 10, "We found evidence that ... Whittaker received vague and arguably misleading" evidence "about the source of funding for TCH from Merck and others." That's just patently not true.

Page 10. "Perhaps more importantly, Whittaker stated that he was not familiar with restrictions on the use of E&G funds, and we found no persuasive evidence to the contrary." Again, protect the president; blame Merck. As chief budget officer, he was unfamiliar, but Merck as CFO should have been. I am not buying all of that.

Page 10. "Whittaker recalled hearing Merck state that the funding for TCH might lead to an 'audit comment,' which he said did not worry him because he" -- Whittaker -- "was not familiar with state audits at the time." A career in higher ed

and the new president and he's not familiar with state audits? That's difficult to buy.

Page 10 [sic]. "Whittaker ... did not feel he was in a position to challenge Merck because he appeared to have the full confidence of the president." My response is Whittaker reported to the president, as did I. The provost is a number two position in the university. He couldn't challenge me?

Page 10. Let me just skip that one.

Page 13. This is Burby. "There is no available case law or Florida Attorney General opinions interpreting the BOG's regulations during the relevant period, and the BOG does not publish any formal guidance." That's Burby talking. And then -- and I'm saying, and that is the evidence that I should be completely aware, but no one else?

And there was a proposed amendment that was circulated in redline format for comment, and no comments were received from the SUS institutions. And that's -- okay.

And pages 13 and 14 goes into carryforward funds specifically, finally having the same restrictions as annual E&G funds, "except where expressly allowed by law." So why was there no

mention of the statute referenced in our letter, Section 1013.74 of the Florida statutes, which says you can use E&G funds for calamity for a building project?

Page 14. Under section three, Colbourn Hall, says by the late -- "By the late 2000s, it was experiencing structural and other problems, some typical of a building of its age." By inserting the phrase "some typical of a building its age," it made the whole sentence seem like there was no emergency. I object to that.

Page 18. "Several participants in the budget chats indicated that they believed E&G funds were permitted to be spent on renovation and repair projects. In fact, E&G funds may be used for this purpose, but only up to a limit of $2 million according to BOG staff. The budget chat participants who were available for an interview stated that they were unaware of the $2 million limit." I, too, was unaware of the $2 million limit.

Page 20. "Gonzalez stated that she understood that E&G funds could be used for renovations and was unaware of any cap on the use of E&G funds for this purpose." I was of the same mind.

Page 21. Speculation by Burby that "It is possible that Hitt, Merck, and others understood that this authority allowed Hitt to add Colbourn as a capital project in the allocation document without seeking further authorization from the board of trustees." That's -- that whole statement is news to me. For Burby -- this speculation on Burby's part adds to some sort of a conspiracy theory that he was trying to weave.

The transcripts on page 34, we've already talked about those. That's where Tracy and I explain carryforward in response to a question from Chairman Marchena.

Page 34 [sic]. "Both Clark and Tant indicated in their interviews that they were unaware of the specific regulation or law that restricts the use of E&G funds for new construction. Rather, they said it was just something they had learned on the job." And my response is: Me, too.

Page 39 was confusing. Quoting: "And in at least one instance, discussed below, Merck" may have -- "may have affirmatively misrepresented to them the source of funding for the projects." What follows this theory of Burby's is a meeting attended by several people looking at a document I did not

prepare. I am not sure what he was really talking about there.

Page 41, he was -- I think Burby was trying to make a point that the building was not an emergency because he's -- he's saying Kernek's comments regarding the building being safe for occupants for at least the next two years was what I believed to be -- to further the false narrative that there was no emergency. It takes at least two years to design and replace a building, and the clock was ticking. So for a while, it is safe, but it's on its way to being unsafe, and it's not that safe, even at that.

At page 46, Merck's conversation with Walsh on August 10th following the August 7th meeting with auditors, exit conference. I was still in shock. I was distressed that I was being accused of doing something illegal. I was trying to address my feelings to Walsh and my regret for the concern that was coming. I was trying to convey my concern for not expressing my thought that we would get an audit comment because that was, as I believed, a minor matter that I could address and didn't want to distract from the emergency. The actual facts show that we did disclose the funding source to the board, regardless of what I was obviously

communicating poorly.

At page 47, at the September 12th conversation with John Pittman. That twisted up the concern over an audit comment for use of carryforward for a project that is large with the funds themselves. Record of events over the four years show that -- over the four years prior showed disclosure was there and nothing about the source of funds was concealed.

And somewhere, I don't recall the page number, but there was an e-mail, another one besides what we've already talked about, referencing moving E&G to the College of Medicine's endowment. I think there's another one besides what we looked at, and it mentioned the rule. And that was for an endowment, moving E&G to endowment, which I thought was not right. I did not connect that e-mail with the T -- with the Trevor Colbourn project at all in my mind.

And that was supposedly proof that I knew about it, when in fact that same e-mail was addressed to me and Dale Whittaker, and somehow Dale didn't necessarily pick up on it, but I was supposed to have. That, I thought, was fairly ludicrous.

But those are my comments on the Burby report.

MR. RUBOTTOM: Let me go back to the deferred maintenance issue. We've had discussions with Christy about those. I think she was responsible for the fund composition reports submitted to the BOG.

And here's -- here's the logical difficulty that I have, and I would ask you to explain it.

I understand the first 8 to 10 million committed to the renovation being placed under the category of deferred maintenance. In 2014, in the spring board meetings, the board approved construction of the new building, and there was no active -- there was a desire to renovate the old one, but that project had not been approved by anybody yet. The board approved building the new building. Obviously, you had to put the people somewhere before you could -- that's very clear. That's spring of 2014.

The August filing with the BOG, and somewhere in that timeframe, the provost and the president committed another $18 million to -- now what we have is two projects pending, but certainly a $23 to $26 million new building. There was 10 already there; the 18 was also put under the category of deferred maintenance in August of 2014 when the only

project approved was a new building.

And no renovation that I've ever seen totaled 28 million. I think the highest number I've seen is on the CIP's at 19, but I think your internal budgets usually showed the renovation at 15 and Trevor Colbourn Hall at 23, and that the 38 is there.

So I have a difficulty accepting any money for a new building categorized as deferred maintenance. So you already moved 10 under the category of deferred maintenance, and the university was planning in that fiscal year a movement of another 18, but categorizing it as deferred maintenance.

Do you understand why that's confusing to me? Because that's a total of 28 million deferred maintenance. There's no renovation ever proposed that reached 20 million.

THE WITNESS: First, let me just say that I am sure Christy did not do that in an effort to conceal something or deceive anybody.

I am confident that she did fill out that form the way she thought she was supposed to, and maybe there could have been some other way to do it, but there was no ill intent on her part doing that, and it is just what it is now. But there was no intent

to conceal.

MR. RUBOTTOM: Is it possible that the different components were not talking to each other? That this capital -- informal capital budget that you all kept working on in your budget group, that maybe that wasn't communicating to this report that's made to the BOG to where there was any ability to reconcile the different -- different documents?

THE WITNESS: Let me make sure I understand your question. Are you asking if you think there was a communication disconnect between the budget group and the people filling out the forms as to what we were doing?

MR. RUBOTTOM: Yes.

THE WITNESS: And I think the answer is yes to that.

MR. RUBOTTOM: Okay. Would you also suspect maybe there was disconnect between the people that built the master plan, the people that built the capital improvement plan, the people that built the annual capital budget?

THE WITNESS: Yes, yes. I would definitely say that.

MR. RUBOTTOM: If -- if somebody was to

describe the problem at UCF being culture, do you think those type of elements would be included there in addition to the kinds of communications with the board, that whatever -- that any cultural problem that contributed to this might be much broader than the administration and finance operation?

And we talked about training, how people were educated.

THE WITNESS: That's what I was trying to -- I'm not sure I would use the word "culture." I think there is a lack of formal training of some of these matters, and that lack of training I think leads to some of the miscommunication problems that we're having between the departments and with the uncertainty about how to fill out the BOG forms with the information that we're trying to plug in there. I think all of those elements led to some misunderstanding in terms of interpreting documents and what was supposed to be being done.

Dr. Whittaker referred to the administration and finance as having a broken culture. It's not broken. I think the culture there is strongly in favor of trying to do whatever we can do to make the students' experience the best we can. I think that's a whole different thing than having

communication issues that I think stem out of lack of training and understanding.

MR. RUBOTTOM: Carine, do you have anything else?

MS. MITZ: The only thing I have is, Mr. Merck, we've been asking everybody who's been deposed to agree to not discuss their deposition with anybody. So that would include the questions that we've asked and the answers that you've been providing. Do you agree to do that?

THE WITNESS: Yes.

MS. MITZ: Okay. Thank you. That's all I've got.

MR. GREENE: I've got a few questions and I'm going to try to go fast.

CROSS-EXAMINATION

BY MR. GREENE:

Q. Before today, you weren't given a chance to respond to the accusations that have been made against you, were you?

A. No, I was not.

Q. You could have spoken to Mr. Burby, but as I read your letter to him, you did not think he would be an unbiased audience, did you?

A. Absolutely did not think he would be unbiased.

Q. In fact, after reading his report, it is clear to you and to others, isn't it, that he was, indeed, biased, and had the answers he had to get before he even began his investigation?

A. Yes.

Q. He attributed to you the same documents to attribute -- for example, that e-mail from Tracy, that was sent to him that refers to BOG regulation 9.007, he used that to attribute a level of guilty state of mind to you, but absolved Whittaker who got the same regulation, didn't he?

A. Yes.

Q. And he ignored the fact that the E&G funding sources, as Mr. Burby was told by Tracy and Christy Tant and others before they were fired and had no reason to not tell them anything other than the truth, he ignored the fact that Dale Whittaker was intimately involved in the decisions to use E&G carryforward for capital projects, didn't he?

A. Right.

Q. So I'm little bit surprised today when you're given a chance to tell your story, that you're a little less passionate than I would be. You have been accused of doing everything but kidnapping the Lindbergh baby.

This is your chance to speak up, so I'm going

to ask you some pointed questions.

Did you purposefully violate any law, rule or regulation while you were at UCF?

A. Absolutely not.

Q. Did you know of any statute, rule or law that barred the use of E&G carryforward?

A. No.

Q. You have seen e-mails and things that referred to regulation 9.007, but did you ever read that rule itself before this --

A. No.

Q. -- matter began?

A. No.

Q. Did you connect that regulation to the Trevor Colbourn project in any way?

A. No.

Q. If you had known that there was a statute that barred the use of E&G carryforward to fund Trevor Colbourn Hall, would you have recommended that?

A. I would not have recommended it if I knew we were breaking the law, absolutely not.

Q. Did you purposefully do anything wrong, that is, violative of a rule or a statute or a regulation or something you were told you should not do while you were at UCF?

A. No.

Q. Did you counsel anyone else to do so?

A. No.

Q. Did Trevor Colbourn Hall present a real emergency?

A. It absolutely did.

Q. Were you told by the engineers that people literally could die if the facade of that building crumbled and bricks fell off of it while they were going in and out?

A. They didn't tell me they could die, but I knew they could because I've been around buildings that had faulty brick, and I knew the conditions in that building. In a heavy wind, you could have had an avalanche of bricks cascading off the side of that building, and anybody walking below would have been killed.

Q. Did everyone that was involved in the discussions concerning Trevor Colbourn Hall always agree that there was an emergency situation?

A. Yes.

Q. Did anyone other than Mr. Burby ever question the fact that there was a real emergency as confirmed by four different engineering firms?

A. He was the only one.

Q. Did you feel as the person whose job it was to try to find a way to allocate limited resources to fulfill the mission of the university, that you had a duty to the students, staff, and faculty who were at the university?

A. Yes.

Q. Did you tell the trustees that there might be an audit comment with respect to the funding of Trevor Colbourn Hall?

A. In one of the meetings, I did.

Q. There is no doubt in your mind you told the full board of trustees?

A. I told the -- I'm sure it was the financial and facilities committee; whether the full board was there, don't know, but actually, most of the time we had those committee meetings, the other members were present.

Q. Is there any doubt in your mind that the board members who you gave your orientation talks to would know what carryforward meant?

A. They should have, even though that was not -- carryforward has gotten a lot more attention since this latest audit. But I'm sure we talked about it, maybe not with quite the emphasis we would today when we talk about it, but yes.

Q. Is there any doubt in your mind that when

Marcos Marchena was told in 2014 that carryforward was being used to fund Trevor Colbourn Hall, that he knew what it meant?

A. He knew what it meant.

Q. Carryforward, as that term was used by you to the board of trustees, meant E&G, didn't it?

A. Yes.

Q. You didn't have -- did you make the decision to use E&G carryforward to fund Trevor Colbourn Hall?

A. I recommended things. I don't make the decisions.

Q. Did you have the final decision making authority with respect to how E&G carryforward was used?

A. No.

Q. Who made the final decisions with respect to the Trevor Colbourn Hall carryforward?

A. Provost and the president.

Q. Was general counsel aware that E&G carryforward was being used to fund Trevor Colbourn Hall?

A. There is no question he was, because he was in meetings where that was discussed.

Q. Did you expect the general counsel would advise you if something that you recommended or an action being taken by UCF was going to violate some sort of rule or regulation, is that something that you would expect

general counsel would tell you?

A. Absolutely would expect that.

Q. Would you even -- do you think you would even know the questions to ask with respect to the propriety of funding sources or is that something general counsel should bring to your attention?

A. Should bring it to my attention. Like the saying goes, I didn't know what I didn't know.

Q. Did you bring the audit issue to the attention of President Hitt?

A. Yes.

Q. Did you bring the potential for an audit comment to the attention of President Whittaker?

A. He was in meetings where it was discussed, so he had to know about it.

Q. Was it -- was, in fact, the potential for an audit comment with respect to Trevor Colbourn Hall discussed in multiple meetings where Whittaker and Scott Cole were present?

A. Yes.

Q. And was it also discussed in meetings where Marcos Marchena was present?

A. Yes.

Q. Now, the Trevor Colbourn Hall, Colbourn Hall dilemma, would you agree that it was unique for many

reasons?

A. It was totally unique.

Q. Why?

A. It's a little bit longer answer. I'll try to make it short. But we were in a -- in a time period where the state -- the traditional state funds for buildings had dried up. The buildings were continuing to age. We were facing an emergency situation, the likes of which I had not experienced in my 47 years in higher ed -- 46 years. And so it was a unique situation, unusual.

Q. So you agree it's unique for -- first of all, because it was an emergency that threatened the life, health, and safety of students?

A. Yes.

Q. Did you ever have that situation before in your career where somebody said you need to do something to this building or somebody could get sick or die?

A. Not to the extent of Trevor Colbourn Hall.

Q. And was Trevor Colbourn Hall unique in the way the project evolved from a minor renovation to a more major renovation, to a renovation with a partial new building and then to a total new building?

A. That was new in my experience.

Q. And this -- this evolution of the project, was

it ongoing for years?

A. Yes.

Q. Was Dale Whittaker there, even though not at the beginning, there for most of the evolution of that project?

A. Yes, he was.

Q. He was there when it was a minor renovation and when it became a major renovation and then when it finally became what it became; isn't that true?

A. Yes, that's true.

Q. And you had said earlier on that the provost added $10 million to the Trevor Colbourn Hall building. Do you recall that?

A. Yes.

Q. The provost you referred to was Whittaker?

A. Yes.

Q. Was it Whittaker's decision to add the additional space to the new building that added $10 million to the price tag?

A. He added scope to the building because it was hiring additional faculty, and then the prices were determined to be in the neighborhood of 10 million to add that additional scope.

Q. Is it accurate to say by the time it got to that point, that Whittaker, assuming you had these

weekly budget chat meetings every week, discussing the funding sources for E&G, that he was there at least at a hundred meetings where the funding source for Trevor Colbourn Hall was discussed?

A. I'll put it this way. He was there at numerous meetings. I wouldn't want to make a count of them.

And another thing that we did, we didn't meet every week because sometimes he was not available. So we would cancel the meeting because we wanted to make sure that anything that was discussed in a budget chat meeting was in the presence of the provost.

Q. So the meetings of the budget committees could occur without you, but they could not occur without Provost Whittaker, could they?

A. That was our -- our modus operandi.

Q. Was anything ever concealed concerning Trevor Colbourn Hall from Dale Whittaker?

A. No.

Q. Was anything concerning Trevor Colbourn Hall concealed from anyone internally within UCF?

A. No.

Q. Was anything concerning Trevor Colbourn Hall concealed from the board of trustees?

A. No.

Q. Was anything concerning Trevor Colbourn Hall

concealed from BOG?

A. No.

Q. Now, you were asked by Mr. Rubottom about some of the forms that were submitted. Did you fill out the forms yourself?

A. No.

Q. Did you fill out the form where the deferred maintenance was reported or --

A. No. I'm sorry.

Q. -- where Trevor Colbourn funding was reported as deferred maintenance?

A. No.

Q. Did you instruct Christy Tant or anyone how to fill out that form?

A. No.

Q. Do you believe she did it to the best of her knowledge and ability?

A. Yes, I do.

Q. Do you believe she did it based upon guidance that she got from BOG?

A. Yes.

Q. Do you think that this woman was trying to do anything illegal or immoral when she filled out that form?

A. No. Emphatically, no.

Q. Tell me about your conversations with Whittaker post-audit. What did he say to you and what did you say to him?

A. He said that basically that he thought I had done the right thing, I had chosen the wrong method to do it; that I, not we, but I would take some heat for it for a few months and then we could go on.

Q. Now, Whittaker, did he ever tell you he was surprised at the funding source for E&G when you were having these post-audit conversations?

A. No.

Q. In fact, he knew what the funding source was before the money was spent, didn't he?

A. Yes.

Q. And he signed off on the allocation document, didn't he?

A. Yes.

Q. So when he said you -- you did the right thing, he did it, too, didn't he?

A. Yes. The implication, though, was if heat comes from it, it was going to be my heat, not his.

Q. Have you ever been advised by anyone, other than me, that Dale Whittaker made a comment or told a group of people after you were terminated that he was going to come forward and tell the whole story about how

this was an emergency and UCF was doing the right thing, but that he had been coached instead to find somebody to blame so that UCF could move on from this dilemma quicker?

A. The only deviation I would say from what you just said was not someone to blame, but me to blame.

Q. When Whittaker said you did the right thing but by the wrong method, he was the person that finally, along with President Hitt, on the allocation document approved the method of funding of Trevor Colbourn Hall, wasn't he?

A. Exactly.

Q. I want to talk to you about your conversations with Dave Walsh that are mentioned in the Burby report and the other trustees where they say you essentially admitted you did something wrong and you had failed or hid something from the board. Do you recall that part of the Burby report?

A. Absolutely, I do, clearly, because I was shocked by it.

Q. Did you hide anything from the board of trustees?

A. No, I didn't.

Q. Did you tell Mr. Walsh that you hid anything from the board of trustees?

A. If I recall correctly, I was trying to express to him that I didn't bring up the audit report in a board meeting to distract them from the major problems we were having in the building, but that was not an accurate statement on my part, even then, because we had actually done that. We had brought it up in the meetings.

Q. Did you -- did you advise the board of trustees that the funding source for Trevor Colbourn Hall was the E&G carryforward?

A. Yes.

Q. Did you tell the board of trustees and/or the chair of the facilities and finance committee that there might be an audit comment --

A. Yes.

Q. -- as a result of that funding decision?

A. Yes.

Q. Did you think that if there was an audit comment, that it would be something that the university would be unable to defend?

A. I thought we would be able to defend it, absolutely would be able to defend it.

Q. Did you say that you might receive an audit comment, did you mean to say by that that we're going to break a law or rule or regulation?

A. No, no, I did not.

Q. What did you mean?

A. I meant that because we were using -- we were into an area that was not conventional, we had not received the historical funding from the state to cover this kind of an event, we were charting new territory, that auditors would surely pick out a $38 million expenditure in a way that was novel and flag it, and we would have to respond to that.

Q. Isn't it true that by recognizing that you're probably going to get an audit comment about the Trevor Colbourn project, that you knew from the very inception that this was going to be closely scrutinized?

A. Yes.

Q. Would you have broken a rule or violated a statute or regulation if you knew it was going to be closely scrutinized?

A. No.

Q. Would you have violated a rule or regulation if you didn't think it would get any scrutiny at all?

A. No, no.

Q. Did you mislead Dale Whittaker about anything?

A. No.

Q. Did you mislead any of the board of trustees about anything?

A. No.

Q. Did you trick Dale in any way?

A. That's ludicrous. No, I did not.

Q. From the very beginning of his joining UCF, isn't it true that Dale Whittaker threw himself into budget matters and tried to gain control over them to an extent greater than the provosts that were before him?

A. Yes.

Q. Isn't it true he reactivated the university budget committee and created the facilities budget committee just so that he could be more apprised of and know about the budget decisions?

A. Yes.

Q. And he was involved in the budget of the entire university, not just the budget at the academic level; isn't that true?

A. That's correct.

Q. Let me show you what we'll mark as a composite Exhibit 1.

MR. RUBOTTOM: Can we go ahead and mark ours? I don't think we've done that yet, that big group that we gave you.

(Exhibit No. 1 was marked for identification.)

MR. GREENE: So I'm going to show you what's composite Exhibit 2.

(Exhibit No. 2 was marked for identification.)
BY MR. GREENE:
Q. Is this just the type of information that would have been submitted to Dale Whittaker on a weekly or frequently periodic basis concerning budget matters at UCF?
A. The answer is yes.
Q. And did the materials that were presented to Dale Whittaker regularly, did they specifically refer to E&G carryforward and what was being done with that source of funds that were available to UCF?
A. Yes.
Q. Do you believe that Tracy Clark was a competent, honest, and capable employee at UCF?
A. She was one of the most competent, hard-working, honest people I know.
Q. Is there any doubt that she would have regularly reported all the matters that concerned the budget issue that were relevant to Dale Whittaker?
A. I have no doubt that she would.
Q. Do you know of anyone that ever tried to disguise that Trevor Colbourn Hall funding as deferred maintenance?
A. Not deliberately disguise it, no.
Q. You agree that there are problems as

exemplified by Trevor Colbourn Hall that need to be fixed, wouldn't you?

A. I do. I would totally agree with that.

Q. You agree there needs to be more training and better training at UCF?

A. I think that's true for all 12 universities, including UCF and the board of governors.

Q. Do you agree that there needs to be better communication between the BOG and UCF?

A. There needs to be clear, more discrete -- more discrete direction, yes.

Q. Do you think it would be a preferable practice that when the BOG was asked for written guidance so that there could be a uniform source of interpretation of permissible uses of E&G, do you think it would have been preferable that Chris Kinsley and others would have provided that guidance when asked?

A. Certainly.

Q. Do you believe that there needs to be better communication between the board of trustees and perhaps better education in the board of trustees concerning budgetary matters that affect UCF and other universities?

A. Yes.

Q. Do you think the blame for all of those issues

should be placed upon your shoulders?

A. No.

Q. Did you intend to take the blame for everything wrong with the system when you said I'll take responsibility for this?

A. No.

Q. Did you resign because you felt some responsibility by virtue of your position with respect to a decision that was obviously -- that people relied upon your recommendation in making, and that in hindsight might not have been the right thing?

A. Repeat that.

Q. Did you -- did you, by resigning, acknowledge your responsibility and your willingness to take responsibility for any role that you had in what happened with respect to Trevor Colbourn Hall?

A. Yes.

Q. Did you intend to absolve others who are your peers or your superiors or with other agencies, like the board of trustees, from their responsibility?

A. That was not my intent, and the word "full" responsibility, that word, "full," that was added later was not my intent.

Q. The Burby report says there's a culture issue at UCF, and he implies that the culture was that people

were scared to speak up because of the cabal that consisted of you and Dr. Hitt, so that everybody -- everybody else, including President Whittaker, was just scared to say anything. Did that sort of culture exist at UCF?

A. No, no, no. It was a very collegial culture and we had no problems speaking with each other about things we agreed with or disagreed with.

Q. Did Lee Kernek speak up when she disagreed with things?

A. Yes.

Q. Do you think you could have shut her up if you wanted to?

A. I'll take that as rhetorical.

Q. Did others speak up when they had problems at UCF?

A. Yes, yes.

Q. Did you try did -- did you listen to them and take corrective action if needed?

A. I certainly did.

Q. Did you ever try to dissuade criticism, discussion or any efforts to make sure everybody was doing the right thing?

A. No.

Q. Would it, in your view, be more of a

communication and education and training issue that is responsible for what happened at UCF rather than a cultural issue?

A. I would, and I believe I said that earlier.

Q. You were asked a lot of questions, and I'm confused about them because I don't know as much as you and Mr. Rubottom about your investment policy, your liquidation of assets. Was it your policy or was it UCF's policy?

A. It was UCF's policy as adopted by the board of trustees.

Q. So this was something the board did, not Bill Merck, just to be clear?

A. Just to be clear, that was the board's action.

Q. You were asked about who was involved in dealing with the auditors during the audit process in 2018. Do you recall that?

I believe you said it was Christy Tant and Tracy Clark were probably the first --

A. Oh, yes.

Q. -- level of communication?

A. Yes, yes.

(Exhibit No. 3 was marked for identification.)

BY MR. GREENE:

Q. And as Exhibit 3, can you identify that as an

e-mail that was sent -- e-mail that was exchanged between you, Christy Tant, and Jeff Brizendine from the auditor's office in April and May of 2018?

A. Yes.

Q. And does Christy Tant tell the auditor expressly on April 26, 2018, that the construction of Colbourn Hall was fully funded from centrally held E&G carryforward funds?

A. Yes.

Q. You -- you were asked did Whittaker ever challenge your decisions, and you said no. And I think you -- you read that -- you heard that question in the sense of did he object to things that you did more narrowly than I heard it.

So I want to ask you this. When you had to -- did you have to go before the budget committee and ask for budgeting for your division from time to time?

A. Yes.

Q. And did Dale Whittaker rubber stamp all of your requests?

A. No.

Q. In fact, wasn't there some insurance issue for which you had to fight to try to get funding for, and Dale Whittaker really pushed back hard on it?

A. I'm fuzzy on that, but I'm pretty sure the

answer is yes, it was.

Q. Did Dale Whittaker agree with everything you said?

A. No, no. I had some other requests that were -- that I thought were pretty important that were turned down.

Q. You know that Whittaker knew that carryforward -- that the carryforward was Trevor Colbourn Hall came from E&G, don't you?

A. Yes.

Q. You're not guessing at that?

A. I am not guessing at that, no.

Q. And you're not guessing that Marcus Marchena knew, are you?

A. No, I'm not guessing, no. They knew.

Q. You were asked if the provost had approval authority over capital projects.

The final approval authority, at least within UCF, actually rested exclusively with the provost and the president as far as the use of carryforward for capital projects was concerned, didn't it?

A. Correct.

Q. The allocation documents for E&G carryforward were signed by the president and the provost; right?

A. Right.

Q. Not by you?

A. Not by me. I don't believe they are even copied to me.

Q. Tell me more about the four people who were fired, or whatever happened to them, that Whittaker said were fired at UCF. Why do you think they were treated unfairly?

A. I think they were treated unfairly as a smokescreen, as a way to deflect attention from the provost and the chairman -- yeah, from the president and the chairman, rather. I think they were -- they were just sacrificed to divert attention from their story that they didn't know anything.

Q. You didn't know the law concerning the prohibition against the use of carryforward for new buildings, did you?

A. No.

Q. It appears Dale Whittaker didn't know because he never told you about that when you were discussing the use of carryforward for Trevor Colbourn Hall, did you or did he?

A. No, he didn't.

Q. Scott Cole was aware that E&G carryforward was being used for Trevor Colbourn Hall, wasn't he?

A. Yes.

Q. He never told you it was wrong, did he?

A. He did not.

Q. Marcos Marchena, who was an experienced construction lawyer, he never told you it was illegal or wrong in any way, did he?

A. No, he didn't.

Q. Do you know why Burby would go out of his way to find that these four employees that were under everybody I just named in the UCF hierarchy, that they somehow knew, but that Whittaker and others didn't?

A. I think there was an objective when that whole Burby report was commissioned, and whether it was written or -- well, it was not written, certainly, but unwritten, and that was to protect the president.

Q. Did you ever hear of the "Save the Dale" campaign?

A. Yes, I did.

Q. What did you hear about that?

A. I just heard that when Dale Whittaker was a candidate for a presidency at Iowa State, there was an interest in not letting him leave UCF, but to stay and become president.

And so there was conversation among board members and others about let's save Dale, keep him here.

Q. Did you ever get the sense that one of the

primary proponents behind that move to "Save the Dale" was Marcos Marchena?

A. Certainly involved in it heavily.

Q. Did you ever get the sense that -- that Marcos Marchena was behind that so strongly because he felt that he might have a little more control over Dale than he had over Dr. Hitt?

A. That would be speculation on my part, but it would be speculation that I would endorse.

Q. You were asked about Marcos Marchena and some of the things that he did at UCF. He was trying to get an ever-expanding role over capital projects at UCF, wasn't he?

A. Yes.

Q. He was trying to bring in some of the people he worked with at the Orlando Airport and bring them in to some level of involvement with the administration of construction projects at UCF?

A. That was an impression I had, and I know that he was very interested in having these owner's representative type companies come in and manage our projects for us.

Q. And Lee Kernek and you had discussions about Marcos Marchena's efforts to bring in OARs, didn't you?

A. Yes, yes.

Q. And did Marcos Marchena complain about Lee Kernek when she brought the efforts of Marcos Marchena to the attention of President Hitt and objected to them?

A. Say that again now?

Q. Did Marcos Marchena complain about Lee Kernek when the she resisted his efforts to bring in OARs?

A. He had complained about her before and after, so that didn't help, the resistance to OARs, which I didn't think was a good idea, either. Our projects were too simple to handle the extra overhead of an OAR.

Q. Did you have some concern that Marcos Marchena was trying to bring in some of his cronies from the airport so that they could make money on the back of UCF when their services really weren't needed and would have added a lot more money to the UCF budget problems?

A. That would be speculation on my part, but I would not disagree with that speculation.

Q. Did you ever tell Scott Cole or Trustee Walsh or anybody else that you had lied to the board of trustees?

A. No.

Q. Did you ever tell them that you had concealed anything from the board of trustees?

A. They interpreted my --

Q. Forget how they interpreted. Did you --

A. No.

Q. -- ever tell them you concealed anything from the board of trustees?

A. No, no, no.

Q. Did you ever lie to or conceal anything from the board of trustees?

A. No.

Q. Tell me again, what is it you were trying to explain to Trustee Walsh when you had these conversations about the audit comment and your feeling of embarrassment and remorse at what was going on?

A. Well, I obviously felt bad about what was going on, no question about that. And I wanted those guys that I had respect for to understand, first, why we were doing what we were doing, the safety, trying to protect students, faculty, and staff from harm.

And that I had not gone into great depth about the potential for an audit comment in a meeting where we were discussing some of those things, although we did actually do it. But I didn't want to make a big deal out of the audit comments, which I thought were -- would have been a very manageable comment to deal with, when I was not aware that it was something illegal.

Q. Let's switch gears. The term -- strike that.

The board of trustees at UCF was specifically

told, at least in some verbal reports and/or some written documents, that E&G carryforward was being used for Trevor Colbourn Hall. Do you agree?

A. Yes, I agree.

Q. And in some of the slides and things we've seen, the more general term, nonrecurring or UCF internal funds, things of that nature, were used. Are you aware of that?

A. Yes.

Q. Was there any -- ever any effort to use those terms to conceal in any way --

A. No.

Q. -- the fact that E&G was being used?

A. No.

Q. Do you know who prepared those slides and things, which department it was? Would that have been facilities and finance or would it have been budget? Do you know who prepared those things for the trustees?

A. Depending on the project, but typically it would have been finance and accounting in conjunction with whatever project was being presented. So there would often be a joint effort on the preparation of the form, the subject expert, and then some of the F&A folks would be involved with the funding source.

MR. RUBOTTOM: Excuse me, for clarification. I

think you mentioned slides? And I don't know if you're talking about some of the facilities reports that were made. He's talking about forms, which sounds like he's talking about the capital improvement plan.

MR. GREENE: I'm talking about the slides and the presentations that were made annually to the board of trustees where the terms "nonrecurring" are used.

BY MR. GREENE:

Q. Do you know who prepared those slides and things? Would that have been --

A. Not specifically.

Q. -- Lee Kernek's division?

A. Not specifically, but it wasn't me, I know that.

Q. Did you ever direct anybody as to how to fill out those?

A. No.

Q. What to put on those slides for information?

A. No, no.

Q. Did you instruct all of those below you to be open and honest and try to answer as completely as they could any questions or requests for information that they received from the trustees?

A. Of course, for sure.

Q. Was Trevor Colbourn Hall in the reports that were submitted to the state, as far as you know, were those -- were the same reports submitted to the state for Trevor Colbourn Hall as would have been submitted for other, similar projects?

A. Yes.

Q. Was the same process and procedures followed for Trevor Colbourn Hall, the reporting process --

A. Yes.

Q. -- the same?

A. Yes.

Q. Was anything understated or concealed or purposefully hidden?

A. No.

MR. RUBOTTOM: Chuck, I've got a long way to drive and she has a lot to type up in the next few days, so if we could bring it --

MR. GREENE: This will be it. Done, sorry.

(Exhibit No. 4 was marked for identification.)

BY MR. GREENE:

Q. Is Exhibit 4 a list of the other projects as far as you know that were identified by UCF post-audit that involved questionable uses or uses of E&G that should be looked into further?

A. Yes.

Q. Are you aware that Beverly Seay has said that in connection with the dismissal of the four terminated UCF employees, that these projects were the same people, same -- same process, same pattern, same trickery, essentially, as was attributed to them with respect to Trevor Colbourn Hall?

A. No.

Q. Are you aware of that comment?

A. I've heard it, and I disagree with it totally.

Q. Were the -- were these other projects completely different from Trevor Colbourn Hall?

A. Yes, they were.

Q. Did anyone ever say that there might be an audit comment or something might be made with respect to any of those other projects?

A. No.

Q. Were different people involved in approving and overseeing those projects than were involved with Trevor Colbourn Hall?

A. There was an overlap with the budget committee and budget chats and things like that, but all these projects have their own individual identities and there were different subject experts on all of them, so they were handled differently. You cannot compare this list

with the Trevor Colbourn Hall business.

Q. And at least with respect to most of those projects, Dale Whittaker was involved in approving all of them, wasn't he?

A. Virtually all.

Q. And are some of those actually the -- was Dale Whittaker intimately involved in a few of those projects? Were these his babies, so to speak?

A. Yes, yes.

MR. GREENE: That's all we have.

So we'll waive reading for purposes of expediting.

And Don, do you agree that I haven't had the opportunity to do a full cross-examination that I would do, so that nobody can use this in other litigation? It would essentially remain open?

MR. RUBOTTOM: I would agree, yes.

MR. GREENE: Thank you.

THE REPORTER: Can I confirm that you want this transcript as soon as possible?

MR. RUBOTTOM: Yes.

(The deposition was concluded at 5:23 p.m.)

CERTIFICATE OF OATH

STATE OF FLORIDA:
COUNTY OF ORANGE:

I, Emily W. Andersen, RMR CRR FPR, Stenograph Shorthand Reporter, certify that WILLIAM F. MERCK, II, personally appeared before me on February 16, 2019 and was duly sworn.

WITNESS my hand and official seal this 16th day of February, 2019.

Identification:
Produced Identification
Florida Driver's License

Emily W. Andersen

EMILY W. ANDERSEN,
Notary Public State of Florida
Commission No. GG 258112
Expires October 14, 2022

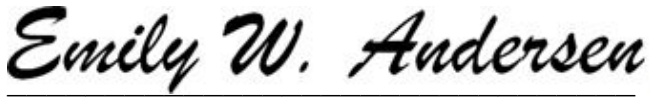
CERTIFICATE OF REPORTER

STATE OF FLORIDA:
COUNTY OF ORANGE:

I, Emily W. Andersen, RMR CRR FPR, Stenograph Shorthand Reporter, certify that I was authorized to and did stenographically report the foregoing deposition of WILLIAM F. MERCK, II; that the review of the transcript was requested; and that the foregoing Pages, 4 through 181, inclusive, are a true and complete record of my stenograph notes.

I further certify that I am not a relative or employee of any of the parties, nor am I a relative or counsel connected with the parties' attorneys or counsel connected with the action, nor am I financially interested in the outcome of the action.

DATED this 15th day of February, 2019.



Emily W. Andersen, RMR CRR FPR
Stenograph Shorthand Reporter

Exhibits

021619_W.Merck_ Exhibit 01 3:9 164:19,23

021619_W.Merck_ Exhibit 02 3:10 164:25 165:1

021619_W.Merck_ Exhibit 03 3:11 169:23,25

021619_W.Merck_ Exhibit 04 3:12 179:20,22

$

$1.8 63:18

$10 157:12,18

$16 78:9

$18 145:21

$2 109:12 141:16,19, 20

$23 145:22

$26 145:23

$38 29:7 163:7

$5 36:22

$5,000 118:1

$60 75:7

$8 37:6,9

1

1 17:3 74:19 77:14 82:18 83:23 164:19, 23

10 15:18 28:17 121:1 129:25 139:7,10,14, 21 140:3,10 145:8, 23 146:10 157:22

10.9 127:18

1013.74 141:2

10th 143:14

11 15:19 39:11

11.5 79:11

12 39:12 166:6

12th 144:2

13 129:25 140:11,22

13th 49:9,20 51:12 53:25 76:19 107:13

14 7:5 97:14 121:1 140:22 141:5

15 53:19 61:13,18 127:4 146:5

15,000 125:5

16 129:25

18 141:12 145:24 146:13

19 146:4

2

2 164:25 165:1

20 73:23 75:8,9 123:20 127:4 141:22 146:17

2000s 141:6

2008 20:25

2010 117:15,17,18

2013 12:14 37:5,8 112:1 124:7 127:17

2014 96:7 97:19,23 113:17,22 145:10, 18,25 154:1

2015 104:3

2017 79:8 82:13 104:3

2018 104:3 169:17 170:3,6

20th 49:12 129:22

21 142:1

210 117:15

22 90:19 96:7 97:14

22-year 53:20

23 146:6

24th 79:4

26 170:6

27th 107:12

28 146:3,15

2nd 113:17

3

3 111:25 169:23,25

30,000-foot 8:8 23:24

30-foot 23:23

300 71:22 73:14

31st 43:1 79:8

34 142:10,14

38 30:1,23 146:6

39 142:20

4

4 179:20,22

4.8 79:9

41 143:3

46 143:13 156:10

47 144:2 156:9

5

5 115:20

5.4 79:12

50 121:3

5:23 181:22

6

6 121:3 135:16

6th 49:8 51:5 54:21 56:12,18,23,25 57:3

7

7 135:4,21 136:3,10

7th 143:14

8

8 137:4,11,19 138:1 145:8

9

9 138:13,18 139:1

9.007 150:8 151:9

A

ability 147:8 159:17

abnormal 14:22

absolute 68:25

absolutely 20:7 25:14,20 64:14 69:6 77:19 85:25 88:24 89:1 99:11 127:9 134:21 149:25 151:4,21 152:6 155:2 161:19 162:22

absolve 167:18

absolved 150:10

academic 40:23 60:6 63:16 64:8,20 65:9 80:18 86:10 110:19 136:16,25 137:1 164:15

accept 46:1

acceptable 78:15

accepting 146:8

access 22:9 26:10 100:23

accommodate 28:18

accomplish 72:4 76:17

account 76:7 117:15 118:14 119:4

accounting 11:3 20:9,20 38:3 58:4 68:18 78:2 106:7 177:20

accounts 62:23 84:14 101:6 123:3 125:21

accreditation 72:14,25 73:7 86:11, 14,15,18,21

accredited 86:17, 19,23,25

accrediting 72:15 86:24

accurate 99:20 117:5 157:24 162:5

accurately 5:12 18:25

accusations 94:22 149:19

accuse 58:18

accused 50:17 58:22 96:1 138:14 143:16 150:23

acknowledge 167:13

acknowledged 138:1

acquainted 102:2

act 52:14 107:4,7 108:2,8,10,12,17

acting 137:5,12

action 18:12,14,21 29:2 132:19 135:23 154:23 168:19 169:14

actions 58:1 138:19

active 145:13

activities 15:14 101:2

actual 48:18 57:5 143:23

add 41:6,7,14,21 142:3 157:17,23

added 6:20 16:19

Orange Legal
800-275-7991

28:16 38:17,20 135:15 157:12,18,20 167:22 175:15

addition 106:21 148:3

additional 68:10 157:18,21,23

address 98:16 112:6,9 138:5,10 143:17,22

addressed 144:21

adds 142:8

adequate 136:21

adhering 122:4

admin 112:6

administration 6:11,17 7:9,15,19 28:23 38:23 46:17 48:17,23 57:15 87:14 106:3 148:6, 20 174:17

administrative 112:12

administrator 115:23,24

admitted 31:2 161:16

adopted 121:14 169:10

advance 26:2,4,12 92:7

adverse 137:14

advice 14:21

advise 154:22 162:8

advised 88:9 160:22

advisor 119:11

advisors 129:7

affairs 7:7 47:1 112:7,12

affect 166:22

affidavit 133:5

affirmatively 142:22

afraid 51:20 54:4

afternoon 4:14,15

age 141:8,9 156:8

agencies 118:4,19 167:19

agenda 10:7 11:10, 11 56:17 96:6

agree 100:12 112:9 149:7,10 152:19 155:25 156:12 165:25 166:3,4,8 171:2 177:3,4 181:13,17

agreed 16:17 32:17 33:5 121:7 168:8

ahead 16:13 54:12 164:20

air 27:21 77:1

airport 88:10,15 174:16 175:13

Airports 88:19

alike 126:2

alleged 59:4

alleviated 61:5

allocate 124:18 125:25 126:2 153:2

allocated 29:16

allocating 127:6

allocation 37:6 142:4 160:15 161:9 171:23

allocations 121:18, 19 125:5,12 138:14

allowed 46:7 49:20 54:7 140:25 142:3

alternate 120:1,2

alternative 136:4,5

altogether 83:21

amended 124:7

amendment 140:18

Ameriprise 119:11

amount 19:23 81:10 110:8,24 126:15

analysis 22:13 121:24 128:5

and/or 162:12 177:1

angry 43:18

animals 86:12

annual 16:23 25:24 61:2,6 63:15,17 140:24 147:22

annually 122:4 129:10 178:7

answering 44:15 106:21 137:9

answers 75:4 149:9 150:3

anticipate 103:15

anymore 105:24

appalled 53:10

apparently 50:11 58:25 94:9 124:9

appeared 21:4 61:4 92:10 140:5

appearing 10:7 46:6

appears 172:18

applied 136:13

appointed 122:2

apportioned 66:17

apprised 164:11

appropriate 71:11

appropriately 39:19 126:3

appropriates 66:10

appropriation 96:21 107:3,7 108:2, 8,10,12,17

appropriations 13:18

approval 65:15,23 66:5,11,13,22 67:4, 22 70:10,19 81:8 103:7 130:19 171:16,18

approve 94:15 121:18

approved 17:12,13 120:2 145:11,14,15 146:1 161:10

approving 66:18 70:7 180:18 181:3

approximate 5:17

approximately 15:18

April 57:14 170:3,6

architects 28:3

area 15:9 39:6 48:8, 11,13 116:15 128:10 163:4

areas 40:23

arguably 139:11

arising 35:15

Army 7:5

arrange 11:9

arrangement 8:3

articulate 115:21

Arts 72:13

assessment 86:24

asset 38:16,21 76:3 131:7

assets 68:25 169:8

assign 123:14

assigned 15:8

assist 87:14

assistance 32:2

associate 60:11 80:2,11

association 15:15, 24 17:23

assume 8:20 64:16 77:17

assumed 40:7

assuming 123:23 157:25

astounds 134:9

athletic 15:15,24 16:11,23 17:15,23

attached 67:17 102:6

attachment 76:2 114:15,17

attachments 26:11 103:2

attacked 44:10

attempt 44:8 97:6

attend 52:6

attended 142:24

attending 57:7 63:8

attention 30:16 72:1 132:17 153:21 155:6,7,9,13 172:9, 12 175:3

attorney 15:8 87:10, 11 140:12

attorneys 15:3

attribute 150:7,9

attributed 150:6 180:6

attributing 129:13

audience 149:24

audit 16:1 17:5 18:8, 9,13,15 19:1,5,14 20:25 21:4,14 22:14 26:5 30:5,6 31:18 32:14,22 33:20 34:5 35:16,17 37:12 42:1 43:8,14 46:23 47:13, 21 48:3 55:21 57:24, 25 65:11 85:6 86:10 89:16 91:13 94:12, 22 95:7,12 101:11 105:9,18,19 107:6,8, 18,19,21 116:5 139:2,23 143:20 144:4 153:8,22 155:9,12,17 162:2, 14,18,23 163:11 169:16 176:10,18,21 180:15

auditor 17:1 22:9 23:6 26:5 45:4 48:20 85:18 130:9 170:5

Investigative Hearing
MERCK, II, WILLIAM F.

ORANGE LEGAL

Orange Legal
800-275-7991

auditor's 21:4,19 170:3

auditors 16:20 24:25 30:2,9,24 57:8 90:21 101:9 137:20 143:15 163:7 169:16

audits 21:6 85:19 86:1,2,6 131:18 139:25 140:2

August 37:7 110:7 143:14 145:19,25

authority 65:15,23 66:5,22 67:4,22 70:10 81:8,11 88:15 142:3 154:13 171:17,18

authorization 107:2 142:5

authorized 106:23 108:4,22

authorizing 59:5

autograph 73:15

auxiliaries 13:12,13 62:25 67:10

auxiliary 64:10

avalanche 152:15

avenues 29:21

avoid 73:7

awarded 90:7

aware 9:5 17:16 56:24 57:2 87:20 108:7,9 109:9,24 137:16 139:7 140:17 154:18 172:23 176:23 177:8 180:2, 9

B

B-O-N-T-A 36:15

babies 181:8

baby 150:24

back 6:19 12:4 15:16 16:23 19:8 42:17,22 49:22 54:20 57:11 58:9 68:6 85:4 86:18 88:7 97:3 99:5 109:8 115:2 118:11 119:15 122:4 131:24 135:16 145:1 170:24 175:13

background 96:14 128:10

backgrounds 10:13

bad 55:22 95:25 138:11 176:12

bag 53:21

balanced 41:5

balances 118:18 120:14,20 125:9

band 72:10,17 73:6, 13,15

Bank 117:16

barred 151:6,18

base 73:14 92:16

based 9:7 82:7 91:15 102:3 112:8 159:19

basically 32:8 59:8 81:13 93:10 108:19 160:4

basis 23:4 99:7 120:17 124:21 165:5

bathroom 61:10

beef 41:15

began 59:12 65:12 130:8 150:4 151:12

begin 57:15 104:10

beginning 49:6 52:2 86:22 101:5 157:4 164:4

begun 101:7

belief 132:7

believed 37:17,18 39:18 40:3 90:4 91:22 141:13 143:7, 21

believes 92:3

belong 76:4

bet 31:19

Bev 47:3,4,7 79:2

Beverly 180:2

bias 135:19

biased 150:3

bid 87:17 90:7

big 67:21 71:5 79:7 111:6 117:22 164:21 176:20

bigger 28:6 29:6 41:14,17

Bill 43:15 44:21 45:9 46:5 133:6 135:17, 19 169:12

billion 63:18

bit 9:25 34:14 41:24 68:8 73:6 77:21 93:9,21 102:2 105:12 117:21 120:8,11,12,25 150:21 156:4

blah 43:19,20,21

blame 49:16 91:17 139:18 161:3,6 166:25 167:3

board 10:11,13,19, 22 11:17,24 12:1,10, 11 16:7,8,9,10 17:14,21 25:22 26:1, 3,4,7,9,11,13 27:23, 25 29:2 32:1 33:25 34:6,8,19,22 39:21 45:8 49:8,14 50:1,2, 8,15,25 51:2,10 52:8 53:12 54:22 62:7 65:16,22 66:3 79:3 85:11 89:4 91:1 93:22,24 94:14 96:7 97:14 100:19 101:2 119:21,25 120:2 121:7,9,11,12,13,14, 18 122:1 129:5,23 135:11 136:24 142:5 143:25 145:11,15 148:4 153:12,14,17 154:6 158:23 161:17,21,25 162:3, 8,12 163:24 166:7, 20,21 167:20 169:10,12 173:23 175:19,23 176:3,6, 25 178:8

board's 169:14

boards 10:10

Bob 55:9 95:1 128:8

BOB-1 103:3

BOB-2 102:3,5,11, 13 103:9 104:2 105:21

body 72:15 86:17,24

BOG 46:8 49:20 53:25 54:1 58:16 59:3 82:12 100:23 102:8 105:8 107:12 112:5 115:14,15 116:4 119:8 124:7 128:16 135:12 137:14 138:16 140:14 141:17 145:5,19 147:7 148:15 150:8 159:1, 20 166:9,13

BOG's 140:13

Bogdahn 121:21,22 122:2 126:12 128:5 129:3,6

bond 29:18

bond-funded 103:4

bonds 66:12 122:18

Bonta 16:17 36:3,17

book 13:21

books 20:1 37:11 111:12 117:4

borrowing 84:3

BOT 137:6,13 138:3

brakes 41:16

braking 41:16

bravo 36:17

break 53:12,15 61:9 68:3 131:22 162:25

breaking 151:21

breath 49:22,23

breeze 111:21

brick 77:3 80:16 152:13

bricks 152:9,15

briefing 40:9

briefly 89:20 101:5

bring 7:3 13:20 17:20,21 24:6 32:12 155:6,7,9,12 162:2 174:15,16,24 175:6, 12 179:18

brings 132:11

Brizendine 170:2

broader 96:19 99:21 100:12 148:5

broken 148:21,22 163:15

brought 9:8 21:15, 16,17 22:6 23:21 33:25 48:6 80:25 162:6 175:2

brutal 53:22

Bryan 5:1 94:10,11 113:3 134:14

bubble 71:6

budget 13:15 19:6 24:22 25:6,24 28:24 60:1,3,6,15 62:5,25 63:1,3,15,16,17,25 64:7,9 65:1,8,9,15 69:21,24 70:5,11,12, 13 71:2,3,17 72:2,3 75:10,11 79:18,19 80:22 81:1,18 98:21, 25 99:6,9 110:20 139:18 141:12,17 147:4,5,12,22 158:1, 10,12 164:6,10,12, 14,15 165:5,19 170:16 175:15 177:17 180:21,22

budgetary 69:3 166:22

budgeting 11:1 14:25 64:13 99:18 170:17

budgets 60:8 64:9, 10 73:5 76:16 146:5

Investigative Hearing
MERCK, II, WILLIAM F.

Orange Legal
800-275-7991

build 28:9 73:6 104:11 126:24 136:20,24

building 22:20 28:7, 10,18 29:14,17,19 30:19 32:16 37:1,21 38:18 71:17 72:10 74:19 77:3 78:4,9,14 84:5,9 85:8 100:16 103:18 105:1,3 106:23 136:16,23,25 137:3 138:12 141:3, 8,9 143:4,6,10 145:12,15,16,23 146:1,9 152:8,14,16 156:18,23 157:12, 18,20 162:4

buildings 108:3,4,22 109:3 152:12 156:7 172:16

built 82:23 97:21 100:16 103:14,19 147:20,21

bulk 78:10

bunch 22:10

Burby 138:13,18,23 140:11,15 142:1,7 143:3 144:25 149:22 150:14 152:22 161:14,18 167:24 173:7,12

Burby's 142:7,24

Burnham 88:4

bus 44:8

business 7:7 13:11 88:10 181:1

buy 140:2

buying 139:20

C

cabal 168:1

calamitous 30:18

calamity 30:17 141:3

calculation 126:11

calendar 12:18

call 10:8 11:9 43:12 45:21 46:14 47:14, 23 49:4 53:24 54:23 58:16 59:3,10 114:17 123:4

called 43:12 49:25 52:3,5 53:15 54:12 55:11 76:1 136:17

calls 22:4 39:21

campaign 173:16

campus 13:19 33:16 36:11 53:14 60:5 66:18 72:18 75:2 76:12,22 77:2 79:9 80:3,9 83:19,23 136:19,20,23

cancel 158:9

candidate 173:20

cap 141:24

capable 165:14

capacities 9:10

capacity 6:22 98:22

capital 25:13,23,24 34:3 35:10 38:6,13, 15,21 64:12 65:24 66:6,24 67:6,23 71:1 87:17 92:11,25 99:18 102:6,7,17 103:1 109:6 114:18 119:8 133:2,24 142:4 147:4,21,22 150:18 171:17,21 174:12 178:4

car 41:13

car's 120:15

care 29:16,18 32:21 41:10

career 139:25 156:17

careful 115:6 124:19

Carine 19:8 24:20 34:21 40:5 49:11 56:3 58:9 61:16 66:21 73:18 78:19 81:7 84:23 86:3,8 88:13 111:18 131:25 133:18 149:3

carry 63:2

carryforward 14:2, 12 29:8,21 37:9,16 57:21 62:16,21,22, 24 63:4,5,9,10 67:6 71:10 92:14 93:2,7 95:21 96:14,16,25 97:9,21 98:11 99:21 100:9,14 111:12,17 134:8 137:24 140:22 142:12 144:4 150:18 151:6,18 153:19,21 154:1,5,9,13,16,18 162:10 165:10 170:8 171:8,20,23 172:15, 20,23 177:2

cascading 152:15

case 9:20 96:25 140:12

cases 90:10

cash 84:10 101:13 116:9,13,17 117:4 118:3,6,12,18 120:2, 8,19,20 121:1 122:10,14,23 123:15 126:19 127:23 130:6

categories 100:18 131:14

categorized 146:9

categorizing 146:13

category 103:7 116:21 131:10 145:10,24 146:10

Cave 5:1 94:10,11 113:3 134:14

cell 53:16

center 74:25 79:13, 22 81:3 136:11,14

central 6:9,14 66:23 67:5 79:12 122:22

centrally 170:7

ceremony 73:10

certainty 97:18

cetera 136:13

CFAUX 105:21

CFO 7:11 44:13,14 45:1 48:10 91:24 139:19

CFOS 112:7 127:23

chain 57:11 132:17

chained 61:10

chair 11:9,14,15,17 61:11 82:21 87:9 98:9 119:12,18,22 128:7,8,15 162:13

chairman 87:2 91:6, 21 132:18 138:23 142:13 172:10,11

chairs 12:6,11

challenge 61:25 140:4,9 170:11

chance 51:1 96:9 149:18 150:22,25

chancellor 43:12,17 46:14 48:21 65:11 94:23

chancellor's 47:14 49:4

change 10:10

changed 121:21

characterize 100:8

charged 30:13

charting 163:6

Chase 139:7

chat 70:11 141:17 158:1,10

chats 99:6 141:13 180:22

check 122:6

checked 16:16

chief 6:12,19 26:16 44:12 45:4 50:3,4 60:6 91:23 125:18 135:9 139:18

chiller 76:22

chilling 77:4

choice 32:18 52:17 92:6

chose 42:11,19

chosen 160:5

Chris 35:11 36:21 38:6 54:3 105:11,16 166:16

Christy 22:19 23:12 24:12 46:21 58:7 68:23 74:22 84:16 101:7 106:9 112:20 125:3 134:5 145:3 146:19 150:14 159:13 169:18 170:2,5

Chuck 179:16

churned 120:23

CIP's 146:4

circulated 140:19

circumstance 45:17 110:13

circumstances 51:24

citing 43:7

claim 65:8 103:15 136:4

claimed 110:6

claims 90:22

clarification 177:25

clarify 132:10

Clark 10:24 14:7 15:6,13 22:17,22 23:12 24:11,13 46:3 60:10 68:9 69:7,14 84:15 93:7 105:14 112:20 114:8 138:13,19 142:14 165:13 169:19

class 131:7

clear 5:14 16:4 65:10 79:24 97:20 118:11 145:17 150:1 166:10 169:13,14

clients 88:9

clock 143:10

close 14:17 71:21

close-by 72:20

closely 8:15,17 15:2 87:8 163:13,17

clueless 134:7

CM 90:8

co-chaired 81:21

co-chairs 81:19

coached 161:2

Colbourn 22:11 23:7 27:6,7,21 28:11,15 31:24 34:4 36:25 37:3 47:22 59:6 85:7 92:25 93:2,5 97:20 104:3, 16,20 105:20 109:11 114:19,20 115:8 129:15 134:9 135:22 141:5 142:3 144:18 146:6 151:15,19 152:4,19 153:9 154:2,9,16,19 155:17,24 156:19,20 157:12 158:4,17,19, 22,25 159:10 161:10 162:9 163:12 165:22 166:1 167:16 170:7 171:9 172:20,24 177:3 179:2,5,9 180:7,12,20 181:1

Cole 15:6,10,18 18:4,7,12 19:6 24:22 26:2 34:16 50:5 112:16 155:19 172:23 175:18

Cole's 25:25 56:11

college 7:4,8 72:13 80:18 88:3 113:25 144:13

collegial 168:6

color 124:15

colors 88:20

columns 39:17,23 104:6

comb 108:13

comfortable 89:8

comment 16:1 18:8, 13,15,20 21:14 26:13 30:3 31:18 32:14,22 34:4,5,14 48:3,11 55:21 57:4, 25 85:6 86:11 95:8, 12,24 105:19 139:2, 8,23 140:19 143:21 144:4 153:8 155:13, 17 160:23 162:14, 19,24 163:11 176:10,18,22 180:9, 15

commentary 115:3

commented 130:9

comments 19:2 90:12 94:22 140:20 143:5 144:25 176:21

commissioned 173:12

commitment 37:8

commitments 66:23 67:5,23 79:14, 15,16,17 83:20 109:11

committed 37:5 145:9,21

committee 11:7,16 12:7 19:7 24:23 25:6 26:4 34:23 54:8 69:21,24 70:12,13 71:3 72:2 79:18,19 81:1,19 93:24 99:10 119:12,19 121:12 128:7,9,15,18 130:18 133:10 153:14,16 162:13 164:10,11 170:16 180:21

committees 28:24 70:5 158:12

common 132:6,7

communicated 95:14

communicating 96:2 144:1 147:6

communication 8:16,18 147:12 149:1 166:9,20 169:1,21

communications 115:23 148:3

companies 174:21

company 122:3 136:17

compare 39:11,12 180:25

competent 165:14, 15

complain 90:16 175:1,5

complained 175:7

complaining 89:10, 11,13 93:14

complaint 89:15,20

complaints 27:20

complete 80:22 132:3

completed 84:10

completely 140:17 178:23 180:12

completion 108:6

complicated 66:7

complies 4:3

components 13:16 147:3

composite 164:18, 25

composition 145:4

comprehend 98:22

comprehension 99:3 109:2,5

computer 53:9

conceal 97:6 98:6 138:21,22 146:19 147:1 176:5 177:11

concealed 97:25 144:9 158:16,20,23 159:1 175:22 176:2 179:13

concealing 138:20

concept 99:15

concern 30:11 35:9 43:14 47:25 143:18, 19 144:3 175:11

concerned 58:21 111:5 165:18 171:21

concerns 21:19 37:12 47:19 60:19 61:5 98:20 101:9

concerted 91:16

concession 87:19

concessions 87:18

concise 75:6

conclude 136:1

concluded 181:22

conclusion 135:22

conclusions 21:5

conditioning 77:2

conditions 152:13

conduct 85:19

conducted 4:25 86:6

conference 43:12 46:14,18,19 47:2,13 48:1,2,20 57:6,7 143:15

confidence 140:5

confident 24:10,11 146:21

confirm 181:19

confirmed 152:23

confuse 117:12

confused 5:21 85:14 105:24 106:14 169:6

confusing 38:7 117:8,9 142:20 146:14

confusion 63:12

conjunction 177:20

connect 144:17 151:14

connection 180:3

Conrad 119:17,18

consequences 137:15

conservative 36:11 120:16 121:25

consideration 102:16

considered 139:4

consisted 168:2

conspiracy 142:8

constant 111:16,17

constructed 108:4

construction 23:16 27:8 33:17 76:7 78:10,24 80:15,16 90:14 109:9 132:5 138:20 142:17 145:12 170:6 173:4 174:18

consult 23:19 129:12

consultant 121:23

consultation 105:7

consulted 129:18,21

consulting 121:20

contacted 59:1

contentious 15:13

context 56:5 62:21 63:5 111:11

continue 19:1

continued 135:14

continuing 156:7

contract 100:4 136:17

contracts 87:19

contrary 139:17

contributed 148:5

control 164:6 174:6

controlled 26:24

controller 16:16 35:7,20,21

Orange Legal 800-275-7991

conventional 29:13 30:2 137:23 163:4

conversation 15:17 18:21 23:17,25 24:1 27:9 31:16 43:15 48:22 59:14,18 86:7 98:10 111:16 143:13 144:2 173:23

conversations 17:23 19:4 20:22 22:3 23:23 28:21 33:7 46:6,13 47:12 49:18 54:1 80:4 85:20 93:17 94:18 116:6 134:4 160:1, 10 161:13 176:10

convey 42:8 143:19

conveyed 24:19

convocation 76:3

Cook 15:6,11 22:25

cooperating 133:6

cooperative 60:24

copied 112:11,16 172:3

copies 26:2,9

copy 16:25 102:14 128:6

core 76:3

corner 96:10

corpus 120:10

correct 8:20 39:23 65:3,4 67:19 99:20 100:2 104:9 113:18 164:17 171:22

corrective 58:1 168:19

correctly 162:1

correspondence 134:4

couch 75:4

counsel 21:17,21 22:13 23:3 35:11,19 45:4,25 47:20 50:5 88:14 91:23 105:8 112:6,12 116:5 135:10 152:2 154:18,22 155:1,5

counsel's 15:3 20:14,21 21:1,9,25 34:19

count 158:6

couple 4:19 24:8 34:21 47:16 81:4 98:17 133:18 136:7

court 5:10 12:24

cover 4:19 77:4 83:24 138:24 163:5

craven 44:8

create 7:24 119:21

created 133:23 164:10

CREOL 71:17,25 72:12 78:17

Criser 46:15 47:23 48:21 53:24 54:23

crisis 119:23

criteria 86:25

criticism 33:20 58:21 168:21

criticized 91:18

cronies 175:12

cross-examination 149:16 181:14

crumbled 152:9

crunch 117:22

culpability 91:19

cultural 148:4 169:3

culture 148:1,10,21, 22 167:24,25 168:4, 6

curious 35:16 38:12 46:11

current 110:20 114:18

cut 97:16 98:9

cutting 73:9

D

Dale 9:1 60:25 77:17 80:10 113:19,23 114:8,15 144:22 150:17 157:3 158:17 160:23 163:22 164:2,5 165:4,9,19 170:19,24 171:2 172:18 173:15,19,24 174:1,6 181:3,6

danger 95:3 118:7

dangerous 54:15 136:1

Danny 12:16

date 27:11 29:5 51:7 125:10

Dave 94:25 161:14

David 55:9 93:18

day 15:1 50:9 52:2 55:5 83:9 101:21

days 5:1 45:7 47:17 179:18

deal 176:20,22

dealing 22:9 169:16

deals 108:3

dean 9:9 72:12 73:2

dean's 33:10

deans 71:6 73:6

decades 36:4

deceive 146:20

December 43:1 113:17

decide 70:17

decided 41:13 50:11 136:24

decides 66:10

decision 42:9 65:18, 19 117:14 135:5 154:8,12 157:17 162:16 167:9

decision-making 137:18

decisions 29:1 62:3 65:21 70:11 74:1,2 79:20 81:23 135:18 150:18 154:11,15 164:12 170:11

deep 40:14

deeper 46:10

deeply 28:16

defend 162:20,21,22

deferred 38:8,10 138:15 145:1,10,25 146:9,11,13,15 159:7,11 165:22

define 19:22

defining 84:7

definition 38:24

deflect 44:11 172:9

degree 97:18

delegation 81:10,24

deliberately 165:24

delivered 125:4

delivery 90:8

demands 104:11

denied 139:7

department 14:17 16:12,23 17:16 21:16 22:12 89:17 93:14 107:20,21 118:5 177:16

departmental 122:24

departments 22:7 110:19 123:24 148:14

depend 100:3

depended 14:19,20 15:7 69:18

depending 21:20 23:4 71:23 177:19

depends 66:7

deposed 149:6

deposition 4:16,22 149:7 181:22

depth 9:24 176:17

describe 8:14 10:1 33:18 40:19 68:16 87:23 91:8 100:19 148:1

describing 95:8 97:5

deserve 132:15

design 143:9

design/build 90:9

designated 64:20

desire 39:10 145:13

desperately 84:5

detail 27:11 60:15 77:12 115:6 131:2

details 19:9 23:24 108:17

deteriorating 29:19

determined 157:22

develop 40:10

developed 130:12

developing 40:14

development 48:12

deviation 161:5

dictated 39:9,19

die 152:8,11 156:18

differently 180:25

difficult 32:23,25 134:6 140:2

difficulty 145:6 146:8

dilemma 155:25 161:3

ding 18:9,13

direct 4:12 8:4 13:12 23:3 93:3 102:20 178:17

directed 72:9 74:18 76:12 78:5

directing 75:18

direction 137:5,12

Investigative Hearing
MERCK, II, WILLIAM F.

Orange Legal
800-275-7991

166:11

directly 22:16 31:17 92:23 137:9

director 17:22

dis 82:3

disagree 82:5 90:10 135:24 136:6 137:7 175:17 180:10

disagreed 168:8,9

disappointed 45:14 107:17

disappointment 42:8 48:22 58:17

disclose 143:24

disclosed 138:2

disclosure 144:7

disconnect 147:12, 19

discount 74:3

discrete 166:10,11

discretion 136:11

discretionary 136:15

discuss 27:4 69:5,14 70:25 127:22 149:7

discussed 22:11 31:7 56:8 69:17 77:8,12,14 79:10 98:1 114:15 142:21 154:21 155:14,18,21 158:4,10

discusses 107:6

discussing 31:4 60:1 82:18 86:5 112:17, 21 158:1 172:19 176:19

discussion 13:24 15:22 25:12 27:4 28:1 31:14 74:20 97:16 98:9,12 109:7 122:9,12 168:22

discussions 14:2 21:1 25:1,19 27:4 28:13 35:8 38:8 45:19 48:17 58:15 62:10 67:1 75:17 76:15 85:17 97:25 114:2 116:24 145:2 152:19 174:23

disguise 165:22,24

dismissal 180:3

displeasure 65:12

dispute 113:5 134:20

disputed 56:22

disputes 137:9

disputing 21:4 113:7

dissuade 168:21

distance 65:7

distancing 65:12

distinction 40:25

distinctly 25:8 34:13

distract 138:10 143:23 162:3

distressed 143:16

distributed 66:19 113:9

distribution 26:17, 21 27:2 121:24

district 76:12,20 77:13

divert 132:16 172:12

divided 13:15

division 7:18 8:1 170:17 178:14

document 17:3,6 20:8 37:6 96:5 111:25 112:24 115:20 142:4,25 160:15 161:9

documents 4:24 20:22 25:22,25 28:4 59:5 69:3 78:1 96:18 100:20,24 103:11 111:19 137:8 147:9 148:18 150:6 171:23 177:2

dollars 16:15 37:16 70:16 71:10

Don 4:22 16:25 96:6 98:15 115:11 133:11 181:13

door 10:6,16

double 16:16

doubt 69:6 153:11, 17,25 165:17,20

downhill 43:11

downplaying 137:3

downstream 111:3

downtown 75:2 78:20 79:9,11,13 80:3,9

downturn 121:6

draw 37:20,23 139:2

dried 29:14 156:7

drilling 44:1

drive 179:17

drop 27:15

drops 127:1

drum 73:14,15

DSO 19:20 76:4

DSO's 110:2

dual 24:13 60:21 61:4 98:19

duly 4:10

duties 7:12,13

duty 50:6 153:4

E

E&g 13:8 14:2,12 25:12 27:5 30:19 35:11 37:9,16 42:9 47:22 56:25 59:6 62:20 63:6,10 64:9 66:23 67:5,17,19 70:25 71:10 72:9 74:18 76:6,13 77:23 78:5,12,15,24 84:14 85:7 92:14,24 94:14 95:9,20 96:14,16 97:21 101:6 103:15 104:4,17 109:10 114:21 115:8,22 116:7 122:13 124:8, 14,15,23 129:15 130:6 131:11 132:5 133:2,24 134:8 135:6 136:5 137:7, 21 139:8,16 140:24 141:3,13,15,23,24 142:17 144:12,16 150:13,18 151:6,18 154:6,9,13,18 158:2 160:9 162:10 165:10 166:15 170:7 171:9, 23 172:23 177:2,13 179:24

e-mail 111:25 112:8, 17,21,24 113:2,6,8, 12,16,24 114:2,8,24, 25 115:20 144:11, 17,21 150:7 170:1

e-mailed 114:14

e-mails 22:10 116:4 151:8

ear 90:3

earlier 27:14 35:5 87:7 88:7 100:23 133:19 157:11 169:4

early 79:1 84:7 119:17

earn 120:11,12

earned 122:20

earnest 65:13

earning 111:7

earnings 78:11 84:17,21 126:1,2,3, 11 127:14 128:4 131:12

earns 67:9

easily 72:5

easy 7:16 68:19

economical 110:8

economically 130:4

ed 139:25 156:10

educate 69:2

educated 148:8

education 7:2 13:10,11 166:21 169:1

effect 103:10 138:19, 24

efficacy 36:6

effort 45:7 91:16 146:19 177:10,22

efforts 8:8 101:5 168:22 174:24 175:2,6

elaborate 63:20

electric 26:9

elements 148:2,17

eligible 104:24 108:5

embarrassment 176:11

embedded 39:3

emergency 30:8 32:15 54:15,22 135:23 141:10 143:4,9,23 152:5,20, 23 156:8,13 161:1

Emerging 74:25

emphasis 153:23

emphatic 29:10

Emphatically 159:25

employed 6:6

employee 68:16 69:1,11 165:14

employees 69:8 115:17 132:5,6,11 173:8 180:4

employment 6:8

encouraged 10:17

end 5:9 18:8 42:6 53:20 132:22

endorse 174:9

endowment 144:13, 16

Investigative Hearing
MERCK, II, WILLIAM F.

Orange Legal
800-275-7991

ends 10:11
energy 76:12,20 77:9,14 79:12
engage 22:13
engine 41:14,18
engineer's 135:25
engineering 152:24
engineers 28:3 152:7
England 59:2,10,13
enlightening 5:2
entailed 64:8
enterprise 67:16
entertaining 88:3
entire 6:24 65:1,8 164:14
entities 66:17 123:7
environment 7:21, 24
equate 86:10
equated 96:13
equipment 38:19 77:4,5 78:13
equities 78:11 116:18 121:1 122:19
err 105:4
erroneous 98:7
essentially 32:3 161:15 180:6 181:16
establish 100:11
established 27:14 120:9
estimate 5:17
evaluation 61:6
evaluations 61:2
event 31:21 163:6
events 43:9 144:6
ever-expanding 174:12
everybody's 126:5, 7
evidence 135:21 137:4,11 139:10,11, 17 140:16
evidenced 20:5,8
evolution 156:25 157:4
evolved 156:21
exact 29:5 130:21
exaggeration 44:23 45:10
EXAMINATION 4:12
exception 12:21
exchanged 170:1
excited 101:25
exclusively 171:19
Excuse 51:4 177:25
executed 19:17,21 20:16
executive 125:18
exemplified 166:1
exhibit 164:19,23,25 165:1 169:23,25 179:20,22
exhibits 134:16
exist 168:4
exit 21:10,11,17 24:6 46:13,18,19 47:2,13 48:1,2,20 57:5,7 143:15
exited 74:10
expansion 37:21,22
expect 35:21 63:8 154:22,25 155:2
expectations 9:19 104:8
expected 69:2 80:25 106:5 130:11
expecting 130:6
expediting 181:12
expenditure 77:5 163:8
expenditures 39:16 57:21 71:12 97:2
expenses 126:15
experience 7:3,4 9:5 62:11 87:13 148:24 156:24
experienced 156:9 173:3
experiencing 45:15 141:7
expert 23:5 38:24 87:18 116:12,13 177:23
expertise 35:15 39:4 116:14
experts 180:24
explain 7:16 10:21 30:7 50:18 51:23 52:9 69:2 93:9 110:16 142:12 145:7 176:9
explained 93:10 137:12
explaining 33:16
explanation 115:21
explore 87:2
express 58:16 63:12 95:2 162:1
expressed 16:21 32:4 60:19 72:12 124:14,16
expressing 65:11 143:20
expression 135:8,13
expressly 140:25 170:6
extensive 21:1
extent 7:14 65:25 156:19 164:7
extra 175:10
extreme 48:21 83:17
extremely 87:6
eye 101:13

F

F&a 21:24 177:23
facade 77:4 152:8
faced 33:2
facilities 11:8,15 14:18 24:22 34:23, 25 36:19 54:8 69:21 70:13 71:21 78:2 80:23 82:12 87:9 88:18 89:16,20 121:10 136:21 153:14 162:13 164:10 177:17 178:2
facility 12:7 19:6 136:20
facing 32:15 156:8
fact 15:23 16:10 31:19,25 68:20 77:9 96:24 104:19 131:5 136:15 141:15 144:21 150:1,13,17 152:23 155:16 160:12 170:22 177:13
facts 143:23
faculty 18:23 28:18 32:16 33:10 41:7,8, 21 83:19 153:4 157:21 176:16
fail 77:2
failed 105:1 161:16
fair 8:23,24 25:11 40:14,17 109:22 117:5,7
fairly 91:14 120:16, 17 121:4 144:24
fairytale 59:12
fall 120:20
false 137:16 143:8
familiar 75:1,22 85:21 88:11 102:5 104:19 110:12 112:2 116:20 127:17,25 139:15,24 140:1
fast 47:16 149:15
faulty 152:13
favor 91:22 148:23
favorable 90:1
feasible 136:8
February 117:15,18
federal 88:22 131:13,14,18
feel 24:10,11 40:13 90:15 109:22 140:3 153:1
feeling 44:5 55:18, 22 95:25 176:10
feelings 143:18
fell 29:1 71:25 152:9
fellow 87:14
felt 30:7 39:17 55:25 57:24 60:24 73:13 91:16,21 93:16 95:7 110:20 126:25 132:18 135:16 167:7 174:5 176:12
FF-4 96:10
fiduciary 122:5
field 72:17
fight 170:23
figure 5:4 19:11 21:8 36:24 59:10 75:14 119:2 130:13 135:17
figured 42:24 83:22
filing 145:19
fill 39:8,15 40:2 120:17 146:21 148:15 159:4,7,14 178:17
filled 39:9 40:1 159:23
filling 39:18 40:2 147:13
final 81:11 107:9

Investigative Hearing
MERCK, II, WILLIAM F.
Orange Legal
800-275-7991

154:12,15 171:18

finally 28:14 82:10 140:23 157:9 161:8

finance 6:11,18 7:9, 15,19 10:24 11:8,15 12:6 20:9,20 21:16 28:24 34:22,25 38:23 57:15 58:3 87:9 106:2,7 119:12, 19 121:10 122:1 128:7,15,18 130:18 148:6,21 162:13 177:17,20

financial 6:12,20 22:17 36:11 44:12, 25 48:10 86:2 112:7, 12 117:22 119:11,23 122:19 128:10 135:9 153:13

financially 130:4 136:8

find 13:1 20:24 134:6 137:20 153:2 161:2 173:8

finding 42:2 47:21 49:16 107:6,19

findings 94:12 107:10

fine 9:14 11:21 43:2 61:17 83:16 98:13

fine-tooth 108:13

finish 9:11 35:1 77:20 101:22 103:25 104:14 106:18 110:10

finished 28:11

fired 52:16 53:6 150:15 172:5,6

firm 88:11 121:20

firms 152:24

fiscal 146:12

fist 83:19

five-minute 133:13

five-year 25:23

fixed 38:13,16,17,20 166:2

fixtures 38:18 78:13

flag 30:3 163:8

flip 17:2 112:23 113:11 114:6

Florida 6:9,14 85:24 140:12 141:2

flowing 120:20

focus 49:14,15

focused 31:10,12 47:9 71:19

folks 10:24 32:6 39:15 177:23

follow-up 66:20 101:2 115:7,12

follow-ups 81:5 98:18

food 13:21

footage 83:18

forget 37:1 175:25

forgive 74:10

form 59:8,16,21 69:20 102:6 104:6 106:6 107:1 115:3 146:21 159:7,14,24 177:23

formal 12:2 27:16, 17,22 140:15 148:11

format 140:19

forms 39:7,8,16 40:1 102:3 106:3 147:13 148:15 159:4,5 178:3

formulating 66:1

Fortier 10:25 14:8

forward 33:22 119:23 128:6 138:4 160:25

forward-looking 104:11

forwarded 26:6 115:21 128:8 129:20

found 11:13 91:1 92:2 119:25 137:4, 11 139:10,16

framework 56:6

frankly 45:13

free-flowing 14:6

freed 84:2

frequency 129:2

frequent 72:19

frequently 60:16 85:10 165:5

frightening 117:24

frivolous 136:15

front 82:12

fruitful 11:5

fulfill 153:3

full 6:3 26:3 34:22 44:21 45:9 97:13 121:12,13,14 135:5, 14 140:5 153:12,14 167:21,22 181:14

full-blown 28:14

fully 69:2 104:13 170:7

function 7:23 41:4

functions 7:22 137:1

fund 13:17 71:17 74:1 104:13 118:17 123:12 128:21 129:14 145:4 151:18 154:2,9,19

funded 7:20 10:1 98:7 114:20 170:7

funding 13:7 23:8, 14,15 31:24 92:11 97:15 98:1 100:2 104:4 105:3,22 109:18 114:18 137:6,13 139:12,22 142:23 143:24 150:13 153:8 155:5 158:2,3 159:10 160:9,12 161:10 162:9,16 163:5 165:22 170:23 177:24

funds 13:25 15:23 16:1 27:5 38:25 57:9 59:6 62:12,22 66:6 67:23 70:25 71:16 72:9 74:19 76:6,13 77:23 78:5,10,15 83:9,10 84:7 85:7 92:24 93:2,6 96:15, 17,20 97:1,21 101:14,19 103:18 104:15 108:5 109:10,25 116:21 121:25 124:18 125:6,13 126:3 127:12 128:14 131:13,14 133:24 134:8 135:6 136:5,9, 12 137:7,21,24 138:20 139:8,16 140:23,24 141:3,13, 15,23,24 142:17 144:5,8 156:6 165:11 170:8 177:7

furious 59:7

furniture 38:18 78:12

future 74:15 110:24

fuzzy 170:25

G

G-A-E-C-K-W-A-D 13:3

Gaekwad 12:17,22, 23

gain 164:6

gains 116:25 124:10, 19 126:25 127:2,18 129:14 130:1

game 40:10

Garvy 55:10 95:1 128:8

Gary 119:16

gas 120:15,18

gave 54:7 60:13 73:16 86:17 153:18 164:22

gears 176:24

general 10:1 13:11, 15,17 15:3 17:1 20:14,20 21:1,9,17, 21,24 22:13 23:3 34:19 35:19 45:4,25 47:19 62:13 85:18 88:5,14 91:23 105:8 108:2,8 116:5 135:10 140:12 154:18,22 155:1,5 177:6

generalist 15:11

generally 17:10 108:9

give 4:5 8:25 13:2,14 27:10 29:5 75:5,8 82:23 117:20 120:13

giving 5:12 26:13 53:16

glance 17:7

Global 78:4

goal 127:7

goals 83:7

God 4:7

Gonzalez 141:22

good 4:14,15 8:16,18 12:12 18:24 20:12, 19 35:4 52:17,22 61:14,18 68:2,17,19 70:9 73:13 92:10 110:25 115:9 119:19 175:9

gosh 68:12

Gotcha 18:3

governmental 108:11,18

governor's 49:8

governors 16:9 26:7,10 32:1 39:21 49:14 82:22 166:7

governors' 51:10 52:8

grant 50:2 83:9

grasp 62:5 63:19

grasping 62:9

great 6:2 41:14 48:25 49:2 60:15

91:4 92:4 114:13 176:17

greater 164:7

greatly 27:13

GREENE 9:11 12:23 15:20 35:1,4 36:16 40:17 43:22 46:5 48:14 49:18 50:14 58:11 61:9,14 68:2 77:20 101:22 103:24 104:14 106:18 110:10 114:10 124:12 131:22 133:6 149:14,17 164:24 165:2 169:24 178:6, 10 179:19,21 181:10,18

ground 4:19

group 34:19 45:17 71:13 72:15 74:21 81:21 112:6 118:17 121:21,22 122:1,2 126:12 128:5 129:4 147:5,13 160:24 164:21

groups 33:10,15

grow 16:12 116:13

growth 73:23

guess 5:16 52:3 107:9

guessing 68:13 171:11,12,13,15

guidance 115:13 119:6 140:15 159:19 166:13,17

guidelines 138:17

guilty 150:9

guy 50:4

guys 8:15 9:2 13:7 31:7 46:3 56:1 97:8 176:13

H

Hall 22:11 23:7 27:6, 7,22 28:11,15 31:24 34:4 36:25 37:3 47:22 59:6 85:8 92:25 93:3,6 97:20 104:3,16,20 105:20 109:11 114:19,20 129:15 141:5 146:6 151:19 152:4,19 153:9 154:2,9,16,19 155:17,24 156:19,20 157:12 158:4,17,19, 22,25 161:10 162:9 165:22 166:1 167:16 170:7 171:9 172:20, 24 177:3 179:2,5,9 180:7,12,20 181:1

hammer 135:14

hand 4:1 53:21 83:19

handle 94:2 136:21 138:10 139:3,5 175:10

handled 20:9 30:7 91:2 93:17 117:10 180:25

hands 25:25 41:19 54:15

handwritten 115:3

happen 31:20 41:11 54:25 77:11

happened 4:23 5:4 44:22 48:7 49:15,23 54:1,2 55:17,18,23 56:2 59:11 72:5 82:8 111:5 135:9 167:16 169:2 172:5

happening 47:16 75:24 80:5 109:20 120:19

happy 58:19,20 74:13

hard 32:19 63:18 90:7 97:23 170:24

hard-working 165:16

harm 32:17 176:16

harm's 29:23

harmed 72:24

Hartman 46:21

head 5:13 43:10 70:21

heading 103:9

heads 73:14,15

health 27:20 135:23 156:14

hear 5:2,10,11 14:10 47:11 62:16 68:22 100:22 110:4 116:24 173:15,18

heard 9:7 25:12,18 35:8 48:21 55:20 77:23,25 85:9 86:10 89:21 93:12 101:8 170:12,14 173:19 180:10

hearing 133:11 139:21

heat 42:20,23 53:17 160:6,20,21

heavily 174:3

heavy 152:14

held 170:7

helped 11:5 121:23

hesitant 69:25

hesitating 69:25

Heston 47:20 50:2

Hey 19:8

hid 161:17,24

hidden 179:14

hide 161:21

hierarchical 8:3

hierarchy 173:9

high 64:11,13

higher 13:10 48:23 132:17 139:25 156:10

highest 146:3

highly 45:13 49:9

highway 118:5

hindsight 32:24 167:11

hire 90:24

hired 121:20

hires 28:18

hiring 83:19 157:21

historical 163:5

historically 97:4

history 56:13

hit 16:1 30:6 33:17 37:12 117:22

Hitt 8:12,15 11:23 24:7 27:5,15 29:6 31:10,15 37:7 64:4 142:2,3 155:10 161:9 168:2 174:7 175:3

Hitt's 138:6

hold 46:9 49:22

hole 131:7

home 74:7

homework 87:24

honest 165:14,16 178:23

honesty 45:15

hope 82:16

hoping 134:25

hostile 131:9

hour 14:6

hours 18:23 133:12

house 136:25

household 116:14

housing 13:20 62:25 63:1 66:12

HR 14:24

huh-uh 5:14

Huizenga 82:21

Humanities 72:13

hundred 31:20 41:7 70:16 158:3

hundreds 70:16

hurt 138:12

hypocritical 43:4

I

idea 8:25 15:25 52:22 69:20,23 110:25 175:9

ideas 61:25 90:6

identification 164:23 165:1 169:23 179:20

identified 179:23

identify 169:25

identities 180:23

identity 123:11

II 4:9 6:5

ill 146:24

illegal 30:14 95:10 132:8,9 138:8 139:4 143:17 159:23 173:4 176:23

illegality 50:20

imagine 14:18 85:23

immediately 9:3 45:20 60:1,2

imminent 135:22

immoral 159:23

implement 70:17

implemented 70:3

implication 160:20

implications 41:23

implied 42:18

implies 167:25

importance 69:19

important 50:13,16, 22 52:8 53:3 69:18 95:3 109:14,22 111:11 135:3 171:5

importantly 139:14

Investigative Hearing
MERCK, II, WILLIAM F.

Orange Legal
800-275-7991

ORANGE LEGAL

Orange Legal
800-275-7991

impression 91:10 99:2,19 174:19

improve 91:4

improvement 25:23 102:6,7,17 103:1 147:21 178:5

inappropriate 109:24

inception 163:12

inclement 72:21

include 11:14 26:15 33:6 34:18 63:16 64:9,12,15 85:23 149:8

included 100:14 112:6,7 129:24 148:2

includes 104:15

including 13:8 26:10 43:13 73:11 85:11 114:19 166:7 168:3

incoming 137:2

inconsequential 45:23

incorporated 75:16

incorrectly 91:2

increase 136:18

increased 28:17

increasingly 27:20

independently 95:1

individual 93:14 180:23

informal 147:4

information 5:7 24:4,19 46:12 62:6 69:8,12,16 95:19 96:15 98:21 99:1,5 104:7 105:5 148:16 165:3 178:20,24

informed 23:22 58:23 69:18 134:2,3

infrastructure 64:21 75:2,13 79:9

initially 27:6 42:5 61:3 75:7

initiated 27:22

initiative 101:17

innocent 44:7

input 14:21 70:1,8

inquiries 57:23

inserting 141:8

insisted 90:24

instance 60:10 89:14 99:23 100:13 142:21

institutions 86:1 140:20

instruct 69:7,11 159:13 178:22

instructions 39:19

instruments 122:20

insubordination 52:15

insurance 170:22

integrity 45:14

intelligent 68:18

intend 95:16 167:3, 18

intended 18:12 94:20 132:16

intending 18:8

intent 126:13 138:21 146:24,25 167:21,23

intentional 39:24 132:9

interaction 8:21 11:17 21:11 74:24 88:18

interactions 46:16 56:4 91:7 116:4

interest 10:14 52:24 53:1 72:4 88:2 98:21 99:13 118:21,24 120:6 122:20 124:8, 10,15,22 128:11 173:21

interested 10:15 41:1 60:3,8 98:25 174:20

interesting 20:25 35:24 104:7

interests 10:13

interim 91:24 92:8

internal 26:5 35:17 46:13,23 83:1,4 84:3,6 90:20 116:6 146:4 177:7

internally 66:19 84:1,2 158:20

international 136:11,14,18

interpretation 166:14

interpreted 175:24, 25

interpreting 140:13 148:18

interrupt 12:8 73:18

interrupting 58:11 61:23,24

intertwined 7:14

interview 21:10,12, 18 24:6 94:10 141:18

interviews 4:25 142:15

intimate 97:6

intimately 66:3 67:1 71:13 74:11 88:5 150:17 181:7

intimation 98:5

intimidated 61:21

introduction 6:1 54:8

invested 116:17 118:20 122:17,18,19 125:13

investigation 90:21 132:4 133:1 150:4

investment 78:11 84:17,21 116:19 117:3 120:3 121:15 124:10 125:6,19 130:8 131:15 169:7

investments 116:8, 12 120:1

invests 90:13

involved 5:3 15:11, 14 17:15,20 18:4 20:17,23 21:10 22:25 23:4 28:3,16 33:21 37:21 44:3,4, 15 45:1 60:9,23 66:3,18 67:1 71:13, 24 72:7,11 73:11 74:11,23 75:3,17 76:10 80:6 88:5 94:11 130:22 131:3, 17 150:17 152:18 164:14 169:15 174:3 177:24 179:24 180:18,19 181:3,7

involvement 76:6 174:17

involves 88:11

involving 133:1

Iowa 173:20

issue 15:7 18:24 21:20 22:17,20 23:4, 9,15,16 24:6 29:18, 20 35:6 42:3 48:11, 12 73:25 109:19 110:5 145:2 155:9 165:19 167:24 169:1,3 170:22

issues 14:23,24,25 15:12 19:5 22:11 23:1 27:21 36:19 39:22 80:24,25 87:25 109:24 115:25 149:1 166:25

issuing 66:12

item 96:7,10

items 10:18 11:10,11 56:18

J

James 7:5

January 107:10 120:21

Jeff 170:2

job 7:11,13 28:24 53:3 115:18 142:18 153:1

jobs 7:4

Joel 46:21

John 55:10 95:1 144:3

joined 44:2

joining 60:2 164:4

joint 82:1 177:22

Jordan 15:6,13 22:22

July 8:13 105:17 106:13 112:1

jump 6:2

June 97:19 127:17

K

Kathy 57:6 78:23 92:1 125:4 129:23 130:12

keeping 101:13 125:22

Kernek 22:21 31:10 32:1 46:2 73:4 90:18 105:11 168:9 174:23 175:2,5

Kernek's 39:6 90:11 143:5 178:14

key 135:17

kickback 90:2

kidnapping 150:24

killed 152:17

kind 10:5,8 17:6 19:4 23:23 24:2 30:9 40:9,10 51:15 67:16

Investigative Hearing
MERCK, II, WILLIAM F.

Orange Legal
800-275-7991

71:25 73:9 75:15 81:24 83:14 84:2,3 87:2 90:12 91:8 94:23 96:17 97:5 98:9 100:19 116:16 120:15 126:19 127:19 136:15 163:6

kinds 13:7 41:21 96:1 105:6 116:21 117:3 119:9 148:3

Kinsley 35:11 36:21 38:6 54:3 105:12 166:16

knew 9:8 19:1 29:12 45:10 92:17 94:14 95:22 98:11 105:19 119:14 123:8 138:3 144:20 151:20 152:11,13 154:2,4 160:12 163:12,16 171:7,14,15 173:10

knowing 10:14 69:1

knowledge 23:5 25:21 35:22 57:13 87:2,12 97:20 101:19 106:13,15 132:4 133:2,3,21 159:17

knowledgeable 36:5 69:4 87:24

L

lack 31:24 35:15 45:14 99:2,13 109:2,5 115:13,14,16 132:20 148:11,12 149:1

lacking 98:21,22

laid 129:23

language 108:7

large 71:23 110:13,25 116:9 144:5

larger 44:20 81:11 110:8

late 40:8 141:6

latest 153:22

law 87:21 118:6 140:12,25 142:16 151:2,5,21 162:25 172:14

lawyer 173:4

lead 16:1 137:14 139:22

leadership 8:7 45:15 49:7

leading 54:21 57:18

leads 148:13

learn 9:18 38:5

learned 28:7 115:17,18 142:18

learning 38:3 115:13 116:2

lease 110:5,14,17,21 111:1,2

leave 173:21

led 89:16 148:17

Lee 22:21 23:13,16 31:10,25 35:8 39:5 46:2 73:4,16 90:10,18 105:11,16 168:9 174:23 175:1,5 178:14

left 53:15,19 63:1,3 67:19 98:10 118:1,3 129:13

leftover 29:21 62:17 93:10

leftovers 96:25

legal 15:14 29:9 35:22 50:5 51:25 87:13,16

legislative 32:7 103:7

legislature 27:23 29:16 66:9 75:8 106:23 111:13

legitimacy 35:18

lending 35:18,23

letter 43:6 102:4 104:18 138:5 141:1 149:23

letting 173:21

level 8:7,8 23:24 39:10 64:11,13 70:7 81:7 115:15 125:23,24 133:21 150:9 164:15 169:21 174:17

lie 176:5

lied 175:19

life 29:19 156:13

light 131:5

lightning 72:19

likes 14:24 156:9

limit 141:16,20,21

limited 8:22 153:2

Linda 16:17 36:3,17

Lindbergh 150:24

lines 8:16,18 94:3

liquid 118:21

liquidation 127:19 130:17 169:8

liquidations 123:17 126:18 130:24

liquidity 120:11 121:6

list 27:2 39:1 78:20 79:15 104:4,20 105:10,21 107:2 109:3 179:22 180:25

listen 41:15 168:18

listened 97:13

listing 102:11 123:6

lists 102:18

literally 152:8

litigation 181:16

litigation-type 15:12

loaded 135:20

loan 16:14 17:25 19:13 20:1 35:6,18 36:9

loaned 15:24 19:18

loaning 15:25

loans 16:24 17:12,13,15 20:6,7 21:2 83:1,4,8,10

logical 129:16 145:6

long 6:13 60:13 68:9 90:18 179:16

long-term 126:18,22,24

longer 156:4

looked 29:20 71:11 115:4 116:19 120:14 144:14 179:25

loop 23:21

Lord 55:10 95:1

lose 67:2 72:24 108:1 121:3

losing 53:2

lost 111:7 123:10 127:21 134:11

lot 8:21 22:25 28:1 33:24 38:3 47:1 50:17 53:16 80:4,6 83:20 90:13 91:3 94:25 99:17 108:16 109:5 115:4 153:21 169:5 175:15 179:17

loudly 5:8

ludicrous 144:24 164:3

lump 66:16

M

Madam 5:10

made 10:23 26:1 31:3 34:4 42:2 60:9 70:11 74:2 77:9 79:2,18,20 85:5 94:22 105:20 111:6 117:14 121:17 124:7 128:12 130:6 134:24 141:9 147:7 149:19 154:15 160:23 178:3,7 180:15

Madison 7:6

main 76:11 103:1

maintenance 38:9,10 103:16 108:6 138:15 145:2,10,25 146:9,11,13,16 159:8,11 165:23

major 79:2 81:23 88:18 138:11 139:1 156:22 157:8 162:3

make 17:25 28:25 29:10,15 39:20,22 40:24 41:4 51:18,20 54:13 55:24 60:25 65:19,21 82:7 83:15,20 86:20 95:4 102:12 110:25 117:3 122:4 124:19,22 126:14,19 127:8 129:4 130:5 133:13 143:4 147:10 148:23 154:8,10 156:5 158:6,9 168:22 175:13 176:20

makes 38:21 130:2,3 136:14

making 16:23 57:10 65:18 66:16 74:1 82:19 85:16 94:16 95:23 119:9 129:4 154:12 167:10

manage 174:21

manageable 176:22

managed 93:16,19 117:6

management 116:13 127:23

Marchena 11:14 87:3 92:10 97:17,19 98:9 137:9 138:23 142:13 154:1 155:22 171:13 173:3 174:2,5,10 175:1,2,5,11

Marchena's 91:7 174:24

Marcos 154:1 155:22 173:3 174:2,4,10,24 175:1,2,5,11

Marcus 171:13

mark 164:18,20

marked 164:23 165:1 169:23 179:20

market 121:2 127:1

Mary 7:8

master 147:20

material 93:4

materials 26:3,6,9, 10 165:8

matter 22:23 107:25 143:22 151:12

matters 15:12 60:15 69:3 89:7 133:23 134:23 148:12 164:6 165:5,18 166:22

meaning 92:14

means 38:16 52:16 62:17 64:1 86:14 96:19 106:15

meant 42:23 63:9 85:12 153:19 154:3, 4,6 163:3

meantime 43:3

mechanism 130:1

Media 74:25

medical 55:13

Medicine 88:3 113:25

Medicine's 144:13

meet 11:20 12:18 71:9 77:11 86:25 158:7

meeting 11:1,9,12 12:2 16:10 26:12 29:4,6 31:2,4,23 33:10,25 34:8,16,17, 25 40:9 47:2 49:8, 12,20,25 50:1,2,8,12, 14,15,25 51:5,6,11 52:1,4,6,9 53:7,11, 25 54:7,22,23 55:13 70:11 71:5 77:8 79:4 85:11 91:1 93:5,22, 24 96:7 97:14,15 99:6 129:23 130:18 142:24 143:14 158:9,11 162:3 176:18

meetings 8:22 10:4, 5,19 11:7 14:5 16:7 17:24 22:5,6 24:17 25:1,8,11 26:3,4,5 27:16,17 33:13 40:12 55:8,12 56:6 63:6,8,19 69:14 70:12 71:2 77:15 93:1 95:2 129:7 134:5 145:11 153:10,16 154:21 155:14,18,21 158:1, 3,6,12 162:7

member 10:22 12:1, 2,10,17 24:24 89:4

members 10:11,13 11:24 12:11 25:2 34:20 53:12 72:15, 17 73:13,15 153:16, 18 173:24

memorialized 37:8

memory 31:9 46:19

mention 141:1

mentioned 19:16 31:18 48:5 71:4 79:22 95:9 104:18 115:15 144:15 161:14 178:1

mentioning 18:7

Merck 4:9,14 6:5 43:15 61:20 68:8 73:20 85:4 111:24 132:2 133:9 135:5, 17,19 137:4,11,19 138:1 139:2,12,18, 19,21 140:4 142:2, 21 149:5 169:13

Merck's 136:10 143:13

mess 41:18

met 60:16

metal 77:3

method 42:11,19 160:5 161:8,10

methods 90:8

middle 72:1

million 16:15 28:17 29:7 30:1,23 36:22 37:6,9 75:7,8,9,10 78:9 79:9,11,12 109:12 123:21 127:4,18 129:25 141:16,19,20 145:8, 21,23 146:3,15,17 157:12,19,22 163:7

millions 70:18

mind 12:16 14:1 69:6 111:24 121:25 125:10 132:25 141:25 144:19 150:9 153:11,17,25

mine 135:13

minimal 120:6 121:4

minor 71:22 135:2 143:21 156:21 157:7

minute 12:5 18:19 28:13 46:10 73:19 84:21

minutes 25:3 53:19 61:13,18 133:12

mischaracterizatio n 137:22

mischaracterizing 138:14

miscommunication 148:13

misled 160:2,22,24

misleading 39:24 139:11

misled 58:18,23

misrepresented 142:22

missed 105:2

mission 7:17 92:7 153:3

misspoke 118:11

mistaken 26:6

Misty 22:18,19

misunderstanding 148:18

Mitchell 57:6 91:25 92:1

MITZ 4:13 9:22 13:4,5 15:21 17:4 19:10 24:21 40:6,18 44:17 58:12 61:15, 17,19 65:5 68:6,7 74:17 77:22 78:22 84:25 85:2,3 86:4,13 89:3 98:15 111:21, 23 114:12 115:11 132:1 133:8 149:5, 12

mix 67:21 71:9

mode 130:10

modus 158:15

moment 84:8

moments 13:6

money 27:23 29:8, 14,15,22 30:19 32:3 35:23 39:13 57:21 62:17,19 63:1,3 66:15 72:3 73:4,5 75:19 78:12 83:2,22, 25 88:20,22 90:13 93:11 96:23 104:24 110:19,24 111:1,8, 12,14 117:23,24 120:12,13,23 123:8, 25 125:22 126:5,7, 14,20 130:7 131:19 146:8 160:13 175:13,15

monies 19:17 88:22 100:18

month 115:15

monthly 128:13,24, 25 129:2

months 24:8 42:20 102:3 160:7

morphed 28:5 44:19

mortar 80:16

motive 91:25

motives 92:5

mounting 27:20

move 16:13 28:11 98:11,12 117:15 161:3 174:1

moved 119:5 146:10

movement 146:12

moves 60:9

moving 61:15 144:12,16

multiple 155:18

music 72:24

mutual 123:12

N

named 173:9

narrative 143:8

narratives 74:6

narrow 135:13

narrowly 170:14

nature 30:8 44:25 177:7

necessarily 31:17 64:18 144:23

needed 14:21 69:16 84:5 108:19 121:5 123:15,24 126:20 168:19 175:14

needing 17:20

nefarious 90:15

negative 73:7 90:23 125:8 127:2 132:19

neighborhood 157:22

news 42:1 142:6

niche 88:11

nod 5:13

non-academic 64:16

non-appropriated 108:5

non-comprehension 99:12

non-e&g 124:10,13, 24

nonrecurring 96:15,24 97:9 99:14, 20 100:1,6,19 177:6 178:8

normal 97:7

north 76:22 77:2

notes 19:16,17 20:15 134:24

noticed 8:22 91:11

November 107:12

number 16:5 39:14 59:9 60:5 75:3 76:15 92:1 93:17,18 94:9 109:13 136:18 140:7 144:10 146:3

numerous 158:5

O

OAR 175:10

OARS 174:24 175:6, 8

oath 4:10

object 60:17 141:11 170:13

objected 175:3

objecting 25:16

objective 173:11

obligated 56:1

observe 91:6

observers 117:12

obtain 103:6

obtained 113:3,4

obvious 91:14

occasion 15:2 25:19 31:15

Occasionally 105:14

occasions 138:2

occupants 143:6

occur 158:13

occurred 34:8 56:24,25 117:19 130:24

October 78:25 79:8, 17 82:13

odd 24:18

offer 42:25

offered 71:16 136:19

offering 10:23 87:13 90:1

offhand 18:17

office 15:4 20:14,21 21:10,25 26:18,22 47:20 53:19 65:3 94:3 112:13 170:3

officer 6:12,20 44:12 50:3 60:6,7 135:9 139:18

official 24:24 25:2 27:1

officially 25:7

one-on-one 10:25

one-time 97:2

ongoing 105:18 157:1

open 10:6,16,20 178:23 181:16

open-ended 83:14

opening 133:14

operandi 158:15

operate 10:14

operated 40:23

operating 62:12,17, 19 65:15 88:25 116:17

operation 64:17 80:20 103:16 108:6 148:6

operational 64:16 86:2

operations 13:21 40:25 88:10 91:4

opined 87:16

opinion 21:2

opinions 90:9 140:13

opportunities 13:19

opportunity 10:23 120:8 181:14

opposed 105:5

opposite 89:6 98:24

orally 95:23 134:2

order 132:3

ordinarily 22:12

organization 39:5 41:4,5 90:13

organizations 11:25 13:12

orientation 12:5,10, 19 13:6,14,23 153:18

orientations 33:14 92:20

oriented 15:14

Orlando 174:16

outcome 73:9

outlay 25:24 38:13, 15

outright 58:22 100:5

overhead 67:9 71:10 175:10

overlap 180:21

override 70:22

oversee 80:15,17

overseeing 180:19

overstatement 135:7

owned 123:7,11

owner's 174:20

ownership 117:2

P

p.m. 181:22

packet 17:6 96:6

pages 140:22

paper 26:9

paramount 120:10

park 15:1 110:18

parked 131:18

parking 63:2

part 17:11 39:6 51:22 65:25 77:2,3 95:5 107:18 130:1 132:4 136:19 142:8 146:24 161:17 162:5 174:8 175:16

part-time 7:4

partial 156:22

participants 141:12,18

participate 47:12

participated 20:15

particulars 124:17

partly 30:12

parts 70:14

party 43:3

pass 115:11

passed 25:25

passionate 150:23

past 29:14 42:21 73:23 105:1 107:19 133:24

patent 100:1

patently 139:13

pattern 180:5

pause 9:13

pay 30:16 72:1 83:3 116:25

paying 29:13

payments 16:23

PECO 27:23 29:14, 15 39:1 66:9 67:18 82:20,24 83:2,22,25 97:21 102:18 109:18

peers 167:19

pending 145:22

people 5:2 7:20 8:1,2 14:1 23:10 29:23 31:20 32:12,21 33:24 39:4 41:9 42:2 43:13 44:4,7,25 46:25 47:2 48:5,9 49:16 50:21 52:3 54:14 60:23 63:19 68:20,24 73:1 76:15 80:19,21 89:22,25 90:14 96:13 105:9 106:2 126:20 129:8 130:5,8 131:5 132:17,22 133:1,3 134:7,9 139:6 142:25 145:16 147:13,19,20,21 148:7 152:7 160:24 165:16 167:9,25 172:4 174:15 180:4, 18

percent 121:1,3

percentage 120:25 124:21

perfect 8:18

performing 8:9

period 28:9 78:25 123:18 130:13 131:15 140:14 156:5

periodic 165:5

periodically 33:9 86:18 90:12

permissible 122:13, 16 136:12 166:15

permitted 133:4 137:13 141:14

person 23:18 36:5, 11 53:13 77:9 80:1 153:1 161:8

personal 11:9

personalities 10:12

Investigative Hearing
MERCK, II, WILLIAM F.

Orange Legal
800-275-7991

ORANGE LEGAL

Orange Legal
800-275-7991

personality 68:19

personally 72:7 88:8 101:15

personnel 14:23 15:12

persuasive 139:16

philanthropic 96:21

philanthropically 75:9

phone 5:9 45:21 47:14,23 52:20 53:16,24 54:23 59:10 116:8

phrase 30:6 138:24 141:9

physical 38:16 64:17

pick 41:13 144:23 163:7

picked 138:22

pictures 53:21

piece 81:3

pieces 123:4,7

Pittman 144:3

place 6:8 16:8 32:19 38:17 72:20 75:19 92:4

placeholder 118:2

plan 25:23 40:10 72:22 102:6,7,17 103:1 114:18 126:18,22,24 129:24 130:11 147:20,21 178:5

planned 57:21 71:12 110:14

planning 57:2 146:12

plant 64:17 76:12, 20,21 77:14 79:12 103:15 108:5

Plastic 53:20

play 107:17

played 13:17

plea 82:19

plug 148:16

PO&M 104:8,24 105:2

point 10:23 23:8,11, 17 24:5 27:10 28:14, 15 36:1 44:5 45:16 55:23 79:1 84:9 96:5 126:25 127:3,5 136:9 138:11 143:4 157:25

pointed 151:1

points 129:3

police 22:23 23:1

policy 10:6 74:4 116:19 120:3 121:15 122:3,5 125:19 169:7,8,9,10

pool 126:4,6,8 130:8 131:15

pooled 73:4

pools 116:21 117:3 126:1

poorly 144:1

portfolio 78:11

position 6:10,16,18 14:16 62:1 131:6 140:4,8 167:8

positive 125:9

possibility 57:16 85:6

possibly 22:22

post-audit 160:2,10 179:23

potential 31:17 57:8,19 155:12,16 176:18

potentially 120:13

power 41:15

powers 70:5

PR 50:4

practical 136:8

practice 35:19 72:19 166:12

practices 87:20

practicing 72:17

praised 73:10

precisely 127:15

preferable 166:12, 16

pregnant 9:13

preliminary 107:10

prepaid 110:5

preparation 177:22

prepare 11:12 107:21 143:1

prepared 25:22 69:5 87:24 95:13 177:15,18 178:11

preparing 10:5 31:22

prepayment 110:7, 14 111:1,6

presence 85:5 158:11

present 25:11 26:11 27:12 33:7,12 43:16 46:24 77:18 129:7 152:4 153:16 155:19,22

presentation 56:12 77:10 79:2

presentations 95:20 178:7

presented 65:15 66:2 131:11 135:22 165:8 177:21

preserved 131:12

presidency 24:9 40:8 173:20

president 6:11,17, 23 7:6,9,14 8:15,19 9:16 11:18 16:14 17:13,16,22 18:1 27:5 28:20 29:1 31:1 40:20 42:4 43:13 45:3,8,20,24 50:4,5, 7 52:11,13,19 58:14, 25 59:4,16 60:4,11 65:19,20 66:2 68:22 70:1,19,21 71:1 74:24 81:10,25 82:4, 7 91:9,22 105:19 108:11,18 113:22 132:18 135:11 139:18 140:1,6,7 145:20 154:17 155:10,13 161:9 168:3 171:20,24 172:10 173:14,22 175:3

president's 47:20 94:3 107:21 108:14

presidents 8:11 71:7

pressure 111:17

pressures 73:24

pretty 35:4 47:16 53:22 85:21 121:8 123:10 170:25 171:5

prevent 72:23

price 157:19

prices 157:21

primarily 22:22 77:4

primary 13:9 174:1

principal 127:9

principle 120:9

printed 114:14

prior 11:7 29:22 40:20 50:1 56:25 57:3 62:18 68:10 79:16 85:16 93:11 95:23 109:10,17 113:21 144:7

priorities 102:15

priority 120:12

private 11:4

privy 59:18

pro 126:6,8

problem 16:21 18:22 72:12 74:13 148:1,4

problems 14:23 19:2 111:3 141:7 148:13 162:3 165:25 168:7,15 175:15

procedures 179:8

proceeds 100:1

process 9:8,20 22:8 23:20 28:21,23 66:4, 11,14 93:23 105:18 109:6 124:1 132:12 137:18 169:16 179:8,9 180:5

produce 76:22 132:21

professed 87:18

professionals 28:3

program 16:12 86:23

programs 123:1 136:25

progress 128:20

progressed 75:13

prohibition 16:17 29:9,11 172:15

prohibitions 12:1

project 27:18,19 28:2,5 29:7 32:2 35:10 37:9,10,13 56:13 59:7 66:8,9 67:6,24 71:20,25 75:6,7,12,23 76:13 77:13 78:6,9 79:11 80:17 82:18 83:3 84:18 92:25 95:11 116:25 137:20 138:4,21 141:4 142:4 144:5,18 145:14 146:1 151:15 156:21,25 157:5 163:12 177:19,21

projects 25:13 34:3 37:15 65:24 66:6,24 71:1,22,23 73:21 74:1,5,11 77:24 78:3,21 84:24 87:17 90:7 96:18 102:16 103:4,7,14 105:9 107:2 109:10,13 114:18,19 133:2,24

Investigative Hearing
MERCK, II, WILLIAM F.

Orange Legal
800-275-7991

ORANGE LEGAL

Orange Legal
800-275-7991

136:7 141:15 142:23 145:22 150:19 171:17,21 174:12, 18,22 175:9 179:6, 22 180:4,11,16,19,23 181:3,8

promissory 19:16, 17 20:15

prompted 118:8

proof 144:20

proper 77:17 105:9

properly 41:4

property 110:18

proponents 174:1

proposals 82:1

proposed 65:24 140:18 146:16

propriety 36:8,9 155:4

protect 44:9 45:8 46:2 50:6 91:18 92:5,6 139:17 173:14 176:15

protecting 91:22

protective 91:9,12

proud 74:12

provide 7:20 8:7

provided 4:24 12:6 62:6 67:13 69:4 78:1 107:11 137:7 166:17

providing 98:22 99:1 149:9

provost 9:2 24:12, 14,17,19 26:25 28:15,25 33:6,11 34:7 37:7 40:7 45:4 59:25 60:5 61:20 63:7 64:1 65:2,6,14, 23 67:22 68:11 69:3, 8 70:10,21,22 71:15, 16 72:3 73:2,9 74:21,23 77:18 80:2, 5,9,11,12 81:8,24 82:6 85:5,17 113:10 114:23 135:11 140:7 145:20 154:17 157:11,15 158:11,14 171:16,19,24 172:10

provost's 26:18,21 65:20

provosts 164:7

public 50:3 85:25

publicized 49:9

publish 140:14

published 56:18 107:9,11

pulled 78:23

pump 120:16

Purdue 9:9 62:11 86:6

purpose 4:21 13:9 102:11 111:9 141:16,25

purposefully 151:2, 22 179:14

purposes 38:24 66:16 74:19 77:24 121:6 124:11,13 181:11

pushed 170:24

put 19:25 39:16 41:17 52:20 104:18, 24 105:1,9 106:3 120:25 126:5,14 133:4 145:16,24 158:5 178:20

putting 38:25 39:22 109:2 123:9

Q

quality 27:21

qualms 11:23

quarterly 128:13,23 129:1

question 16:9 35:1, 17,18,24 36:6 39:7 43:24 48:15 62:3 63:25 64:24 66:7 67:2 76:11 77:19 78:7 84:16 88:7 89:2 93:3 96:13 101:1,22 103:25 104:14 106:19,20 110:11 115:7 124:5,12 126:21 142:12 147:11 152:22 154:20 170:12 176:13

questionable 179:24

questioned 37:18

questioning 25:15 40:3 82:22 131:18

questions 5:6,21,24 10:6,17 11:10,20 23:7 24:1 34:11 35:14 39:2,15 44:15 51:1 56:4 57:14,18 58:13 77:20 89:5 98:16 100:22 101:2 109:21 114:5 115:5, 6,7 129:8 130:8 131:5,9 149:8,14 151:1 155:4 169:5 178:24

quick 111:21

quicker 161:4

quickly 86:9

quote 30:13

Quoting 142:20

R

radar 76:9

raise 4:1

raised 110:5

ran 64:4 118:18

ranks 41:24 46:17

rapport 40:14

rata 126:6,8

rates 118:24 120:6

rationale 55:24

reach 54:24 55:2

reached 54:17 55:7 146:17

reactivated 164:9

read 19:14 28:4 42:24 96:9 107:5,8 134:14 135:25 149:23 151:9 170:12

readily 26:20,25

reading 124:17 150:1 181:11

ready 112:3

real 19:3 29:20 41:22 73:4 86:9 111:21 152:4,23

realization 127:18

realized 28:7 124:19

realizing 42:3

reallocate 117:2 124:1

reallocations 126:18,20

reason 36:20 90:16 122:15 150:15

reasonable 19:23 139:6

reasonings 73:21

reasons 74:4 156:1

reassign 123:16

recall 12:13 13:23 14:4 15:22 21:13,14 25:5,15 27:11 29:25 31:3,9,14,16 34:8,24 45:22 46:16,18 47:6, 8,15,18,19,24 48:24 49:2 62:4,14 70:20 71:15 76:5,9 81:3 85:20 89:14 92:22, 23 93:13 94:16 98:13 108:24 109:15 111:10 112:14,17,20 113:19,23 114:23 124:14,16 144:10 157:13 161:17 162:1 169:17

recalled 139:21

recalling 12:22

receive 162:23

received 126:10 139:11 140:20 163:5 178:25

receiving 112:14 132:22

recent 26:8 36:21 102:3

recess 68:5 131:23

recognized 116:9

recognizing 163:10

recollection 18:4,6, 11 21:9 25:10 37:4 84:14 86:5 98:2 114:1

recommendation 29:24 32:20 82:7 119:24 167:10

recommendations 28:25 65:18 66:1 80:7 82:1,9 91:3

recommended 65:17 151:19,20 154:10,23

recommending 65:20 70:6 81:15

reconcile 147:8

record 5:15 6:4 25:2 43:23 68:6 109:7,8 131:24 132:14 133:16 144:6

recording 34:11 56:11 93:24 94:6

recordings 94:4

recurring 99:14 100:4 104:11

redline 140:19

reeling 94:21

refer 30:18 62:11 63:25 96:15,17 136:13 165:9

reference 124:8

referenced 141:1

referencing 144:12

referred 13:25 17:2 19:15 148:20 151:8 157:15

Orange Legal
800-275-7991

referring 59:17 96:24 113:13

refers 38:15 135:17 150:8

refill 131:7

reflect 114:18

refunding 56:23,24 57:3,5 130:1,10

regard 61:6 132:10

regents 16:8

regret 143:18

regular 23:3 24:16 34:17 99:6 120:17

regularly 63:7 128:17 165:9,18

regulation 115:25 124:7,14 137:17 142:16 150:8,11 151:3,9,14,23 154:25 162:25 163:16,19

regulations 137:14 140:13

reinstituted 71:4

relate 22:2

related 89:20

relating 14:24

relation 85:7

relations 50:3 108:11,18

relationship 8:14 9:1,12,16,24 10:1 11:22 19:12 20:19 21:24 22:7 23:2 24:14 27:15 40:19, 21 87:4 91:8

relationships 60:22

released 94:12

relevant 7:2 138:3 140:14 165:19

relied 167:9

relief 32:11

relieve 111:2

rely 31:12

remain 181:16

remedy 57:8

remember 16:2,3 25:8 28:22 29:4,5 34:13 47:10 55:4 56:20 60:14 92:20 94:18,19 110:23 111:3,15 113:7,8 124:6,17 129:1 130:21 131:2 134:13

reminding 107:25

remorse 176:11

remove 70:5

renewal 38:6

renovate 145:13

renovation 27:6,24 28:6 36:22 37:1,3,9, 13,15,21 114:20 141:14 145:9 146:2, 5,16 156:21,22 157:7,8

renovations 141:23

repair 141:14

repay 16:24 83:3,25 130:14

repayment 129:14, 24

repeat 67:2 167:12

repeated 52:21

rephrase 5:22 58:20 109:12

replace 57:9,22 143:10

replaced 97:1

replenish 101:5,14

replenishment 98:16 101:19

replicated 28:10

replied 114:24

reply 113:24

replying 114:2

report 6:21 17:1 32:5 44:25 48:18 57:11 73:7 107:8 108:21 128:13,17 130:17 134:14,17,19 135:19,25 144:25 147:6 150:1 161:14, 18 162:2 167:24 173:12

reported 22:16,23 24:13,14 50:19 60:10 80:12 90:25 94:10 130:22 140:6 159:8,10 165:18

reporter 4:1,4 5:10 12:24 13:1 36:14 103:22 181:19

reporting 9:17 11:3 18:23 24:14,15 60:18,21 61:4 68:11 98:19 129:5 138:17 179:9

reports 8:4 19:14 23:3 80:10 99:5 113:25 128:3 130:23 134:4 145:4 177:1 178:2 179:2,4

representation 100:17 117:5,9

representative 129:6 174:21

request 27:22 46:7 49:19 60:17 105:2 107:18

requested 43:7

requesting 105:6

requests 29:15 102:18,20 103:13 170:20 171:4 178:24

required 29:2 118:6 129:5

requirements 12:18 35:23

requiring 135:23

research 7:18,21,22 72:4 74:19 77:14 82:18 83:5,9,10,12, 18,20,23 84:5 110:18

reservations 61:3

reserve 66:23 67:5

reserves 116:10 122:23

residual 120:18,22

resign 40:20 167:7

resignation 42:5,25 43:6 53:18

resigned 49:24

resigning 52:17 167:13

resist 74:14

resistance 175:8

resisted 175:6

resources 7:23 71:8 76:16 153:2

respect 47:22 56:1 94:25 127:18 133:23 153:8 154:13,15 155:4,17 167:8,16 176:14 180:6,15 181:2

respond 32:21,25 149:19 163:9

responded 49:7 57:10 93:7

responding 107:18

response 21:3 36:23 57:23 93:3 107:22 132:19 140:6 142:12,19

responses 24:3 57:12

responsibilities 7:12,13 45:5 64:1,8

responsibility 44:14,21 45:1,3,9 46:1 48:13 60:12 65:7,8 68:10 80:14 91:19 135:5,8,10 167:5,8,14,15,20,22

responsible 11:8 48:8 80:2 106:6 124:25 145:3 169:2

rest 79:25 111:19

restate 5:22

rested 171:19

restricted 109:25

restriction 137:25

restrictions 137:21 139:8,15 140:24

restricts 142:16

result 14:9 18:13,14 34:5 119:23 125:11 162:16

results 109:2

resurrect 69:23

retire 42:25

retirement 43:7

retrospect 42:16

returns 120:24

revenue 13:20 67:16 71:12 100:7

revenue-generating 13:19 29:17

revenues 67:15,20 83:12 88:23,25

reverse 57:22

review 11:1,10 26:13 30:3 72:14 86:19 125:17,21

reviewed 20:15 56:17 79:19 115:6 134:16

rhetorical 168:14

ribbon 73:9

rid 68:22

ride 121:6

risk 121:4 135:23

risks 138:3

Robert 47:20

rock 32:19

role 6:20 7:8,14,16, 20 8:7,19 28:22 65:17 68:15 70:6 81:14,18 88:17 92:8 135:8 167:15 174:12

Orange Legal
800-275-7991

room 16:11 31:8,11, 13 46:25 47:1 53:12, 15

rotated 11:16

round 16:5

route 33:5

routinely 85:19 114:14

rows 125:5

rubber 170:19

Rubottom 17:3 19:8,11,20,25 20:3, 5,10,12,24 21:8,14 22:1,8 23:6,13,19 24:5,20 34:21 35:5, 14 36:8,13,18 37:3, 20 38:2,5,8,22 40:5 46:9 47:3,5,11,18 48:19 49:1,5,11 51:4,8,12 53:23 54:16,20 55:2,6,11, 15 56:3,8,10,15,17, 21 57:2,13 58:2,5,8 61:12,16 63:24 64:4, 7,12,15,20,25 66:20 67:4,8,12,15,20 68:1,4 73:18 74:16 78:19,23 79:7,23 80:8,12,24 81:4,14, 17,21,23 82:4,10,16 83:7,16 84:9,13,17, 20,23 85:1 86:3,8 88:13,17,20,22,25 98:17 99:4,9,14,17, 23,25 100:5,8,11,15, 22 101:1,4,10,12,16 102:1,10,17,20,22,25 103:6,9,13,18 104:2, 10,15 105:7,13,17 106:1,5,8,12,17,22 107:1,5,15,19,24 108:21,25 109:8,16, 21 110:2,4,12,16 111:10,18 115:12,20 116:2,7,12,24 117:9, 11,14,18 118:10,14, 20,24 119:2,6,8,13, 16 120:4 121:9,12, 14,17 122:7,9,12,22 123:1,3,6,13,20,23 124:3,6,13,25 125:3, 8,17,21,25 126:9,17, 23 127:7,11,14,16,22 128:17,20,23 129:9, 12,18,22 130:3,16,25 131:4,10,17,21,24 133:15,18 134:11, 16,19,22 135:1 145:1 147:2,15,18, 25 149:3 159:3 164:20 169:7 177:25 179:16 181:17,21

rule 144:15 151:2,5, 9,23 154:24 162:25 163:15,19

rules 4:19

run 93:19 117:24 118:7

running 126:16

S

S-E-Y-M-O-U-R 80:1

sacrificed 172:12

sad 68:21

safe 120:25 121:8 127:9 143:6,11,12

safety 29:20 33:21 120:10 135:23 156:14 176:15

Sanford 88:4

Santiago 119:18

Sarasota 52:4

save 73:20 74:5,6 83:14 173:15,24 174:1

SBA 117:16,23 118:13,14,17 119:9

scalps 132:21

scared 168:1,4

schedule 129:24

scheduling 80:17

school 55:13

scope 28:17 157:20, 23

Scott 15:6,10,18,24 18:4,6,11,14 19:5,6 22:21 24:22 25:25 26:2 34:16,18 50:4 52:5 56:11 112:16 155:18 172:23 175:18

scratch 43:20,22

screen 53:9 54:10

scrutinized 163:13, 17

scrutiny 163:20

search 9:8

season 72:18

Seay 47:3,4,7 79:2 180:2

section 141:2,5

sector 11:4

security 127:8

seek 86:22

seeking 86:15 142:5

sees 50:6

Selectively 88:1

send 39:8 128:15

sense 35:25 38:21 41:20 44:5,23 51:18 91:3 96:20 99:12,13 129:21 130:2,3,5 131:2 134:1 170:13 173:25 174:4

sentence 141:10

separate 86:12 106:24

September 49:12 51:5 53:25 54:21 56:25 57:3 76:18 78:25 79:1,4 107:13 129:22 130:12 144:2

sequence 43:9

series 41:10

serve 41:8

service 7:18,22 13:21

services 8:9 48:12 63:2 67:12 175:14

setting 11:2

sewer 75:15

Seymour 79:25 80:1

share 98:20 123:15 126:2 131:12

shared 132:6

shares 117:2 123:12, 14

sheet 108:14

shelter 72:23 73:7

shift 91:17 136:8

Shirley 44:2

shock 143:15

shocked 161:20

shooter 92:2

Shorelight 136:18

short 83:15 97:16 98:10 156:5

shortage 83:17

shot 13:2

shoulders 167:1

show 50:12 51:14 52:8,13 102:15 130:23 132:18,21 143:23 144:6 164:18,24

showed 95:20 115:5 131:11,12 144:7 146:5

showing 104:4

shows 105:20,21

shut 117:25 168:12

shy 89:5,7,10,13

sic 13:3 117:23 140:3 142:14

sick 156:18

side 72:17 76:22 105:4 152:15

sign 73:15

signed 37:7 59:5 160:15 171:24

significance 48:25 49:3

signing 59:8,21

similar 86:1 116:3 122:21 179:6

simple 66:16 175:10

sir 115:10

sit 4:25 24:25

site 52:4

sitting 25:8 111:13

situation 17:8 30:18 33:2 54:15 72:16 73:3,17 136:2 152:20 156:8,11,16

situations 55:17

size 13:15 28:10 30:1 35:10 37:12 95:11

sketchy 46:20

skip 140:10

slides 177:5,15 178:1,6,11,20

slowly 28:5

small 28:5 74:21 88:9 119:21

smaller 28:5 70:15

smokescreen 172:9

sold 99:25 100:5

solemnly 4:4

solid 35:21

solution 30:9

solve 74:13

Someone's 10:11

sort 8:25 20:8 38:19 39:2 41:18 44:16 75:18 90:1 100:20 122:5 138:24 142:8 154:24 168:4

sorts 13:21 126:16

sound 52:17 73:21 136:14

Orange Legal
800-275-7991

sounded 43:18 83:4

sounding 17:7

sounds 13:4 46:2 77:13 98:8 178:4

source 13:25 23:8 66:6 93:6 100:2 104:5,15 105:22 137:6 139:12 142:23 143:24 144:8 158:3 160:9,12 162:9 165:11 166:14 177:24

sources 13:8 29:21 71:12 92:11 103:12, 15 150:14 155:5 158:2

south 72:17

space 41:8,10 83:21 157:18

speak 5:8 54:7 138:13 150:25 168:1,9,15 181:8

speaking 138:18 168:7

specific 14:3,17 15:9 29:9 62:14 75:23 124:8 137:25 142:16

specifically 12:13, 15 21:22 92:22 104:22 106:25 137:5 140:23 165:9 176:25 178:13,15

specifics 22:3 98:2

speculation 138:25 142:1,7 174:8,9 175:16,17

spell 12:23 36:13

spend 10:4 108:16 111:11,17 127:12

spending 120:21

spent 7:7 111:9 141:14 160:13

SPIA 117:15,23 118:3,4,12 119:5 120:2,13 122:17,19

split 60:12 68:14 117:23

spoken 149:22

sporadic 115:22 116:4

spread 126:6,8

spreadsheet 125:4

spring 22:10 23:6 145:11,18

square 83:18

staff 7:20 12:1 26:16 32:7,16 36:1 41:7 46:23 50:4 54:1 87:14 88:9 91:23 93:14,15 104:10 108:14,19 141:17 153:4 176:16

stage 22:13

stamp 170:19

start 6:18 9:2,18 44:6,7 58:1 59:25 60:18 118:8 127:5, 11 138:9

started 6:3 27:18,19 34:12 37:4 42:2 43:11,15 44:21 45:9 51:17,22 57:14,17, 20,22 113:19 123:6 124:18 135:18

starting 50:17 67:2

state 6:3 13:17 16:20 30:17 31:24 32:11 35:9 38:13,25 39:8, 10 48:20 66:17 71:11 85:24 86:1 88:22 89:19 109:1 112:1,7 118:18,19 137:19 139:22,25 140:2 150:9 156:6 163:5 173:20 179:3, 4

state-appropriated 62:12

stated 139:15 141:19,22

statement 29:10 31:3 44:19,20 85:5, 17 94:16 133:5,14 142:6 162:5

statewide 18:22

status 40:19

statute 30:17 119:25 141:1 151:5,17,23 163:16

statutes 141:2

stay 173:21

stem 149:1

step 15:16 49:22

stint 53:20

stock 41:13

stop 118:10

stopped 16:22 48:19

stores 13:21

story 54:4 75:5 78:8 150:22 160:25 172:12

straight 43:9 92:2

straightforward 92:3

strategy 127:23

strengths 36:2

stress 41:17

strike 24:18 176:24

strings 67:17

strong 90:9

strongly 148:22 174:5

structural 141:7

student 33:14 47:1 48:12 79:13,22 81:3 136:11,14

students 13:18 32:16 33:15 95:4 136:19 137:2 153:4 156:14 176:16

students' 148:24

stuff 44:3,16 50:10, 18 75:15 94:24 95:25 96:1

subdepartmental 122:24

subdepartments 123:24

subgroup 119:21

subject 15:9 53:2 107:25 177:23 180:24

submitted 102:7,8 103:6 145:4 159:4 165:4 179:3,4,5

submitting 102:16

subsequent 16:22 114:25

succeeded 24:9

sufficient 127:8

suggested 51:13

suggestions 136:6

sum 66:16

summary 108:14

summer 40:8 120:21

sunk 50:19

superiors 167:19

supervise 8:1

supplement 133:7

support 13:12 41:7 135:21 136:3 137:1

supported 82:8

supposed 40:4 116:22 144:23 146:22 148:19

supposedly 144:20

surely 30:24 163:7

surety 127:8

surface 40:21 137:15

surprise 108:25 109:4

surprised 14:10 34:14 48:10 54:11 116:16 150:21 160:9

SUS 112:6 140:20

suspect 147:18

suspecting 59:3

swear 4:4

switch 176:24

sworn 4:10 133:4

Sympathetic 42:15

system 19:3 38:14 41:16 109:1 112:1 167:4

T

T-H-A-D 79:25

tab 112:23 113:12 114:7

Taft 47:21

tag 157:19

takes 9:17 143:9

taking 18:14 42:4 44:7 45:2 58:1 68:10 88:4

talk 9:24 10:4,8,20 13:7 31:23 35:2 36:19 43:14 49:6 50:23 52:5,18 54:9 56:2 71:5 76:19 78:17 84:6,20 85:10 93:15 101:4 104:12 105:15 110:6 116:7 133:16 153:23 161:13

talked 21:21 22:21 27:16,25 28:1 31:19 32:17 33:4,24 35:5 42:4 54:3 55:25 60:20 73:1,2 78:16 79:15 81:6 85:10 99:17 101:5 142:11 144:12 148:7 153:22

talking 11:23 12:1 14:7,8 20:13 24:12 34:1,3 35:6 48:3,20 53:1 59:19 63:6 66:8 74:14 76:21,23 77:6, 21 83:5,8 98:3 101:23 102:14 106:21 127:25 138:6 139:5 140:15 143:1

Orange Legal 800-275-7991

147:3 178:2,3,4,6

talks 38:6 105:11 153:18

tank 120:15,17,18

Tant 22:19 23:12 68:23 69:7 112:21 138:13,19 142:14 150:14 159:13 169:18 170:2,5

TCH 135:6 137:6,13 139:12,22

teaching 7:18,21,22

telephone 22:4

telling 15:24 49:21 92:23 98:23

ten 7:7 16:4 21:15 46:24 86:19 125:12

ten-year 131:15

tentative 107:10

tenure 6:18 10:11

term 62:15,16 63:9, 13 96:19 97:4,8 99:21 100:12 132:21 154:5 176:24 177:6

terminated 132:12 160:24 180:3

terms 13:10 38:3 62:13 148:18 177:11 178:8

territory 163:6

testified 4:10

testimony 4:5

Thad 79:25

theme 45:8

theory 142:8,24

thing 20:24 24:2 32:8,25 33:23 38:19 41:18 42:11,19 56:10 75:18 79:22 122:21 129:17 148:25 149:5 158:7 160:5,18 161:1,7 167:11 168:23

things 10:7,9,14 11:6 13:11,22 14:24 21:22 27:16 29:17 30:22 35:23 38:17 39:1 41:11,22 44:24 46:11 49:21,24 52:10 55:16 66:19 68:17,21 69:18 70:6, 7,15,17,19 71:10,20 77:1,11 80:5 81:5,12 88:2,4,9,10 93:16,19 97:5 98:6 105:6,12 107:14 108:15 109:18 116:3 117:6 119:20 122:5 124:24 126:16 132:19 151:8 154:10 168:8,10 170:13 174:11 176:19 177:5,7,16, 18 178:12 180:22

thinking 27:1 34:11 42:17,22 51:17 64:22 70:23 107:3 110:7 127:4,5

thought 11:4 30:22 34:5 37:15,17 42:10 50:12 52:1,7 69:16 87:17 93:19 95:10 108:1 110:25 113:15 120:7,24 121:2 132:8 134:11 137:2, 22 138:9 139:4 143:20 144:16,24 146:22 160:4 162:21 171:5 176:21

thoughts 91:24

thousand 7:19,25 70:16

thousands 70:16

threatened 156:13

three-minute 131:22

threw 164:5

thrilled 73:8

throwing 44:8

thunderstorms 72:19,20

ticking 143:10

time 5:20,25 6:24 9:17 10:4,11 14:21 15:16 19:17,24 28:2 30:15 31:13 33:1,25 36:1,3,12 37:10,14, 24 42:8 45:16 48:19 50:16 54:12 58:15 59:1,2 60:9 65:6 68:2 70:20 71:15,21 72:14 73:20 74:5 75:5 83:14 84:4 96:3 101:12 103:22 105:21 108:16 116:16 119:12,19 122:13 125:15 127:21 128:4,12 129:13 131:3 135:15 139:25 153:15 156:5 157:24 170:17

timeframe 16:3 49:13 54:18 55:5 145:20

times 26:8 31:18 33:8 93:19 104:25 118:25

tires 41:16

title 6:19 60:13

today 5:8 78:14 130:24 149:18 150:21 153:23

today's 4:21

told 5:20 29:24 32:2 39:20 40:2 49:24 50:24 52:14 54:5 59:4,13 62:9 72:16 89:23 90:4 92:13 93:1,18 94:12,13 95:22,24 100:3,9 112:5 116:8 137:6 139:1 150:14 151:24 152:7 153:11,13 154:1 160:23 172:19 173:1,4 177:1

tonight 74:7

top 39:4 96:10 112:9

topic 69:19 113:9

total 123:20 135:6 146:15 156:23

totaled 146:2

totally 9:23 55:14,17 131:1 135:24 156:2 166:3 180:10

touched 120:23

tours 33:16

track 123:14

tracking 125:1

Tracy 10:24 14:7 22:17,19 23:11,12 24:11,13 46:2,21 58:6 60:10,25 68:9, 22 74:22 84:15 93:7, 9 98:19 101:6 105:14 106:8 112:20 114:8 115:2,22 124:4,19,25 126:12 130:12 134:4 142:11 150:7,14 165:13 169:19

Tracy's 61:2,7

traditional 156:6

train 108:1 134:11

trained 115:25

training 7:2 12:6 13:6 87:13,16 115:14,16 148:7,11, 12 149:2 166:4,5 169:1

transaction 20:18 127:17

transactions 74:3 117:4 119:9

transcript 93:4,8 137:8 181:20

transcripts 142:10

transfer 74:18 76:13 78:5,19

transferred 15:23 72:10 75:19 77:24

transferring 15:25

transfers 76:6 78:24 79:7,16

transparent 131:1

treasurer 118:18

treated 172:6,8

treatment 90:1

trepidation 61:1

Trevor 23:7 27:7 28:14 31:24 34:4 47:22 59:6 85:7 92:24 93:2,5 97:20 104:3,16,19 105:20 114:19 115:8 129:14 134:9 144:18 146:6 151:14,18 152:4,19 153:8 154:2,9,16,19 155:17,24 156:19,20 157:12 158:3,16,19, 22,25 159:10 161:10 162:9 163:11 165:22 166:1 167:16 171:8 172:20,24 177:3 179:2,5,9 180:7,12, 19 181:1

trick 5:6 164:2

tricked 59:8,20

trickery 180:5

trouble 5:5

true 6:24 40:17 90:2 137:16 139:13 157:9,10 163:10 164:5,9,16 166:6

trust 45:18 82:22

trustee 47:5 59:1,5,9 87:23 93:13 97:16, 19 110:4 119:13 175:18 176:9

trustee's 50:25

trustees 10:2 14:10 17:14,21 25:22 26:1 47:12 50:2 51:2 54:22,24 63:20 65:16,22 87:15 93:15 94:9,13,17 105:19 115:16 119:10 121:11 133:22 142:6 153:7, 12 154:6 158:23 161:15,22,25 162:8, 12 163:24 166:20,21 167:20 169:11 175:20,23 176:3,6, 25 177:18 178:8,25

trustees' 50:15

truth 4:5,6 150:16

Orange Legal
800-275-7991

Tuesday 133:10
tuition 13:18
turned 27:7 28:12 30:11 74:12 171:5
turning 111:24
turns 32:24
Twenty-two 6:15
twisted 144:3
two-day 52:1
two-person 60:5
type 5:11 14:24 69:1 77:5 83:10 86:11 90:8 115:22 124:24 148:2 165:3 174:21 179:17
types 87:21 116:3
typical 141:8,9
typically 177:19

U

UBC 77:8,10,15
UCF 4:23 6:25 7:3, 11 8:11 9:6 52:23,24 53:20 60:2,4 68:25 78:4 85:22 89:23 93:20 96:15,20,22 108:10 109:25 110:2 113:4 115:23,24 148:1 151:3,25 154:24 158:20 161:1,3 164:4 165:6, 11,14 166:5,7,9,22 167:25 168:5,16 169:2 171:19 172:6 173:9,21 174:11,12, 18 175:13,15 176:25 177:6 179:23 180:4
UCF's 169:9,10
UF 128:1
ugly 51:15
uh-huh 5:14 114:9
ultimately 78:5
umbrella 65:2
unable 162:20
unaware 141:19,20, 24 142:15
unbiased 149:24,25
uncertainty 148:15
unconventional 30:23 32:14 33:19
undergoing 72:14
understand 8:10 9:23 21:5,18 27:9 36:18 38:9,10 42:4 49:5 51:25 53:23 55:19 73:22,24 74:8, 9 78:7,14 99:15 100:15 102:1 104:17 106:22 117:1,11 122:7,9 123:13 130:3,7 131:4 145:8 146:14 147:10 176:14
understanding 4:23 36:20,25 37:23 38:12 41:23 42:13 49:14 51:16 67:8 92:10 102:10,13,25 103:3 106:2 117:19 118:22 119:20 123:16 125:18 126:21 132:7 149:2
understandings 11:6
understated 179:13
understood 33:4 40:22,24,25 50:21 55:24 63:9 95:5 137:19 141:22 142:2
uneasiness 41:25
unfair 132:14
unfairly 132:22 172:7,8
unfamiliar 13:13 139:19
uniform 166:14
unilaterally 17:25
unique 155:25 156:2,10,12,20
universities 18:23 39:11,12,13 85:19, 24 112:8 124:9 166:6,23
university 6:9,13,23 7:6,17 9:10 11:2 13:16 17:12,16 21:3 25:6 36:21 38:13 40:22 60:1 62:23 63:17 64:5 65:1 67:9 69:24 70:12 71:3 73:22 79:18,19 81:1, 18 83:2,18 85:21,22 92:4,6 99:9,25 107:11 109:1 112:1 113:20 115:14 119:10 123:7 127:6, 23 131:6 137:15 140:8 146:11 153:3, 5 162:19 164:9,15
university's 63:15 65:8 92:7
university-owned 76:3
unknown 84:4
unlike 72:11
unrealized 116:25 126:25 129:14,25
unrelated 55:14,17
unsafe 72:16 143:12
unusual 14:22 156:11
unwritten 173:14
upper 40:17
upset 42:13 58:17 94:23
urgent 73:3
utilized 41:9

V

vague 139:11
Valencia 80:18
validity 21:2,18 74:4
Vanessa 10:25 14:8
venue 75:21,25 76:1
venues 89:22
verbal 177:1
versus 62:9 90:7
vice 6:11,17 7:6,8,14 60:11 71:7 108:11, 18
victor 36:16
video 56:11 82:11, 15,17
view 168:25
Vikki 44:1
vilified 53:14
violate 151:2 154:24
violated 163:15,19
violation 137:20,24
violative 151:23
Virtually 181:5
virtue 167:8
vis-a-vis 74:2
visitors 33:16
volunteered 72:3
voting 89:7

W

wait 18:19 61:17 103:24,25 104:14 106:18 110:10 124:12
waive 181:11
Waldrop 37:7 64:2
walk 111:20
walking 152:16
Walsh 55:9 59:1,5,9 93:18 94:25 110:5 143:13,18 161:14,24 175:18 176:9
wanted 10:18 11:20 27:1 38:5 43:20 50:22 55:23 56:5 60:11,14 72:2 95:2,4 98:11 111:19 114:6 120:9,10,11 132:20 136:22 158:9 168:13 176:13
wanting 17:20
watch 56:10 82:14
watched 49:11 53:9 56:15 82:11
watching 54:10 82:16
water 75:15 76:22
ways 13:25
weaknesses 36:2
weather 72:21
weave 142:9
week 54:20 158:1,8
weekly 158:1 165:4
weeks 116:8
whispered 90:3
Whittaker 8:12 9:1, 12,21 24:8 31:1,8 33:6 40:7 44:20 45:20 52:20,21 58:14,25 59:4,16,25 61:20 63:7 65:6 68:11 69:3,9,15 70:22 71:1,16 73:9 77:18 82:2,11 85:18 91:7,10,18 98:20 113:19,23 114:24 115:21 133:22 134:3 139:10,14,21,24 140:3,6 144:22 148:20 150:10,17 155:13,18 157:3,15, 25 158:14,17 160:1, 8,23 161:7 163:22 164:5 165:4,9,19 168:3 170:10,19,24 171:2,7 172:5,18 173:10,19 181:3,7
Whittaker's 26:15 69:22 70:21 85:5 157:17
wife 53:21
William 4:9 6:5 7:8

Orange Legal 800-275-7991

willingness 167:14

wind 89:15 152:14

withdrawing 127:11

withhold 69:8,11

withstand 127:1

woman 159:22

wondering 98:10

Woo 15:20

word 36:7 58:20 90:2 125:16 135:14 138:22 148:10 167:21,22

worded 20:23

words 29:25 92:7

work 8:15 9:18,21 14:16 15:2 30:9 32:6 44:7 45:17 56:8 60:22,23,25 68:19, 20,24 87:5 89:23,24, 25 90:5,14,16 107:20 121:23

worked 8:11,17 9:9 11:2 14:19 15:5 22:24 68:9 87:7 89:22 92:1 96:19 101:21 108:10 174:16

working 9:2 19:12 20:19 21:24 22:7 23:2 35:22 38:25 42:6 61:5 62:11 80:18 101:7 105:23 106:10 108:16 122:2 147:5

works 60:4 85:21,22

workshop 82:12

world 13:11 14:20

worrisome 41:3

worry 32:21 139:23

worse 28:7

writing 95:22 134:2

written 78:1 95:19 137:7 166:13 173:13 177:2

wrong 8:20 42:11,19 43:19 57:19 92:6 96:1 138:16 151:22 160:5 161:8,16 167:4 173:1,5

wrote 43:6 61:3 115:2

Y

year 24:16 40:8 42:6 48:4 62:18 63:2,17 71:23 72:18 80:13 93:11 97:1 102:7,22 146:12

years 6:15,19 7:5,7 15:18,19 16:4,18,20 19:15 21:15 29:22 36:21 68:13,14 73:23 86:19 90:19, 20 92:2 97:24 102:23 104:4,17,21 105:1,2 106:24 110:24 113:21 125:12 133:25 143:7,9 144:6,7 156:9,10 157:1

York 117:16

Youndy 15:6,11 22:25

Z

zoned 80:8

Investigative Hearing
MERCK, II, WILLIAM F.

Orange Legal
800-275-7991

In the Matter of:

Investigative Hearing

TRACY CLARK

February 15, 2019



www.OrangeLegal.com
800-275-7991

BEFORE THE FLORIDA HOUSE OF REPRESENTATIVES
Public Integrity & Ethics Committee

IN RE:

Investigative Hearing on the Unauthorized Use of Appropriated Funds for Fixed Capital Outlay Projects at the University of Central Florida,
_____/

Deposition of:	TRACY CLARK
Date Taken:	February 15, 2019
Time:	2:32 p.m. - 6:03 p.m.
Location:	UCF Communications & Marketing 12443 Research Parkway Suite 301 Orlando, Florida 32826
Reported By:	Emily W. Andersen, RMR CRR FPR Stenograph Shorthand Reporter and Notary Public, State of Florida at Large

A P P E A R A N C E S:

Carine L. Mitz, Esquire (Via Videoconference)
Florida House of Representatives
402 House Office Building
402 South Monroe Street
Tallahassee, Florida 32399-1300
(850) 717-4881
Carine.Mitz@MyFloridaHouse.gov

Don Rubottom, Staff Director
Florida House of Representatives
402 House Office Building
402 South Monroe Street
Tallahassee, Florida 32399-1300
(850) 717-4881
Don.Rubottom@MyFloridaHouse.gov

Charles M. Greene, Esquire
Charles Parker, Esquire
Charles M. Greene, P.A.
55 East Pine Street
Orlando Florida 32801
(407) 648-1700
cmg@cmgpa.com

Appearing on behalf of the witness.

I N D E X

	Page
Deposition of TRACY CLARK	
Direct Examination By Ms. Mitz	5
Certificate of Oath	169
Certificate of Reporter	170

E X H I B I T S

		Page
Marked For Identification		
Exhibit No. 1	Composite, 12 tabbed documents	137
Exhibit No. 2	E-mail Correspondence from Mitchell to Clark and Tant dated September 11, 2018	137
Exhibit No. 3	E-mail Correspondence from Clark to Tant dated September 19, 2018	138
Exhibit No. 4	E-mail Correspondence from Mitchell to Tant dated October 7, 2018	139
Exhibit No. 5	E-mail Correspondence from Mitchell to Clark dated October 25, 2018	141
Exhibit No. 6	E-mail Correspondence from Mitchell to Clark dated October 25, 2018	141
Exhibit No. 7	E-mail correspondence from Mitchell to Kinsley dated November 2, 2018	143
Exhibit No. 8	E-mail Correspondence from Mitchell to Clark dated November 11, 2018	145
Exhibit No. 9	E-mail Correspondence from Carloss to Shepherd, Mitchell dated November 2, 2018	151

S T I P U L A T I O N S

It is hereby stipulated by and between counsel for the respective parties that the reading and signing of the deposition be waived.

THE REPORTER: Would you raise your right hand, please.

THE WITNESS: (The witness complies.)

THE REPORTER: Do you solemnly swear that the testimony you are about to give will be the truth, the whole truth, and nothing but the truth so help you God?

THE WITNESS: Yes.

TRACY CLARK,

having first been duly sworn, testified under oath as follows:

DIRECT EXAMINATION

BY MS. MITZ:

Q. Good afternoon, Ms. Clark.

A. Hi.

Q. Have you ever given a deposition before?

A. One time, yes.

Q. How long has it been?

A. Let's see. Fourteen years.

Q. Okay. So let me give you a little refresher on what's going to happen today and some of the ground rules.

So we've asked you to come today just to get some more information about what happened at UCF. As you know, we didn't sit in on the interviews conducted

by Bryan Cave, so this has been our first opportunity to see people face-to-face and get some context behind the words that we've seen on paper.

We're not going to be asking any trick questions. There is no right or wrong answer. We're just simply trying to fill the holes where we just don't know what happened.

As you know, the court reporter is taking everything down, so please speak up and speak, you know, clearly; no nodding of the head or uh-huh, huh-uh. If you know something because someone else told you, let us know that. If you're estimating or approximating something, please let us know that you are doing that.

If you don't know something, "I don't know" is a great response. I don't want you to guess at something if you don't know. If you need something reasked again or rephrased, just let us know and we'll ask the question again or rephrase it for you, and I think that's about it.

So are you ready to start?

A. Yes.

Q. Okay. Can you please state your full name for the record?

A. Tracy Clark.

Q. And have you discussed this deposition with

anybody aside from your attorneys?

A. No.

Q. Did you have an opportunity to review your interview notes from the Bryan Cave interview?

A. No.

Q. Okay. Did you review anybody else's interview notes?

A. No.

Q. Okay. How many times were you interviewed by the Bryan Cave firm?

A. Three.

Q. Okay. And was everything that you told Mr. Burby true?

A. I felt like that interview was intimidating, so I never got to review my notes. I felt like there was a lot of times he was trying to lead me to certain answers, so that's the best I can say.

Q. Okay. Let me ask you this. Do you recall making a statement that you felt wasn't accurate or wasn't truthful?

A. I don't know.

Q. Okay. All right. Well, we'll go through our questions and I ask that you be honest. If you recall as you're answering one of our questions that you gave a different response to the Bryan Cave investigator,

please let us know that.

A. Okay.

Q. All right. At any time while you were still at UCF, after this whole Trevor Colbourn Hall audit thing came about, did anybody interview you or start asking you questions: Your immediate supervisor, the general counsel's office, the president's office?

A. Can you -- can you state that again?

Q. Sure. Basically, what I'm trying to find out is if anybody at UCF asked you to come in for an interview or answer questions about this or if Bryan Cave was the only one who ever asked you questions about this.

A. So Scott Cole, general counsel, asked me about this.

Q. Okay. Is that the meeting that occurred in September?

A. Yes.

Q. Is that the meeting at which Ms. Mitchell was also present?

A. Yes.

Q. And Ms. Tant, I think?

A. Yes.

Q. Let's go ahead and talk about that.

I actually have a copy of an e-mail that I

would like to show you.

Don, do you have that packet out?

MR. RUBOTTOM: Yes, I do. Which tab is it?

MS. MITZ: I think it's tab seven.

BY MS. MITZ:

Q. Ms. Clark, if you wouldn't mind taking a look at that, and once you're done, let me know.

A. Okay.

Q. Do you recognize that e-mail?

A. Yes.

Q. Do you remember it?

A. Yes.

Q. Do you recall what the attachments were?

A. The attachments were projects that my office had identified, and Facilities and Safety had identified that had used E&G funds that exceeded the $2 million that we were made aware of at that time.

And so that's what was on the -- they were projects to discuss with Scott Cole and Kathy Mitchell.

Q. And is that what was discussed at the meeting referred to in this e-mail?

A. Yeah. That was part of what was discussed in the meeting. That was the purpose of the meeting; that was the intended purpose of the meeting.

Q. Okay. And it was just the four of you; you,

Ms. Tant, Ms. Mitchell, and Mr. Cole?

A. Yes.

Q. And were all four of you in the meeting the entire time?

A. Yes, to the best of my recollection.

Q. Okay. So why don't I just have you tell me what happened? You got to the meeting and what was said?

A. So we were talking about the projects that were on the list and whether -- trying to determine whether or not there was a question about whether or not they were allowable uses of E&G funds and whether or not we should reverse them under the rules that were sort of being brought to our attention at that time.

So we were trying to get -- they were all projects that we had thought were allowable use of E&G, but we were trying to get the general counsel's opinion at that point because of the investigation that started and some of the rules that we were hearing at that time. So that was kind of what started the meeting.

And then at some point during the meeting, Scott Cole started asking Christy and I questions about what Dale knew, when Dale knew it, what exact words were used.

So this e-mail -- I got upset because it was

kind of -- I felt like we were getting interrogated and I felt like the general counsel was trying to get us to say, in his specific words, that Dale was not aware of the issues that were, you know, coming forward about Trevor Colbourn Hall.

Q. So did he succeed in getting you to say that?

A. No.

Q. Okay. What did you tell him?

A. I said that I -- I knew that Dale knew that the use of E&G funds might produce an audit comment and that, in my opinion, that would have told Dale that there was something to question.

Q. Okay. Did the conversation address only Trevor Colbourn Hall or all the projects?

A. The -- well, the projects were discussed separate from that line of questioning about Trevor Colbourn Hall. So the general counsel's questioning of what Dale knew about what and when and what exact words were used was only about Trevor Colbourn Hall.

Q. Okay.

A. If that's what your question is.

Q. It is; yes.

So did you ever volunteer to Mr. Cole that Dale was aware that E&G had been used on multiple projects?

A. At that meeting?

Q. Yes, at that meeting.

A. Not at that meeting.

Q. Okay. Did you tell him before or after that meeting?

A. After that meeting. After that meeting, I -- my office produced information for both Scott Cole and -- well, for leadership. I'll say for Kathy Mitchell, who shared it with the rest of leadership, and that was shared with Dale Whittaker, the other projects that used E&G funds.

Q. Okay.

A. I'm not sure if that was responsive or not.

Q. You answered my question. That's good.

So is there anything else from that discussion with the four of you that was said by you that you haven't already told us specific to Dale Whittaker's knowledge?

A. Just that I told Scott Cole who was saying specific words, like, well, was X, Y, Z, said? And I said, well, not those exact words were said, but -- so I felt like he was trying to pin me into, you know, if it was phrased this way, then that meant that Dale Whittaker knew. But if it wasn't phrased that way, then, you know, then that says he didn't know.

And I tried to say it wasn't phrased that way,

but, in my opinion, he knew.

Q. I got you. So then did you become upset because of the way he was questioning you or were you upset because of what you had to say?

A. I was upset because I felt like he was trying to put words in my mouth and trying to make me reach conclusions based on his words versus my own conclusions.

Q. Okay. Very good. So let's go back to the introductory stuff.

What was your position before you left UCF?

A. Associate provost for budget planning and administration and associate vice president for finance.

Q. And how long had you been with UCF?

A. Almost 12 years.

Q. And who did you report to?

A. I reported to Dale Whittaker and Bill Merck. I had a dual report.

Q. So let's talk about that. Did Dale Whittaker start with the university on August 1st of 2014?

A. Yes, sometime around then, yes.

Q. Okay. How soon after that did you start reporting to him?

A. He -- in March of 2015, he started a reorganization analysis, if you will, or had HR work on

a reorganization analysis of the provost's office. And that took several months, but that was started, I would say, within three to four months after he got there. And then it took a while for that to happen, and then the reorganization got put in place.

Q. So did you start reporting to him as part of that reorganization or before?

A. As part of that reorganization, my reporting to him was part of all of that, yes.

Q. So in about March?

A. Yes, 2015.

Q. Prior to March, did you provide him any information --

A. Yes.

Q. Okay. You did?

A. Yes.

Q. All right. Okay.

MR. GREENE: Let her finish her question.

MS. MITZ: No, I had stopped. I had to think.

BY MS. MITZ:

Q. So let's talk about that initial period. From the time you started in August until March, what did he ask you for in terms of budget documents?

A. Well, from the time he started, we participated in what were called budget chat meetings or budget

operations group meetings. They had a couple of different names. Those were meetings that were started by a prior provost, between the provost and their support personnel, and the CFO and their -- his support personnel. So those meetings continued once Provost Whittaker came.

So it was in those meetings that I ended up working with Dr. Whittaker. So those meetings started right away. They were either every week, sometimes every two weeks.

At that time Christy Tant and I both attended from the CFO's office; the provost attended and his support staff. And so during those meetings, I was asked to produce lots of budget information and answer lots of budget questions and help educate the provost on the budget at the university.

Q. When he -- when you started working with him, did he seem to have any level of understanding of university budgeting or did you have to help him along to get there?

A. Well, I would say he had an understanding of university budgeting, but I helped educate him on university budgeting.

Q. Did he ever talk about funds that he would have worked with at Purdue that would have been similar to

E&G funds here in Florida?

A. I don't recall.

Q. Okay. Who else would have regularly attended the budget chat meetings besides you, Christy, the provost, and his staff? Like did Mr. Merck attend?

A. Yes. In fact, Christy and I were there to support as Bill Merck's support staff, and the provost had his support staff which I think at the time was Lynn Gonzalez and Megan Deal (phonetic).

Q. So tell me about the documents that would have been presented or reviewed in those budget chat meetings. I've heard a lot about E&G commitment lists and E&G allocation lists. Were those documents reviewed in budget chat meetings?

A. Yes. So the E&G commitments list was a staple in those meetings. It was a tracking document that kept track of all of the decisions that were made -- that the provost made and all the allocation decisions from the central reserve that the provost approved in those meetings. That's what we call the E&G commitments list.

Q. Okay.

A. It went out five years, and would keep -- it was the tracking document. It was created before Christy and I were involved in this process, so we carried it on.

Q. Did -- I'm sorry. Go ahead.

A. That's okay. Go ahead.

Q. Finish your answer.

A. So that was a common document.

There were lots of documents produced for those meetings. The -- what the balance in the central reserve would be rolling forward multiple years was a document that we produced so that you could see, you know, basically what available funds there were.

After all of those commitments that were on the E&G commitments list were fulfilled, capital funding projects, if any existed, you know, would have been brought to those meetings. Any -- any topic that was coming up that needed kind of a financial schedule put together to help explain or help inform the discussion would have been brought to those meetings.

Q. So these meetings weren't limited to just academic budgeting matters. It also included capital funding issues, too; right?

A. Yeah. It was actually not limited to academic only. It was -- it was for the whole university budget; anything to do with the whole university budget, whatever that was a facility issue, whether that was union negotiation issues which had financial consequences, whether it was requests for more police

force, whether it was a request for a raise for the faculty. You know, any university conversation that might require resource decisions or resource allocations.

Q. Okay. So the few documents that you discussed that were presented during those meetings, did you ever -- like how carefully did you review those with the provost? I mean, was he just handed a copy, he looked at it and if he had questions he asked them or did you go line by line through it? What was the interaction there when he was given documents?

A. So we would go basically line by line.

So if they were documents that were prepared by finance and accounting, then we would explain the documents thoroughly.

Q. Would that include project by project?

A. Yes.

Q. So it would have been clear to him that Trevor Colbourn Hall or the Colbourn Hall renovation was on the list, E&G was used to fund it, and X amount of dollars?

A. Absolutely.

Q. And he would have seen numerous versions of those documents as the construction plans changed?

A. Yes.

Q. Okay. So you can definitively say it wasn't

just one document that he saw with E&G for those projects. He would have seen multiple?

A. Correct.

Q. Okay. And then in addition to the documents, did you guys ever have conversations about the use of E&G for either the Colbourn Hall renovation or the Trevor Colbourn Hall construction?

A. Yes. That would have been discussed when the resource allocation decision for the $10 million, which was when Dr. Whittaker was here, was made. When that decision was made to allocate an additional $10 million towards Trevor Colbourn Hall, that would have been a discussion with the provost and with Mr. Merck.

Q. And would you have been there?

A. Yes, because it appears it occurred at a budget chat meeting.

Q. All right. Did you ever inform Provost Whittaker about the regulation 9.007 and what E&G funds could be used for?

A. No.

Q. Did you ever tell him what E&G funds could not be used for, aside from the audit comment?

A. I don't recall.

Q. Okay. Were you the one that presented the August, 2014, E&G allocation document that required his

signature, as well as President Hitt's?

A. Yes.

Q. And do you recall that time when you presented it to him?

A. I recall that I would have had a meeting and gone over that report with him in detail, yes.

Q. Okay. So then identifying each project and their funding or why they are on the form to begin with?

A. I think it was -- I think it was either a two- or three-page document. We would have gone over those couple of pages. Was it a two-page document? In 2014, was it a two-page document?

MS. MITZ: We may have it.

MR. RUBOTTOM: It may be in your packet. I'm not sure. I'm trying to find out here.

MR. PARKER: 2013/14 was a two-pager.

MR. RUBOTTOM: The 2014/15.

UNIDENTIFIED SPEAKER: It was a three-pager.

THE WITNESS: If I could look at it, it would be helpful.

MR. GREENE: Do we have it? Oh, don't just put it in my hand. Make it clear.

MR. RUBOTTOM: Tracy, could I see the big packet and see if it's in there, because then we can discuss the particular tab.

But go ahead and look at that. That's fine.

THE WITNESS: So I would have spent a considerable amount of time with Dr. Whittaker going through this document, explaining what it was for, what it represented, why I was giving it to him, what the process was for him to sign it and for him to take it to Dr. Whit -- Dr. Hitt, sorry, for Dr. Hitt to sign.

And we would have gone through -- I don't know if we went through line by line every single, you know -- police, three new officers, but we would have gone through what this document -- what the components of this document were, what it was doing; that it was giving the budget office authority to allocate these items, how it related to the overall university budget. So I would have --

BY MS. MITZ:

Q. Okay.

A. I -- I would have extensively gone over how this document fits in to the university's budget, what it was -- what the authority that -- the authority that it was giving us and why he was receiving it and why he was having to take it to Dr. Hitt.

Q. Okay.

A. For both their signatures.

Q. Very thorough. Okay. So do you recall whether he asked a lot of questions?

A. Yes, he would have asked a lot of questions.

Q. Okay. And were you in a position to answer all of those questions?

A. Yes.

Q. And did he ultimately sign the form?

A. Yes.

Q. Okay. During the time that Dale Whittaker was the provost, can you give me an idea -- and I am asking for an estimation here -- of how many times he would have been presented with these various documents that reflected the funding for either Colbourn Hall or Trevor Colbourn Hall as being from E&G?

A. So can you restate that again?

Q. Sure. What I'm looking for is an estimation of how many times you think Dale Whittaker would have seen documents that showed E&G as the source of funding for the Trevor Colbourn Hall or the Colbourn Hall project? Would it be one document? Did he see ten? Did he see fifty? Can you estimate?

A. Yes. So it wouldn't be just one type of document. The E&G commitments list had it, the allocation documents had it, capital funding documents had it, e-mails that he was copied on where the budget

transfers were occurring, he was copied on those as the source of the -- as the decision source on those allocations.

So I would say -- I would give an estimate of at least 30 documents that he would have seen that on.

Q. Okay. And at no time in looking at those approximately 30 documents did he ever ask about E&G and why it was being used for these projects?

A. No, not to my knowledge.

Q. He didn't ask you?

A. Right.

Q. Okay. And correct me if I'm wrong, but my understanding is when he took the position as provost, he was responsible for the university's annual budget. Does that sound right to you?

A. Yes, that's right.

Q. So that encompasses the whole budget; right?

A. Yes, yes.

Q. Okay. While he was provost, did he claim ownership over the university's budget or did he limit himself to the academic budget?

A. No. He claimed ownership over the whole university's budget.

Q. Did he give himself a name like university budget officer or something to that effect?

A. I don't have knowledge of him giving himself a name.

Q. Okay. Did you ever get the sense that Provost Whittaker was intimidated by Mr. Merck?

A. No, not at all.

Q. Did you ever get the sense that Provost Whittaker was afraid to stand up for anything that he believed in or to ask for anything that he wanted?

A. No, not at all.

Q. Have you heard his statements, his public statements about how he didn't think that he could question Mr. Merck's decision to use E&G because he had been with the university for so long and was effectively tight with Dr. Hitt? Have you heard that statement?

A. Yes.

Q. And do you disagree with that statement? Well, let me ask you this way. Do you disagree that it appeared that he felt like he couldn't question Mr. Merck?

A. Yes, I disagree with that.

Q. Okay. Did you ever see him question Mr. Merck --

A. Yes.

Q. -- or challenge him?

A. Yes.

Q. Can you give us an example?

A. I can't think of a specific example, but it --

Q. Let me ask -- go ahead.

A. So in the budget chat meetings, there were requests for funding that were brought forward either by people contacting Dr. Whittaker for a funding need or people contacting Bill Merck for a funding need.

All of those funding needs were discussed in those meetings between those two, and it would not be uncommon for Dr. Whittaker to question or not approve or disagree with a funding request that had come forward.

Q. From Mr. Merck?

A. Yes.

Q. Okay. That's a good example. Okay.

A. I wanted to say one more thing, if it's okay, for the budget chat meetings. The other --

Q. Okay.

A. The other thing that became a conversation at the budget chat meetings was the -- the budget processes that were being developed under Dr. Whittaker's leadership.

So the university budget committee was resurrected. We talked in those meetings about who should be on that committee, how that committee should operate, how many people -- you know, what types of

processes we wanted to implement in those committees. That type of a conversation would occur, not just a resource decision.

And Dr. Whittaker and I worked very closely on the university budget committee processes, procedures, and that was a university-wide committee or -- that committee dealt with university-wide budget issues.

I was going to say, and in fact one of the big things that that committee did was about a little over a year after Dr. Whittaker was here, we held a -- what was called a budget philosophy meeting where we were trying to sort of educate the university community, all the VPs, all the deans that had all the -- that had all the units about, you know, kind of the university budget philosophy, resource -- you know, the appropriate use of good, fiscal, sound resource management, if you will, of those units. And considering all of the resources and making smart, you know, use decisions of their resources.

And Dr. Whittaker basically recommended that budget philosophy meeting, and we presented that to the whole university community.

Q. Okay. And you guys also worked on the facilities budget committee together; is that correct?

A. Yes.

Q. And is that the -- was it your idea, his idea, a combination of both of your ideas to form that committee?

A. It was my idea.

Q. Okay. And how did that come up, I guess?

A. Well, the university budget committee became a collaborative way for representation across the university units to have sort of a say in resource allocation decisions or at least, you know, have a voice. And so that same process wasn't really happening with facilities decisions.

And so because that one was working well, I brought it up as an idea to Dr. Whittaker. He had seen something similar at Purdue, so he liked the idea, had some immediate knowledge of how that could be, you know, an effective process. And so we started that so that prioritization of what facilities were needed on campus could be collectively discussed by multiple -- you know, represented areas.

Q. Who attended the facilities budget committee meetings?

A. They were attended by the members of the committee which had a representative, kind of a senior representative, like normally a vice president or maybe another senior officer within an area across campus. So

there was probably about 12 to 14 members of the committee.

It was -- Dale Whittaker was the executive sponsor of it, as well as Mr. Merck. There were support staff that attended, so myself was a support staff, Christy was a support staff, a couple more people in my office were support staff, and some members of the Facilities and Safety department were support staff. And some members from -- it's called SPA, like the academic affairs space office. They attended as support staff.

So we were there to help provide information to the committee for the committee to consider and work with.

Q. When you say Provost Whittaker was the executive -- executive sponsor?

A. Sponsor, yes.

Q. Is that effectively a chair?

A. Yes.

Q. Okay. All right. How often did that committee meet?

A. I think it met monthly.

Q. And was E&G funding discussed in those meetings?

A. Yes. The meetings were more discussing what

the facility needs were.

Q. Okay.

A. It really had just gotten up and running. I think it had been in existence -- it was getting its legs so the first sort of task of the committee was to start trying to identify what the university's facility needs were and to help prioritize those needs. And with the ultimate goal of once that occurred, helping to figure out how we could get that accomplished.

Q. Okay. Do you recall whether the Colbourn Hall renovation or the Trevor Colbourn Hall construction project were discussed in the facilities budget committee meetings?

A. I don't recall.

Q. Okay. Do you have any recollection as to whether that was discussed in the university budget committee meetings?

A. It was not.

Q. All right. If you don't mind, I would like you to flip to tab one in that packet. I just want to run a couple of documents by you.

The document at tab one should be the agenda for the March 13, 2017, facilities budget committee meeting. Do you see that?

A. Yes.

Q. Do you recognize that?

A. Well, I recognize it's the minutes prepared by Mark Wray from that meeting.

Q. Okay.

A. I don't recall that I read them --

Q. Right.

A. -- previously.

Q. I want to ask you a couple of questions. So the first page, there's a line that's highlighted. It says "four categories on the list," and then what follows is one, PECO, two, CITF funding, and then on the bottom of the following page, three, other state sources and then four, non-state sources.

Am I to understand that these four categories were discussed in this meeting and that's why they are reflected in the minutes?

A. Yes. It looks like that.

MR. GREENE: Do you have a copy for us?

BY MS. MITZ:

Q. And that's specific to what --

MR. GREENE: I apologize.

MS. MITZ: That's okay.

BY MS. MITZ:

Q. The four forms of funding, do you recall discussing that with members of the committee or that it

was discussed?

A. So it looks like in reading the beginning of these minutes, this was what was being discussed in this meeting as the CIP, the capital improvement plan. So it looks like these -- these categories which are, I think, on the CIP were being described to the committee as what they were.

Q. This was like introductory material to them for the CIP?

A. This was the -- so the committee was formed. I don't recall exactly when it was formed, but it was -- soon after it was formed, one of the tasks that it sort of took on was at least familiarizing itself with the CIP, with the intent that, going forward, it would be able to influence or -- help, not influence -- but help inform the projects on the CIP list.

Q. Okay.

A. And so the problem was the committee hadn't been up and running well enough yet to really be able to inform, I think, the CIP list that was due then. But it was kind of the first time it was presented. The folks on the committee were not necessarily familiar with the form, so it was more of an educational process.

And to the extent that there was any thoughts or conversation about the projects on the CIP form, it

would have been discussed.

Q. Okay.

A. So that's my memory that happened in the beginning of this committee, was the CIP sort of came first before the committee had had a chance to work on what it -- what it thought the internal priorities were and what it thought was a good list for facilities, and it was presented with this form that was due. And so we were trying to kind of educate the committee and work through that.

Q. Okay. If you could flip to page 2 of that document, there's a portion in the third full paragraph that's highlighted, and it says the review sequence is budget committee, to Hitt, to trustees, to BOG.

Do you agree with that statement, that the five-year capital improvement plan would go through those hands before making it to the BOG?

A. So the process -- so by budget committee here, I'm not sure which budget committee it's referencing, if it's referencing the facility's budget committee.

What I recall -- I don't know if these are the right minutes for it, but what I recall is that the plan was for that document to go from the facility -- the facilities budget committee, once it was up and running and had its legs, then to Dr. Hitt, and then to the

trustees, and then to the board of governors. I don't know if it happened. I don't know if it was happening at this time or not.

Q. Okay. Let's say prior to this, so prior to March of 2017, did the five-year capital improvement plan also go through the hands of the general counsel and the chief of staff prior to making it to the board of trustees?

A. Well, prior to the facilities budget committee, I had no involvement with the capital improvement plan --

Q. Okay.

A. -- other than to see it in the facility, on the agenda. And my office kind of did a quality control of materials presented to the -- to the facilities and finance committee, made sure things footed and, you know, were aesthetically nice. So that's the only involvement that we had on the CIP is when it was on the agenda.

Q. Okay.

A. So I don't know who it went through and I didn't really understand it until -- until the facilities budget committee started to get educated on it.

Q. That makes sense.

A. And I was involved in the facilities budget committee.

Q. Okay. One last question on this document. If you glance towards the bottom, the last paragraph on page 2, "'internal' list" is highlighted. If you could read that, that sentence or that paragraph, and my question for you is, do you know what the internal list is?

MR. RUBOTTOM: What about referencing the March document, Carine -- I mean the September, the September document.

MS. MITZ: What tab is that?

MR. RUBOTTOM: Three. If you look to the attachment, would that be what you are calling the five year internal list?

THE WITNESS: Yes.

MR. RUBOTTOM: It looks different from a CIP. It seems to have the same buildings.

THE WITNESS: Yes, yes.

MR. RUBOTTOM: But it includes sources of funds categorized as external or internal and then funding needs.

THE WITNESS: Yes. So what we were trying to go with the facilities budget committee was come up with an internal list that was maybe more realistic.

We hadn't gotten there yet, but my understanding of the CIP is any potential project that might come up has to be on that plan or there's no authority to do it or something like that.

And so it oftentimes was described as the wish list, and so that was -- and always totaled this huge dollar amount that was unrealistic and unreasonable.

And so what we were trying to do with the facilities budget committee, Dr. Whittaker and I, was actually get to something more realistic that the university was functioning from as opposed to a big long list of every potential project that might happen.

So we started off with, okay, this is really the internal list based on the way things used to work, which was gathering of facility needs by different people before the formation of the facilities budget committee. But the intent was to move forward with the facilities budget committee actually informing and having input into that internal list and have it be a more realistic list.

So we started off with just here's an internal list of everything that we know, but the plan was and we had a facilities budget retreat at some point

after this time period to start to better -- better -- create a list that was more appropriate for the university's priorities.

BY MS. MITZ:

Q. Okay.

A. Does that make sense?

Q. It does, yes.

So let me have you flip to tab two. It's another set of minutes from the facilities budget committee meeting that occurred on April 7, 2017. In the fifth paragraph down, you see Colbourn Hall is misspelled, but also highlighted.

So I wanted to see if you had any recollection about any discussions that occurred about Colbourn Hall at that meeting.

A. So it looks like here we're discussing the capital improvement plan. I'm not sure.

Q. Do you have any recollection about discussions surrounding Colbourn Hall at that meeting?

A. I am not sure what -- I'm not sure -- I'm not sure what list this is referring to. If this is referring to the capital improvement, the CIP, or the internal list.

Q. Okay. Fair enough.

A. So I don't know about what the discussion

around it would have been.

Q. Okay. On the second page we've highlighted the sentence that starts out, Whittaker confirmed that the arts building amount, in parens, $33 million, is supported internally. Do you know what he meant by supported internally?

A. I think that means -- I don't know how to phrase it; like wanted, like that it was a priority for the university, not funding. I think -- I think -- that's what I think this is talking about is that the university desperately was interested in getting a performing arts center and had been for years, and that interest was still strongly there.

Q. Okay. I appreciate that clarification.

Let's see. So let's go back to the third tab, back to that September agenda, and I want to direct you to the attachment we were just at a few minutes ago, the five-year internal capital improvement plan.

The second page lists Trevor Colbourn building and Colbourn Hall demolition under the heading academic?

A. Uh-huh, yes.

Q. It has the full amount, $38 million, and then under secured funding sources, the $38 million appears under total internal.

So when Provost Whittaker would have seen this

document, would he have an understanding of what internal and external secured funding sources were?

A. Yes, I think he would.

Q. And do you think that based on conversations that you had with him or your review of this document with him?

A. I think that based on the fact that it -- E&G had been represented on many prior documents that had the 38 million.

Q. Okay. So not being familiar with any of this stuff, I guess my question is, why do some lists break down the funding sources down to E&G, auxiliary, the other CITF, and this one is more -- less detail. Why is there a difference in the two forms?

A. I think this one, the purpose of this one was to -- this one was more exhaustive. It was -- the bigger purpose was to identify projects that had funding needs that had not been fulfilled, not to really -- not to really inform of what the secured funding source was for the other projects.

If any questions were asked, they could have been answered, but because I think actually the funding sources are in this document, you know, in hidden rows.

Q. Oh, I see.

A. But the purpose of this was to come up with,

kind of like I said, that total list of what's being -- what's been brought forward as a facility need up to this point in time, and whether or not it had -- funding had been identified for it already or not.

And the focus would have been more on the large 400 million of projects on the list that don't have any funding source identified.

Q. All right. Let's see. Can you flip to document number four? If you could just take a look at that e-mail and let me know when you've had a chance to review it.

A. Okay.

Q. All right. Do you know -- do you recall what was meant by, we're going to "review the status of the facility reserves and to discuss the potential use of such reserves"?

A. So the only facility reserves, if you will, at the university was a $1.5 million allocation that the university budget committee had made towards facility -- deferred maintenance and facility needs.

So I don't recall the year that allocation was made, but it was an allocation made of recurring money so that every year there was at least a million, five available for, you know, projects that popped up like a lab renovation or a clean up of a lab or anything that

-- and that, that reserve was given to the purview of the provost and Mr. Merck to decide what the most critical uses of that million, five was each year. That's what I think this is talking about.

Q. Okay. And just to skip backwards for a second, when we were looking at the attachments to the agenda for the September meeting, would you have given those sorts of things to Provost Whittaker ahead of the facilities budget meeting so that he could be prepared for the meeting or would he be seeing those sorts of documents for the first time in the meeting?

A. Both would occur.

Q. Okay.

A. So we might -- we would oftentimes give him documents that we were preparing also for the facilities budget committee, or any meeting, actually. So it's likely that he would have received this, yes.

Q. Okay. Did you ever intentionally withhold any information from him concerning funding sources for any capital project?

A. No, no, absolutely not.

Q. All right. Let me ask you about the statement that Mr. Merck made in Provost Whittaker's presence and possibly President Hitt's presence about the audit comment.

Were you there when Provost Whittaker heard the comment?

A. Yes, I believe I was.

Q. Can you kind of set the stage for me and tell me where, what they were talking about, what was said?

A. So my recollection of -- I have a recollection of a meeting where I was in Dr. Hitt's office. I wasn't usually in Dr. Hitt's office, rarely, so I have a recollection of that. I was there with Bill Merck and Dr. Whittaker, and I don't recall the materials we had, but I am sure we had a list of projects and the funding sources of those projects.

That would have been the common way. That's probably why I was there was my team might have produced that document, and so therefore I was there to answer any questions about it.

And the funding sources for the projects on that list were discussed. It was brought up that it would have been like the other capital project lists that have been produced in this investigation that showed, here's the project, here's the funding sources that are -- have been identified for those projects, and that the projects and the funding sources would have been discussed in that meeting.

Q. Okay. And so in what context did Mr. Merck

make the comment that proceeding this way might result in an audit comment or audit hit?

A. So in the context of talking about Trevor Colbourn Hall or the Colbourn Hall renovation and the replacement building, and the fact that it was being funded from E&G, that would have been on the schedule, the comment that it might produce an audit comment was made.

Q. And did either Dr. Hitt or Provost Whittaker respond to that statement?

A. I recall Dr. Hitt responding to the statement that he and -- you know, that they felt like that was a -- it was an emergency situation and a justifiable use of the funds.

Q. So he okayed it?

A. Yes, absolutely.

Q. Do you recall -- okay.

Do you recall Provost Whittaker saying anything?

A. I don't recall if he did or not.

Q. Okay. Do you think you would have recalled if he said, wait a minute, that doesn't sound right, I need to better understand this, or if he started questioning it, do you think that would have stayed with you?

A. Yeah. He absolutely didn't challenge the

decision or the -- to me, this was a decision that he was involved in, so there was -- I don't recall him even saying anything necessarily about it, but there was definitely no challenging the decision.

Q. Okay. And did you ever witness any other conversations where that audit comment was made in Provost Whittaker's presence?

A. I think it would have been made in a budget chat meeting, but I don't have a specific recollection of who was present when that comment was made.

Q. Why do you say you think it was made? Like do you recall hearing it, you just don't know the specifics or someone else told you that may have happened?

A. No. I recall hearing that comment many times. I just don't recall the exact locations, forum, people who were in attendance as it was stated.

Q. Okay. So what I'm hearing is that you may not be able to tell us definitively that Whittaker was told that it may result in an audit comment more than once, is that correct, in your presence?

A. I don't have a specific recollection.

Q. Okay. That's fair.

A. I do know that Dr. Whittaker, after the investigation started, told me that he recalled Bill saying it would cause an audit comment or would cause an

audit hit or whatever term.

Q. He made that admission to you after Bryan Cave was retained?

A. Yes. The day that he met with all of Bill's direct reports to say that -- that, you know, Bill had resigned and was gone, and Misty Shepherd and Kathy Mitchell were interims. He met with all of Bill's direct reports.

And after that meeting, I met with him and that's when he said he recalled Bill saying it would produce an audit comment or might produce.

Q. Okay. Were you in the meeting or did you just meet with him after the meeting?

A. I met with him after the meeting and I was in the meeting.

Q. Okay, good. I have some questions for you then.

What exactly -- what was the purpose of the meeting that he called? Was it just to let everybody know that Merck was leaving and there would be other people to report to?

A. Yeah. That was the purpose, as well as to talk to the team.

Q. Okay. And do you recall President Whittaker making any comments about maybe initially wanting to

present what happened in one way, but then had been swayed or coached to present it another way?

A. Yes, I recall that.

Q. Can you tell me a little bit about that?

A. So in that meeting he stated that -- I think they had just come back from the board of governor's meeting. And in the meeting he was praising Bill, he was telling, you know, all of us that we should reach out to Bill, thank him for his service, that he respected Bill's decisions, that Bill had built this campus, that kind of thing. So he was speaking very highly of Bill.

Q. This is after the BOG meeting?

A. Yes.

Q. Okay.

A. And encouraged all of us to reach out to Bill.

And he said that he wanted to -- I think -- I don't recall in what order, but with -- with regard to how he handled this topic at the board of governor's meeting, he said that he wanted -- that he wanted to discuss more than -- than the UCF incident that was being considered a violation. He wanted to talk about the lack of capital funding and less restrictions on the use of funds, but he was advised not to, sort of in the halls of Tallahassee, and to just sort of be contrite

for this situation that UCF was in.

Q. Okay. So it sounds to me like what he was saying was, listen, I was coached not to tell the BOG that we had justifications for doing this, and just to basically accept responsibility and kind of keep quiet. Is that kind of what you are conveying?

A. Yep. Be contrite and, in my words, take the beating and raise other questions or concerns with the system, if you will, at a later date.

Q. Okay. Did he ever mention who suggested this? The coaching, did that occur by someone in Tallahassee or someone at UCF or do you know?

A. I interpreted it to be in Tallahassee --

Q. Okay.

A. -- and possibly governors and possibly other -- you know, other people.

Q. Okay.

A. So he didn't name names, I can say that.

Q. Gotcha, okay. And so what was discussed in the meeting that you had with him right after? Was it just the two of you?

A. Yes.

Q. Okay. What did you guys discuss?

A. So I just stopped in to ask him to actually speak to Christy Tant. She was very upset -- everybody

was very upset about the situation. And so I wanted to -- Christy and I worked very closely with him over the years.

And I asked him -- it had been a nice meeting, that he spoke to all of us to talk to us about, you know, Bill's departure, and basically it was a good leadership meeting to make you feel like, okay, things aren't going to fall apart here. Bill, our strong leader, was gone, but we're all still here.

And so I asked him to have that conversation with Christy, and he wouldn't. He said -- he said -- he said, well, with you there? And I said, well, no. I just wanted him to speak to Christy because they worked very closely together.

And so he said, you know, no, that that wouldn't happen.

So that was the nature of the meeting. And then he said he didn't even know what was going to happen to him out of this investigation, and that he -- you know, that he knew that Bill had said that it might produce an audit comment. So that's what I remember about that meeting.

Q. Okay. So during your course of employment and I guess particularly when you worked closely with Provost Whittaker, did you have occasion to work closely

with any of the trustees?

A. No, not really. The only trustee I worked closely with was Bob Garvy on the investment policy, the investments of the university.

Q. Okay. And I think we might have some questions for you about that later.

Just as a side note, is that athletic building named after him, the Garvy athletic something or other?

A. Yes. He was a donor. That donation occurred just within the last couple or three years or within the last few years. He made a large donation for the Garvy Nutrition Center, I think it is.

Q. Okay.

A. I think his son played football here, so he had a big interest in nutrition for the athletes and made a large donation for it.

Q. Very nice. Okay. So I understand from the things that I've read that you were aware of the regulation 9.007 before this happened, and that you may have mentioned it to Mr. Merck when you found out that E&G funds were going to be used for Trevor Colbourn Hall.

And that he told you, well, if it's something we have to do, we might get an audit comment. And you respected his seniority and believed that he was doing

the right thing and you didn't object anymore. Is that kind of a condensed version of what happened?

A. Well, I was not aware of the regulation, and I didn't bring the regulation to Bill Merck's attention.

Q. Okay.

A. So I was -- or at least I was not aware of the regulation. I had seen e-mails now where it's attached and -- but I didn't -- it wasn't in my mind, that regulation.

And I didn't understand that regulation to relate to the Trevor Colbourn Hall situation and I didn't bring it to Bill Merck's attention --

Q. Okay.

A. -- in that vein.

Q. Okay. Did you ever tell him, oh, this might not be right or voice any concerns about the use of E&G for that construction project?

A. So when the construction project first started, it was a renovation. So at a point in time it became a renovation and then a replacement, kind of a combination of the two.

And at that point, I mentioned to Bill that I wasn't aware that we were able to use E&G funds for new construction. I didn't know -- it hadn't been done before.

So I brought that to his attention, that that wasn't a normal -- a normal course of using E&G funds.

Q. Okay. And what was his response?

A. His response was that -- that he didn't feel that he had other options, that there was an emergency situation -- it was an emergency situation, and so he felt like it was justifiable use of E&G funds or -- or a justifiable use of funds or a justifiable situation. I'm paraphrasing what he said, obviously.

Q. Of course, of course, yeah.

Can you estimate about how long before the meeting we talked about earlier, the meeting in Hitt's office where the audit comment was made, how long before that that you had this conversation with Mr. Merck?

A. I have no idea. I don't know.

Q. Okay. All right. So if you don't mind, I would like you to flip to Document 5 in the packet. It's another e-mail, so I'd just ask that you take a look at it, get familiar with it, and let me know when you're ready.

A. Okay.

Q. Okay. Do you remember this e-mail?

A. I remember it now that I've read it.

Q. Okay. So if you can, if you know, what I'm trying to figure out is what happened before this

e-mail.

So I see David Noel is initially e-mailing, asking about using that $3 million. Do you know anything about any conversations that happened prior to this e-mail being sent?

A. I don't recall, but the e-mail infers that David had asked whether it was -- in some form, I don't know if it was by phone. I don't know if it was asked to Lynn, and Lynn asked me. I'm not sure.

Q. Okay.

A. I'm not sure what precipitated this e-mail. But clearly, it was him asking if they could do this.

Q. All right. Yeah, yeah. Okay.

Who is David Noel?

A. He was the CFO, I think his title was, for the College of Medicine.

Q. And who was Deborah German?

A. She is the Dean of the College of Medicine.

Q. And who is Steven Omli?

A. He is the director of finance for the College of Medicine.

Q. Okay. So all medicine people, gotcha. Okay.

Now, do you have any recollection as to whether you had to do some research to send this e-mail or if you were already familiar with the regulation by the

time you sent this e-mail?

A. I don't recall.

Q. Okay. Do you recall whether you got a lot of e-mails like that, asking whether E&G could be used for whatever reason?

A. Not normally like this.

Q. Okay. So if you don't mind, flip to tab six. It's another e-mail. This time you were just cc'd on it. But if you could take a look at that and let me know when you've had a chance to review it.

A. Okay.

Q. Do you remember this e-mail?

A. I do not. I mean, I read it now, but --

Q. Okay, yeah. No one seems to have any recollection of this e-mail.

At this time in March of 2015, was Ronnie Korosec Dale Whittaker's chief of staff?

A. Probably not.

Q. Okay.

A. Only because I think March of 2015 is when the reorganization first went into place -- sometime in March, 2015 -- and Ronnie was not chief of staff right off the bat, is my recollection.

Q. All right. Do you have any recollection as to whether you would have followed up on this, because you

were cc'd on it? Do you know if you would have responded or chimed in?

A. I would not have. A lot of times, E&G -- these kind of questions would go to internal audit, and internal audit would address the issues. Whether it was coming from a college or a unit or somebody at the university, they would -- university audit was sort of the source of these kinds of answers.

So unless I was involved in whatever was underneath this, receiving this as a cc would not have prompted a response from me.

Q. Okay. All right. We've already talked about the e-mail at seven.

Let's talk a little bit about the presentations to the board of trustees. Do you have any recollection of discussions of E&G being the funding source for either Colbourn Hall or Trevor Colbourn Hall at any committee meeting or any board meeting?

A. I've seen the transcript where it was -- where I said that carry forward funds were being used for Trevor Colbourn and Colbourn Hall, so.

Q. Let's talk about that. What does -- what does carry forward mean to you?

A. It's E&G funds that are not spent in one year or E&G funds that are received by the university that

are not spent in the year that they are received and they carry forward to the next year.

Q. Okay. So in your normal practice when you were employed at UCF and you were talking about E&G with Christy Tant or someone else in your office, would you refer to it as carry forward or would you refer to it as E&G or something else?

A. The funds that roll over would be referred to as carry forward.

Q. I should have clarified. So would you call it E&G carry forward or would you just call it carry forward?

A. Carry forward.

Q. Okay. And was that common in the finance and accounting world in that part of the university?

A. Yes.

Q. Do you know whether the trustees would be familiar with that term and know that carry forward meant E&G?

A. In my opinion, yes.

Q. Okay. Why do you say that?

A. Well, carry forward funds was not -- it was a topic over multiple years, carry forward funds. It was a state topic, it was a university topic. And so I just feel like carry forward funds were known across the

whole university and by the board of trustees and what they were, because it wasn't -- it wasn't a topic not normally discussed.

Q. Okay. Do you recall any other time during the board meeting when you would have referred to carry forward as a funding source for any other project?

A. I don't recall.

Q. Okay. If you read the Bryan Cave report, then you probably read that some of the trustees disagree that this can be an E&G.

So aside from what you just described, is there anything else that you can point to, like do you know if they were trained when they first became trustees on the different sources of funds?

A. On a couple of occasions, I do think -- on a couple of occasions I accompanied Bill to meet with a new trustee to explain the university's budget. We would go through kind of the -- you know, the budget packet, if you will, to try to explain the terms, the categories, that kind of thing.

So I -- so that training sometimes happened that I was involved in. I think Bill Merck did that more often. I was involved in, I think, training a couple of trustees that way.

Q. So it would be done on an individual basis. As

a new one came on board, you would spend some time with him or her?

A. Yes, the couple of times that I was involved, that was the case.

Q. Do you have any recollection as to which trustees you sat in on?

A. I know I sat in on trustee Alex Martins' because I had to go down to the Amway building, and I forget who the other trustees were. I might have done one or two other trustees.

Q. Okay. And you feel confident during that meeting it would have been explained that carry forward meant E&G?

A. I can't say that those specific words were used, but we talked about, you know, all the different categories, E&G, auxiliary, the overall university budget, DSOs, that kind of a training occurred.

Q. And do you recall whether the trustees that you sat with were engaged, asking questions, or sitting there absorbing everything?

A. I would say a little of both.

Q. Okay. And then back to that board meeting where you were asked to describe the source of funding, and you said carry forward. Did any trustee ask you any questions about that?

A. No.

Q. So did you feel as if they accepted that answer and were comfortable with it?

A. Yes. In fact, I think Mr. Merck asked me to even expand a little bit on what carry forward was. So I think I tried to explain that it rolled over from one year to the next, unspent funds in the prior year, and received no questions.

Q. Okay. Did you have --

MR. RUBOTTOM: Let me ask, do you recall which board meeting that was? Because we've listened to a bunch of tapes that were committee and board meetings in '14 and '15 -- at least a committee meeting in '15 where these projects were discussed. Certainly in '16, the committee and the board both met on the final plan.

Do you recall which meeting you are talking about where you explained carry forward?

THE WITNESS: It's in the Bryan Cave exhibits or it's in his report.

MR. RUBOTTOM: So one of those meeting that he had excerpts from?

THE WITNESS: One that he has transcripts, because I didn't even recall it until he showed it to me.

MR. RUBOTTOM: Okay. Since then, have you gone back and listened to any of those meeting tapes or reviewed any of those meeting materials to recollect for your own recollections of how those meetings went down?

THE WITNESS: No, because I don't know how to get to the recordings. They are not on the website. In fact, we even asked. After Bryan Cave asked me about that transcript, we asked for a copy of that transcript, and he wouldn't give it to me and my attorney.

MR. RUBOTTOM: Did you ever ask the president's office for copies of the tapes or the transcripts?

THE WITNESS: No.

MR. RUBOTTOM: That was all while you were still employed; correct?

THE WITNESS: Yes.

MR. RUBOTTOM: Do you have any recollection of the April 14th finance and facility committee meeting where Colbourn Hall construction, those three options or three subdivided options of -- and they talked about deferring renovation. Do you have any recollection of the committee meeting where finance and facilities first approved the new building?

THE WITNESS: No.
MR. RUBOTTOM: Okay.
THE WITNESS: I don't have specific recollection.
I didn't recall that later meeting until Bryan Cave showed me the transcript.
MR. RUBOTTOM: How many times do you think you've addressed the board or a committee about carry forward or other categories of money?
THE WITNESS: So, I normally did not address the board of trustees unless there was an agenda item that I was presenting.
So we presented the annual operating budget, which has all the categories, E&G, auxiliary, concession funds. So I would present that to the board for the annual budget. I would present the quarterly investment reports, so I would address the board then.
But normally, unless there was an agenda item under my name, I wouldn't be addressing the board unless somebody asked me a question, like Mr. Merck did that day.
MR. RUBOTTOM: But that was a finance and facilities meeting, I believe?
THE WITNESS: Yes. That's what I'm actually

talking about.

MR. RUBOTTOM: But on a building, it would have been usually Merck and Kernek explaining the project?

THE WITNESS: Yes.

MR. RUBOTTOM: You wouldn't ordinarily be getting up and talking about sources of funding?

THE WITNESS: Right.

MR. RUBOTTOM: So Bill called on you in that meeting?

THE WITNESS: Yes.

MR. RUBOTTOM: And you gave an answer, a direct answer, and I think Merck followed that up with some comments.

THE WITNESS: Yes.

MR. RUBOTTOM: Did you have any sense in that meeting -- well, your only recollection is from reading that.

Okay. I'll stop interrupting, Carine.

MS. MITZ: It's okay. I think we've covered a lot of stuff already.

MR. GREENE: Do you want a break?

MR. RUBOTTOM: Do you guys want to take a break?

THE WITNESS: I'm okay.

MR. RUBOTTOM: Well, let us know when you want to stop. We'll probably need to stop at least once.

BY MS. MITZ:

Q. Ms. Clark, did you ever get the sense -- well, let me ask it this way.

When you started working closely with Provost Whittaker, did it appear to you that he was grasping the information that you were sharing with him or trying to teach him or show him or did it seem like he was having difficulty following?

A. No, he was -- he was grasping it.

Q. Okay.

A. We spent a lot of time together, me going over information.

In fact, what I had heard as to why he wanted me to be a direct report to him is he thought I explained things very well. He liked the quality of the information me and my team produced, and he felt like I explained things in an understandable way.

And so -- and I'm kind of a teacher in that regard, so I usually go into a lot of detail. I can start at a bigger picture and then walk people through the details.

And so I did that continuously, and he was very engaged, always asked a lot of questions. I tried to

always make sure he and anybody else I was, you know, trying to get to understand an Excel spreadsheet that they didn't prepare, that you or your team did, that they understood what the spreadsheet said.

We oftentimes prepared summaries that then worked their way down to the detail level so the people understood what, you know, the finance and accounting office was putting together, because it was a lot of detail. And so I spent a lot of time doing that.

Q. And I mean, he was effectively your boss when you had the dual reporting; right?

A. Yes, yes.

Q. So you wanted to prepare your boss?

A. Yes.

Q. Was there any incentive for you to not adequately prepare him?

A. No. I was a huge supporter to Dr. Whittaker.

Q. Okay. I just want to skim through the other capital projects that were later discovered to have been funded with E&G.

Do you know who -- I think I know the answer, but I want to know if you know the answer.

Do you know who directed those E&G funds to be transferred to those construction projects?

A. So which projects are you talking about?

Q. For instance, the band building.

MR. RUBOTTOM: Hey, Carine, I have on my screen that -- that date-ordered list that I use. Can I just show that to her?

MS. MITZ: Sure.

MR. RUBOTTOM: I think you're familiar with that, Tracy. These are kind of the short versions of the transactions that Bev Seay provided me a few weeks ago. And I sorted them by date order because it was real informative to us how decisions were being made and timely.

So, for instance -- and let's try to talk about the bigger transfers. There's a global transfer in June, June 30th of 2016, for the global UCF 1.6 million. Who would have directed that transfer in June of 2016?

THE WITNESS: So the -- the -- so there's a difference between making the commit -- making the resource allocation decision and then the transfer itself.

MR. RUBOTTOM: I was going to get to that, yes.

THE WITNESS: So before we were fired, I wasn't asked to look into any of those answers to these questions -- for these projects, like who asked for the transfer, when did it occur. So I never got an

opportunity to look at, say, Christy's e-mails where she was making the transfer and what she might have been referencing as to what prompted it.

MR. RUBOTTOM: Okay.

THE WITNESS: So I can't answer that question. I can answer some questions on like when -- how the decisions were made.

MR. RUBOTTOM: Well, let's talk about that one. When would the commitment have been made to the global -- that level of commitment made to the global UCF project?

THE WITNESS: I don't know when it was made, but it was made -- it was on one -- it was on an E&G commitment list, which that was kind of a constantly changing document. And I've seen --

MR. RUBOTTOM: Would that have been -- I'm sorry.

Would that have been discussed in the budget chats with Dr. Whittaker in the meeting?

THE WITNESS: Yes, absolutely.

MR. RUBOTTOM: I cut you off.

THE WITNESS: That's okay.

MR. RUBOTTOM: You had said you had seen --

THE WITNESS: Just I've seen that on some of the E&G commitment lists, so that tells me it was

centrally -- it was funded from the central resources.

MR. RUBOTTOM: Now, I've seen capital projects lists that don't have years out there. And then I've seen like that one we looked at a while ago that kind of has a five-year plan on when funds were being allocated or planned.

Did you always have a five-year plan on when funds would be transferred?

THE WITNESS: No. So that --

MR. RUBOTTOM: Okay.

THE WITNESS: That five-year plan that we looked at for the facilities budget committee, that was a new endeavor.

MR. RUBOTTOM: Okay.

THE WITNESS: So we -- we were -- one of the things that Dr. Whittaker and I talked about when I started working for him was we need a five-year operating plan and we need a five-year capital plan. So those were actually goals or -- you know, goals that I was going to start to be held accountable to trying to get a five-year operating plan for this university done, which is a bear, and a five-year capital plan.

MR. RUBOTTOM: Did Dr. Whittaker understand

those goals?

THE WITNESS: Yes. He and I spoke about them, and those were the goals he was going to hold me to for my performance for the next year. So that five-year capital plan for the facilities budget committee was the first time we ever tried to do anything out multiple years.

MR. RUBOTTOM: Let's go to the last big day, because October 31st, there was about $20 million transferred for three downtown projects.

When would those have been programmed or when would those have been approved on a commitment list?

THE WITNESS: I don't know when those would. I don't know the dates.

MR. RUBOTTOM: Would they be discussed in a budget chat?

THE WITNESS: They should have been discussed in a budget chat meeting, yes.

MR. RUBOTTOM: The university budget committee had been meeting for some time. Would those commitments have been discussed in the university budget committee?

THE WITNESS: I don't know if they were or not.

MR. RUBOTTOM: Okay. What about -- what about the $3 million and $6 million commitments for

Research 1, both of them in May of 2017? Would those have been before the -- would those have been committed before the university budget committee had started working or --

THE WITNESS: Well, those were -- so those were not discussed in the university budget committee. They -- that was -- a lot of the funding for those came from the different units that were going into the research building. So that was a funding plan that Dr. Whittaker and I worked on with the different units that were putting researchers into the research building and trying to get different people to be -- you know, different people to contribute towards the build out and the furniture and fixtures and equipment in the research building. So a lot of that funding didn't come from central. A lot of it came from the units, like the College of Engineering and different colleges.

MR. RUBOTTOM: But those would have been on commitment list, E&G commitment lists or would those have been secondary institutional transactions between these departments?

THE WITNESS: Exactly. They would have been second.

So they wouldn't have been -- the E&G

commitment list was only a commitment against central resource.

MR. RUBOTTOM: So these would have been E&G funds in those departments who were contributing that?

THE WITNESS: Exactly. So we worked on what the total -- the total contribution plan, Dr. Whittaker or I did with all of these units, working with Dr. -- with Dale who the deans were working with, reporting to him. The provost's division, which had some of its own funds, contributed towards some of the common areas that the different colleges would be using.

So that was kind of a whole plan put together to help fund the build out, furniture and equipment in the research building, and those funds came from multiple units, including the provost's office.

MR. RUBOTTOM: Okay. I heard you earlier mention that you saw a distinction when we went from renovation to new construction, that you saw -- that gave you pause about proper use of E&G.

I am confused about the build out deal. I understand furniture and equipment. I understand that systemwide everybody agrees furniture and equipment for a new building is a proper E&G

expenditure.

How do you -- how have you come by clarity or do you have clarity about the build out part of a new -- a new construction? To me, it's one thing to come into an old building and remodel for lab space for a new use, but it's a curiosity to me that you -- that your internal finish is somehow treated different from the internal of a new building.

So can you explain to me how you got or if you have clarity about the appropriateness of build out funding?

THE WITNESS: So it was my understanding that build out, furniture, fixtures and equipment were all allowable uses of E&G funding. I didn't differentiate if it was build out for an existing building and build out if it was a new building, particularly if it was build out to a particular researcher's specifications.

MR. RUBOTTOM: I guess what I'm trying to get, what's the difference between furniture and equipment which tend to be things that can be moved around, some of them might be fixtures, but they are subject to being maybe repurposed at some point. And I was thinking build out included cabinetry and maybe internal walls and, you know, glass

enclosures, things like that.

Did you categorize all those things in one category or did you distinguish furniture and equipment from internal walls and space -- internal dividing walls and things like that?

THE WITNESS: So I just use the -- or I just understood the term build out, not what the components of the build out would be. And I didn't differentiate between, you know, build out -- I don't know that that included internal walls, but I think it would include, you know, cabinetry, tables, some things like that, that maybe were fixed, you know, or fixtures or build out.

MR. RUBOTTOM: Well, I'm sorry I don't have those listings, but I've seen a lot of listings where this was furniture and equipment. It says furniture and equipment, and then other times it says build out.

So it doesn't seem to me like the words are used interchangeably. So I'm just exploring that. I have no clue, and I just want to know what your understanding of that is.

THE WITNESS: So I do think build out is different than furniture, but I thought build out and furniture and equipment was all an allowable use

of E&G.

MR. RUBOTTOM: Well, and everybody might think that. We're kind of asking the whole system right now.

THE WITNESS: Yeah.

MR. RUBOTTOM: Thank you for that. Okay, Carine.

BY MS. MITZ:

Q. So what I would like you to do is take a look at the document behind tab eight. It's another e-mail. Let me know when you've had a chance to review it.

A. Yes.

Q. Do you recognize this?

A. Yes.

Q. Okay. Did you have any discussions with anyone after you received this e-mail?

A. So, yes, I had conversations with Kathy Mitchell and Christy Tant.

Q. Okay. And what did you guys talk about?

A. So we talked about, I guess after this, what came back to Christy and I was the more limited list of -- of projects that were going to be presented to the board of trustees, which was, I think, 13.8 million.

So we talked to Kathy about why is the full 46.5 million not being presented? And she informed us

that the president's office wanted to just present the 13.8, and we expressed some concern about that because we had put forward the whole list.

We were sharing that with or shortly thereafter we shared all of that with the auditor general's office, the full 46.5 million, and so we had concerns about only presenting the 13.8.

Q. And what was her response again to why she wasn't going to provide that to the board?

A. Well, my recollection is it was the president's office call, not hers.

MR. RUBOTTOM: Do you know if that would have been Mr. Heston or the president or --

THE WITNESS: I would be guessing that it was probably a combination of the two. This e-mail went to Dr. Hitt or -- I mean Dr. Whittaker.

MR. RUBOTTOM: Thank you.

THE WITNESS: I don't know because I wasn't actually in those meetings.

MR. RUBOTTOM: And who else was privy to that conversation with Kathy?

THE WITNESS: So, Christy.

MR. RUBOTTOM: Christy?

THE WITNESS: Christy and I.

MR. RUBOTTOM: And this was a verbal

conversation?

THE WITNESS: Yes.

MS. MITZ: Very interesting. Okay.

BY MS. MITZ:

Q. So did you ever -- were you ever tasked with locating any of the funds that were used to replenish the E&G accounts?

A. Yes, Christy and I were.

Q. Okay. And --

A. Is that what you were asking, the 13.8, the replenishment of the -- yes, yes.

Q. Okay.

A. Christy had to do the most of that work because I broke my wrist and was out for a couple of days at this point.

Q. Okay. All right. Do you ever recall Dale Whittaker asking that money out of a provost budget be used to fund, in part or entirely, either the CREOL Building or the nursing building?

A. Yes.

Q. Okay. Which one?

A. So the provost's office had some funding that it set up as like a loan fund to the colleges so that if the colleges had a need, instead of just asking the provost to contribute towards something, he wanted to be

able to do a -- loan them the money so that there could be an ROI on, you know, the use of money and just not sort of provide it without asking them to pay it back.

So on the CREOL Building, the university budget committee was involved in the CREOL allocation for the first $4 million. It was a decision made by the university budget committee to fund the $4 million for the CREOL expansion.

MR. RUBOTTOM: Was that E&G?

THE WITNESS: Yes.

MS. MITZ: I wanted to know, too. Okay. Wait a minute. I have to interrupt you. I'm sorry.

THE WITNESS: That's okay.

BY MS. MITZ:

Q. So Provost Whittaker is offering E&G money out of the provost budget for construction of a building?

A. So the loan fund was not E&G.

Q. Okay.

A. The loan fund was from auxiliary money. The university had some sold some broadband capacity at one point and received money, you know, money from, I think, Clearwire and Sprint.

So there was a balance of that -- of that sort of windfall to the university, if you will, that Dale wanted to then make available, a part of that broad --

I'll call it the broadband money. It was auxiliary money to provide loans to the colleges and have them pay those loans back.

So the CREOL -- the CREOL project, originally the request to the university budget committee -- units submitted requests to the university budget committee. It was called an exception funding request process. So CREOL submitted a request for $4 million for the CREOL expansion, so that was one of the items on the list that was being considered. The university budget committee only had available to it E&G funds to distribute.

So in that first year of the university budget committee, the CREOL Building was approved to be funded to the tune of the $4 million dollars, which is what the request was, and that was from E&G carry forward funds.

What happened that year is the university budget committee -- actually, there was no new money, so it decided it was going to reallocate carry forward from units that had it. The carry forward at the university is held by all the units and then there's some that are held centrally. There might be some held at a division level, and then -- but mostly all the units keep their carry forward year after year.

So that year we evaluated the funding held at the unit level, and decided there were areas that had

more than they needed, and we wanted to reallocate that to more critical needs.

So $10 million was identified to reallocate. We basically took that $10 million from those units, and then used it for whatever the university budget committee decided, from the long list of requests, were the most strategic priorities.

So in that process, the $4 million was selected by Dale, Bill Merck, Dean German, M.J. Soileau, who was a VP for research. Dean German was the dean for the College of Medicine, and Bill and Dale. They worked together. We split up into groups to decide how to allocate that $10 million.

And a chunk of the $10 million was given to Deborah German and M.J. Soileau who are researchers or have research areas under them to decide how to use that funding. Dale and Bill were given $2 million for deferred maintenance and facilities projects, and decide how to -- what was most critical on the list for that, and then there was a student success group.

Dale and Bill and the research group got together, and the $4 million CREOL project was on Dale and Bill's list, but they got together and decided that was the most critical need, and so they combined their money. Basically, there was $4 million and $2 million,

and put $4 million of that $6 million towards the CREOL project.

MR. RUBOTTOM: So Dale and Bill with the concurrence of the research group chose to put the CREOL Building ahead of deferred maintenance?

THE WITNESS: Yes, ahead of any other projects on the list.

MR. RUBOTTOM: Do you know when this -- when this UBC meeting was?

THE WITNESS: I can -- I can find out. It was -- I'm guessing now. I want to say May of '15, possibly.

MR. RUBOTTOM: Do you know whether that $4 million was ever transferred to construction for this project?

THE WITNESS: Yes, it was. That's this $4 million on this list.

MR. RUBOTTOM: Oh, I didn't see that.

THE WITNESS: Uh-huh.

MR. RUBOTTOM: I'm still looking for it.

THE WITNESS: It's the $4 million number. It says CREOL.

MR. RUBOTTOM: Wait a minute. I've got a mistake. That happens to me every time I open this thing. It -- it starts on line 17. So there we go.

There's the $4 million. Okay.

Gotcha. So it was transferred in February of '16. And when was the UBC formed?

THE WITNESS: Oh, I don't recall.

MR. RUBOTTOM: Okay.

THE WITNESS: And this is when the transfer might have -- so I don't -- I don't have the information of the dates the money --

MR. RUBOTTOM: Can we look at that September '17 document again for the FBC?

THE WITNESS: So this is the UBC that I am talking about.

MR. RUBOTTOM: I understand. I want to see if CREOL -- do you know when construction was started?

MS. MITZ: CREOL expansion is there.

THE WITNESS: That's the same thing.

MS. MITZ: Okay.

MR. RUBOTTOM: 6.7. And that was estimated to be spent in FY18 on this chart, and total internal was 6.7.

THE WITNESS: Right.

MR. RUBOTTOM: So $4 million came from that collaborative process. Where did the other 2.7 million come from?

THE WITNESS: So a part of that came from the

loan fund, the broadband loan fund money.

MR. RUBOTTOM: Okay.

THE WITNESS: And so -- so after the $4 million was approved, you know, by the university budget committee, then the dean of CREOL or the dean of optics and photonics, in the next year they started working with facilities on cost estimates for this expansion. And there were multiple options that kind of got put forward, you know, some having more space than others.

So I recall working with that dean and Dale on options for the CREOL expansion that ranged from like $5 million to $6.8 million. I've recently seen an e-mail to this effect.

And, you know, they just had more space, more offices, more labs. Really, the interest was to get more lab space. There was an auditorium that they were also trying to build.

So the decision got made to go with the $6.8 million option. And so then the UBC had only allocated $4 million, so the dean had to come up with the balance if he wanted that larger -- that better building, if you will.

MR. RUBOTTOM: Could he spend his E&G on that project?

THE WITNESS: Well, we didn't discuss what he could spend on it or not.

Well, I mean, I remember him identifying sources, but I don't remember us discussing what he could or couldn't use.

MR. RUBOTTOM: Okay. Well, back to the broadband and the loan fund.

In that context, do you believe Dr. Whittaker had a pretty clear notion of colors of money and that he could use that money differently than he could use E&G funds?

THE WITNESS: No.

MR. RUBOTTOM: You don't think he had that clear notion?

THE WITNESS: Well, I guess this allocation was made by the UBC and nobody thought it was wrong. So nobody -- that was just the available, like the broadband money was what the loan fund just happened to be funded from.

MR. RUBOTTOM: Okay.

THE WITNESS: Does that make sense?

MR. RUBOTTOM: Yes, it does, with the exception that -- so why wouldn't he just treat all of his funds the same in the provost's office? Why would there be a separate categorization that this is

broadband money and that the loan fund would just be limited to that piece?

THE WITNESS: Well, that was just an available source of money that he had to be able to make these loans from.

MR. RUBOTTOM: Okay.

THE WITNESS: He could have done the same thing with some available E&G carry forward he had if he had wanted to.

What we were going to do with the loan fund was there was -- you know, he received annually some funding from continuing education, a share of the continuing education funding to the tune of about $400,000 a year. So we were going to use that to replenish the loan fund as colleges maybe started to use it, because otherwise the loan fund would be gone.

The thing is, none of the colleges hardly ever used the loan fund so we kind of ended up disbanding that practice.

MR. RUBOTTOM: I saw a long range kind of funding plan that was at the department level, kind of the vice president level. And it looked like the provost's office had showed their annual revenues and it showed their accumulations. It looked like

the provost's office was accumulating a large amount of money over a period of time.

Do you recall anything like that?

THE WITNESS: So the provost's office was accumulating a large amount of carry forward funds.

MR. RUBOTTOM: What was the purpose of those accumulations?

THE WITNESS: Well, so the reason that was happening is a lot of the new performance funding that the university was receiving was going towards a hiring plan. So I don't know if you've heard, there was like a plan to hire a lot more tenure-track faculty because we had a bad student/faculty ratio.

We had, during the economic downturn, colleges had turned to adjunct faculty, and there's accreditation issues with that. And so there was a need for more tenure track faculty.

MR. RUBOTTOM: But you're accumulating carry forward, and it's really hard to commit carry forward to a recurring expenditure like a faculty member.

And when was that going to start being spent and how was -- how was the recurring, was that going to be used to like five-year or ten-year fund a

position?

THE WITNESS: So the hiring -- so the hiring plan, the provost lines we called them, were that money was held at the provost level. It was expected that when we would get the recurring money from the State, we would allocate it to the colleges for them to hire faculty. They would start searching for that faculty either that year or the next year, and the accumulation of those funds would help the -- would fund the start up packages for those new faculty.

So that's why all those funds were accumulating is it takes a while to hire the faculty. There is actually a need to accumulate those funds because there is a big startup package commitment.

And so that was all happening in the provost's office because until the colleges hired the faculty member, it was kept at the -- at the divisional level, if you will.

MR. RUBOTTOM: But there were recurring funds to support those positions?

THE WITNESS: Yes.

MR. RUBOTTOM: And so those -- those reserves, they would be reported in the fund composition report to the BOG as carry forward that's committed

to some faculty project?

THE WITNESS: Yes, yes.

MR. RUBOTTOM: Okay. That helps me a lot, because a lot of the universities had some big numbers there, and that -- that makes sense to me.

THE WITNESS: And one reason over the last few years that UCF carry forward had grown was because we were -- we were very lucky and successful in receiving performance funds and a whole bunch of it got committed to hiring faculty.

They were put towards cluster, you know, research clusters were created and developed. Those were harder to -- those positions were harder to fill because you're really looking for top-notch experts, like one was a cyber, a cyber cluster, one was like a prosthetics cluster.

So we were looking, you know. We wanted to hire the best faculty, not do it quickly.

MR. RUBOTTOM: Right.

THE WITNESS: And so that was causing some of those funds to accumulate; some purposely so we could use them for startup, and then others just if it took longer to hire the faculty members, it caused some accumulation of funds that then were available for the provost to use for other things.

MR. RUBOTTOM: Thank you. Do you believe the BOG understood those kinds of accumulations?

THE WITNESS: Well, the universities have been trying to explain that, and I do think that they do, because I heard them describe that in meetings, whether it's staff, talking about this -- you know, this issue with the need to have startup funds sitting around.

MR. RUBOTTOM: Right.

THE WITNESS: It looks like they're reserves, but they're really not.

MR. RUBOTTOM: Okay. Thank you. And we're trying to stay away from true academic expenditures and we've been focusing on capital.

But back to the CREOL decision in 2015. You described your reaction in 2014 to the decision to take those E&G commitments for the new Trevor Colbourn Hall, but you said in May, '15, nobody even questioned the CREOL commitment.

Is that because everybody got comfortable with the Trevor Colbourn Hall decision and moved on or in your mind was it just a totally different --

THE WITNESS: In my mind, it was like a renovation, so we didn't.

MR. RUBOTTOM: The CREOL was a renovation?

THE WITNESS: Yes. It was actually an expansion, but we didn't know anything different between a renovation, a $4 million renovation for the CREOL Building. In fact, the third floor was currently being renovated with labs prior to this allocation and expansion.

MR. RUBOTTOM: Have you ever looked at the statutory definition of fixed capital outlay?

THE WITNESS: I have since this investigation started. I did not before.

I didn't know there were any laws or regulations that governed these capital appropriations, these capital expenditures.

MR. RUBOTTOM: Now that you have reviewed that, can you see why an expansion would seem to fit under that definition and not under a renovation/maintenance type of definition?

THE WITNESS: Well, I've learned now that additional square footage, you know, makes it different than a renovation, but I --

MR. RUBOTTOM: Did the BOG provide any guidance on those things to the university?

THE WITNESS: Not that I know of.

MR. RUBOTTOM: Who would you expect to train you, the other finance and facilities staff, on

those types of policies?

THE WITNESS: I would have expected it to come from general counsel and the board of governors.

MR. RUBOTTOM: Do you consider the -- I understand the idea of the president hiring bright people and counting on them to do their job.

Do you see the president as having any responsibility to ensure that those people understand their job and the rules within which they've been called to work?

THE WITNESS: Yes. I think that -- I think the lack of training and education at the institution -- at this institution, and I can't speak for any others, but it's the responsibility of the institution.

So if you're going to hire people from the corporate world, if you will, and have them come do your accounting, then there needs to be a training process so that they understand the difference between, you know, expansion or renovation.

My office, there's still confusion on these rules.

MR. RUBOTTOM: I understand.

THE WITNESS: And in fact, that list, they're still saying some of those are okay and some aren't.

MR. RUBOTTOM: Right.

THE WITNESS: And after like four months of talking about this, ad nauseam, really, there's still not clarity. And I know my office did not understand this clarity.

MR. RUBOTTOM: Do you think -- have you heard the various reforms, that the university has instituted policies? Do you think those policies address that clarity issue?

THE WITNESS: No. I should say I do think that going through multiple people helps, if those multiple layers of people are educated as well. So it does no good for the CFO and the general counsel and the president to sign a form unless they know the rules, you know, clearly as well.

So the education has to come first and the clarity has to come first, you know, a real list of what the rules are.

And the conversations that I've had since this all started, that I got to sit in when the CFOs are talking, there's still not the clarity amongst the universities -- amongst the different universities.

MR. RUBOTTOM: There's been a number of systemic kind of reshapings in the past 18, 19 years. The BOG was created by referendum, which

took some authority from the legislature and gave it to this new board. The legislature reorganized the education statutes in the early 2000s and put universities and college boards under some policies that had been applicable to school boards.

In those major transformations -- you were here before 2000, weren't you? When did you come?

THE WITNESS: 2007.

MR. RUBOTTOM: 2007. So that would have been after the statutory. Was that after the BOG was created?

THE WITNESS: Yes.

MR. RUBOTTOM: So you weren't here when those changes happened, so you wouldn't know what training or university-wide communications went out with, oh, we've got a new legislature, they're called the BOG, anything like that?

THE WITNESS: Right. So I think the devolution I've heard occurred in 2003. So by the time I came, the university was very independent.

MR. RUBOTTOM: Right.

THE WITNESS: So those of us who came from corporate sort of brought that work experience with us.

MR. RUBOTTOM: So there would have been

mentality there that the board of trustees is kind of the law giver, like in a corporation?

THE WITNESS: Yes.

MR. RUBOTTOM: And not a consciousness that there's these state statutes and BOG regs?

THE WITNESS: Absolutely.

MR. RUBOTTOM: Okay.

THE WITNESS: In fact, I looked to the board of governors' staff as kind of liaisons, and they -- you know, they just ask us for lots of information. So we always provided them lots of information, you know, not so much the other way back.

I didn't -- one of the challenges I found when I came to the university was you don't have that like CPA firm that you can go ask questions, you know, like you can in the private world if you don't understand something or -- you know, you have resources to help you understand.

MR. RUBOTTOM: Well, would you take those -- some questions like that to the internal audit department?

THE WITNESS: Yes, I would take questions to the internal audit department if they came to mind.

MR. RUBOTTOM: Did you ever take questions to the IG at the BOG?

THE WITNESS: No. I never even heard of the IG until this investigation.

MR. RUBOTTOM: Wow.

THE WITNESS: Until they sat in on the Bryan Cave.

MR. RUBOTTOM: Are you familiar that with -- that Lee would on occasion call Chris Kinsley at the BOG to ask about some of these renovations, maintenance, can we do this, can we not do that?

THE WITNESS: Yes, I am familiar with that, mostly now.

MR. RUBOTTOM: But you weren't --

THE WITNESS: Right.

MR. RUBOTTOM: -- being advised of those things at the time. That's just how she is spending money that's already been in her -- already in her E&G or PO&M money or some of these other transfers?

THE WITNESS: Yeah, yes.

MR. RUBOTTOM: And so that was just advisory from BOG facilities to UCF facilities.

THE WITNESS: Yes.

MR. RUBOTTOM: So there wasn't any real legal or audit type of inquiry and response?

THE WITNESS: I think that was just Lee's way and she developed a relationship with Chris Kinsley.

MR. RUBOTTOM: Right.
THE WITNESS: And that gave her a source. We didn't have, you know, that relationship --
MR. RUBOTTOM: Right.
THE WITNESS: -- with the board of governors.
MR. RUBOTTOM: They were working regularly on PECO lists and things like that --
THE WITNESS: Right.
MR. RUBOTTOM: -- that created that.
Did you feel like the general counsel's office was available for those kinds of inquiries?
THE WITNESS: Well, if the inquiry -- if you had a question, then yes, you could ask the general counsel's office. I would say we would go to internal audit more often than general counsel.
MR. RUBOTTOM: Okay.
THE WITNESS: They seemed to have more answers, I would say.
MR. RUBOTTOM: Okay. And I don't know if I asked this, but did budget chats continue after the UBC was formed?
THE WITNESS: Yes.
MR. RUBOTTOM: Would those be like preliminary? Would they prepare documents to present to UBC or would the issues come from totally different places

and the results go to totally different places?

THE WITNESS: I would say both. So we might discuss what was going to happen on the -- what would be on the UBC agenda. So it could be preparatory for the agenda for the UBC or we might discuss other budget issues.

MR. RUBOTTOM: Do you recall any capital project that was considered by the budget chat group after the UBC was formed that was not put before the UBC for its recommendation?

THE WITNESS: Yes. I think this whole list, except for CREOL, was decided by -- outside of the UBC.

MR. RUBOTTOM: And who would you think made the final decision as a result of the budget chat? Would that be Dr. Whittaker or Mr. Merck?

THE WITNESS: Dr. Whittaker.

MR. RUBOTTOM: Okay. Carine, that's all I've got right now.

BY MS. MITZ:

Q. I just want to go through the remainder of the exhibits real quick.

So Ms. Clark, if you don't mind flipping to tab nine?

A. Yes.

Q. Do you recognize that e-mail?
A. Yes.
Q. So I found it interesting that this is August 11th. So 11 days on the job, and Dr. Whittaker apparently is asking for a lot of information that goes beyond the academic budget; is that correct?
A. Yes.
Q. Okay. And the e-mail that Christy Tant sent at the bottom, at 6:06 p.m., that listing continues on to the next page or the back of the page. It bears Colbourn Hall, does it not?
A. Yes.
Q. And what's the amount there?
A. $18 million remainder of $28 million commitment made in '13/'14.
Q. So this may have been -- this would have been the second document that we know of that would have gone past Dr. Whittaker's eyes reflecting E&G funds to Colbourn Hall within the first two weeks on the job?
A. Yes.
Q. Is that about right?
A. Yes.
Q. Okay. Let's flip to the next tab, number 10. And we should both be looking at an e-mail from you to Whittaker and Merck sent on March 22, 2016. Is that

what you have in front of you?

A. Yes.

Q. Can you explain to me what's being provided here?

A. So this was a list that Dr. Whittaker asked me to have prepared that showed funded and -- like unfunded and funded capital projects for him to discuss with Dr. Hitt.

Q. Okay. Capital projects?

A. Yes.

Q. We're talking about buildings?

A. Yes.

Q. Not faculty salaries or electric bills; right?

A. Correct.

Q. Okay. And do we see Colbourn Hall here?

A. Yes.

Q. We do. We see Trevor Colbourn Hall, and it appears to list it at $23 million under E&G; is that correct?

A. Yes.

Q. And if you slide up to the top of the page, I see CREOL Building, phase two build out. Is that the $2 million that -- no, we were talking about $4 million previously.

Is this related at all to the discussion we had

earlier?

A. So if you look down below, it looks like CREOL, under -- below Trevor Colbourn Hall.

Q. Yes.

A. There is CREOL lab phase one and phase two, $6 million. I would expect that to be --

Q. Go to the right. There's the four on your division unit resources?

A. Yes.

Q. So is that the $4 million we were just talking about?

A. Let's see.

MR. RUBOTTOM: It's only showing $2 million E&G there.

THE WITNESS: Right.

MR. RUBOTTOM: Would that --

THE WITNESS: I'm not sure why this list had -- unless --

MR. RUBOTTOM: That's central reserve.

THE WITNESS: Well, the $2 million here for central reserve is based on -- I'm not sure why there's $2 million in the E&G column and $4 million in the division unit resources, unless --

MR. RUBOTTOM: Would department E&G be in that $4 million?

THE WITNESS: It might be. Although $4 million was -- my memory is $4 million was allocated from central.

MR. RUBOTTOM: And that was transferred. We just saw that.

THE WITNESS: Yes.

MR. RUBOTTOM: But that was transferred before this.

MS. MITZ: Yeah.

MR. RUBOTTOM: That was transferred in February.

THE WITNESS: That's okay, though. This wasn't showing what wasn't transferred. It was showing what funded it.

So I think that $4 million should be in the E&G column there and $2 million in the division unit resources, if that CREOL lab phase one and phase two is talking about --

MR. RUBOTTOM: Well, this is about a month after. Is it possible who created that list just hadn't -- and who would --

THE WITNESS: Yeah.

MR. RUBOTTOM: And who would have created that list?

THE WITNESS: Christy, Christy or her team.

BY MS. MITZ:

Q. So if we want to track, on the documents we've already received, if we want to track the funding on CREOL, which description do we look at? Because I have -- I'm now seeing expansion, I'm seeing CREOL lab, phase one and two, CREOL Building, phase two build out. So what should we be following?

A. I don't know.

Q. Okay.

A. I'm not sure what the phase one and phase two is.

Q. But there's only one CREOL Building?

A. Yes.

Q. Okay.

A. I think -- I think that the CREOL phase one and phase two, $6 million is probably the -- it was $6.8 million, though, so I'm not sure why this says $6 million.

The phase two build out of $2 million where funding hasn't been identified, I think was the -- in the CREOL project was an auditorium that wasn't built out because there wasn't enough money to do that. So the dean of optics and photonics was going to -- at least wanted the auditorium built, because if you didn't do it when you were doing the expansion, you couldn't

come back and do it. So they did it. They were not going to build it out, and then he was going to try to fundraise to get the money to build out the auditorium.

And so that's what I'm thinking maybe this build out for phase two up top is referring to, is the additional need to go raise some money to build out the auditorium.

Q. Okay. All right. So let's move on to the next tab, number 11, please. And this is the page that I've heard a lot about that bears handwriting, and I would like you, if you are able, to tell me whose handwriting is on the attachment identified as the Capital Projects Current Funding Plan.

A. That's Dale Whittaker's handwriting.

Q. Okay. Were you with him when he made these notes?

A. No.

Q. Okay. Do you -- were you briefed after the meeting at which these notes were made?

A. It looks like his secretary was telling me that he wanted a follow-up phone call.

Q. Okay. Do you have -- go ahead.

A. Nothing.

MR. RUBOTTOM: Would he have made those notes -- I'm sorry.

Would he have made those notes by himself studying that document or would that have been in a meeting, do you think?

THE WITNESS: I would be speculating.

MR. RUBOTTOM: Okay.

BY MS. MITZ:

Q. Do you recall whether you had that follow-up conversation with him?

A. I don't recall, but I probably did, but I don't recall the conversation, the phone call.

I mean, if I wanted to -- I was just going to say that I would think these would have been made during the meeting, because I don't think all of this information would have come from just the schedule that I gave him.

MR. RUBOTTOM: Would you frequently do follow-up conversations with him after those kinds of meetings and analyses?

THE WITNESS: Just if he had something that he needed to run by me.

MR. RUBOTTOM: Okay.

THE WITNESS: So yes and no.

BY MS. MITZ:

Q. Okay. There should be another, tab 12. Okay. And you may have actually touched upon this earlier. I

think we may have been talking about this without having identified it.

If you could look at your e-mail to Mr. Merck that you sent on November 23, 2016 at 1:37 p.m.?

A. Okay. Yes.

Q. What are you referring to by saying your "challenge 2020 meeting with Dale." What is that?

A. That was a performance review type meeting.

Q. Okay. Is this where you discuss those goals that you were addressing earlier?

A. Yes.

Q. All right. So again, you're talking about doing work for him, information you are going to provide to him about the operating budget and the capital budget?

A. Yes.

Q. That's well beyond the academic budget; correct?

A. Yes. There is no doubt that all the work I did for Dale Whittaker was about not -- about the whole university budget. That's all -- that's all I do. I mean, I do the complete picture.

I shouldn't say that. The other thing I did when Dale brought me under him is that we also supported -- we also played the role of supporting the academic

affairs budget division needs, which means I started to work with the deans and learned a little bit about the deans' needs and work with them, attending his meetings with all his vice provosts, which included more than just the deans, but all the other -- many other areas of university research, student development and enrollment services.

So I did -- we did also do the academic affairs divisional budget work out of my shop, and then -- but for the most part, Christy and I did the total university budget information.

Q. Do you have any idea why people who are employed at UCF would have believed that Dale Whittaker dealt with only the academic budget for the first year or year and a half of his employment?

A. No.

Q. All right.

MR. RUBOTTOM: Have you heard Dr. Whittaker say that in his public statements about this whole investigation?

THE WITNESS: Yes.

MR. RUBOTTOM: What's your reaction to his statements that he -- that his focus was academics or he only had responsibility for academic budgets?

THE WITNESS: I think that's false. That was

not -- my interactions with him was not just on academics, the academic budget.

The academic budget is about two-thirds of the budget of the university. So the allocation document is the entire E&G budget. It's the authority to distribute the E&G budget to all of the divisions. The university budget committee received requests from everybody.

He did ask me to create a college budget model which was going to funnel the student tuition funding, like growth funding from increased credit hours, basically, if you will. We have two of the colleges where sort of the burden of those additional credit hours fell, and we also put some performance metrics in there.

So the university budget committee used to have authority over all of the incremental E&G money, which included any new state appropriations and growth -- additional tuition money, if we grew credit-hour wise.

By creating the college budget model, it was about half and half, depending on the year of the state appropriations. By creating the university -- or the college budget model, we basically took away from the university budget committee all the tuition

money. That funded the colleges, and then what we were left with was any performance funding or state funding that we received.

So that university budget committee then had to address all the rest of the university's needs out of that -- out of that half, if you will.

MR. RUBOTTOM: Under that design, what responsibilities would go to those colleges? Would they have to pay for their own maintenance of the buildings that they occupied? Would they have to pay for the landscaping of those buildings? Would they have to pay for their utilities of those buildings? What -- what non-payroll? Would they pay for their janitorial?

What responsibilities were -- were going to go with that, that delegation of money?

THE WITNESS: So we started the budget -- the budget model, I want to say, three years ago now, if I've got that correctly. And we were still in that hiring plan for faculty.

So by taking a large chunk of the money away from this central process, if you will, the university budget committee, to the colleges, there wasn't -- there wasn't money to hire -- to continue to allocate funds towards the new hiring plan.

It was a 400 faculty member hiring plan. Before the university budget committee was formed, 200 lines were funded from performance funding that we received. That left another 200 lines to fund. And the college budget model went into effect, and so we basically had to ask the colleges to fund some of those lines.

So the first couple of years they didn't have as much discretion over how to use those funds as they would have liked, because Dale was very strict on continuing this 400-person hiring, this 400 faculty hiring plan.

MR. RUBOTTOM: Was that focus to reduce the ratio or would that 400 include expansions of areas of scholarly pursuit? In other words, expanding programs as opposed to lowering ratios. Was it both?

THE WITNESS: It was both. It was tenure track, so we were looking to grow research. So you grow research -- this is what I understand now. You grow research through hiring tenure track faculty because they tend to do -- they do research.

It was also to help address, you know, the teaching load, if you will. But it was to get -- it was to get our tenure track ratio in better line

with what I understand accreditation looks for with regard to -- they want you to have tenure track faculty of some percentage. I don't really know the criteria.

So it was to promote research. It was to promote -- provide more instructional support.

MR. RUBOTTOM: And do you believe that Dr. Whittaker knew when these E&G allocations were being made to capital projects, do you think he understood that that was reducing the amount of money available for these other initiatives?

THE WITNESS: Well, the hiring of the faculty needed recurring money. So these projects were coming from nonrecurring money. So that's a little bit of an apple and an orange, although there is the need for startup.

But because there's the delay in hiring, allocating the new recurring money towards faculty helps accomplish that.

MR. RUBOTTOM: Okay. Thank you.

MS. MITZ: Don, I don't think I have anymore questions.

MR. RUBOTTOM: Are there -- are there facts that you know that have not been brought out in the Bryan Cave investigation or that we have not covered

today that you think that the house committee that's trying to understand all this needs to know, information that you have that's relevant to the investigation?

THE WITNESS: So with regard to the Bryan Cave report, there's a few things that I feel about that.

One is I think it falsely attributes decision making responsibility or authority to finance and accounting that wasn't there. Sorry, but you know, finance and accounting, and myself included, had no authority to allocate money in this university.

We had no -- we couldn't have taken that central reserve and said -- any of those, and allocated any of those funds. Those decisions were made either by the UBC, which we were the support staff to, and it was a well-run process by us so that that group of VPs could make intelligent decisions.

If it didn't go through the UBC, then it was the provost, the CFO, the president making allocation decisions. No other VP could come to us and make an allocation request and we would have processed it. So the vice president for research didn't get to come, you know, say, hey, Christy, Tracy, you know, I need a million dollars for, you

know, grad stipends, put it on the list. We wouldn't have accepted anything like that. It had to come from those four areas.

We explained that to Bryan Cave very strongly, and yet I feel like that report just attributes all the decision making to either Bill Merck or sometimes he talks about other university officials, like he's inferring that we had any of that authority. So that's number one.

I also feel like the report downplays the importance of the allocation document and excuses, if you will, senior executives who signed it to say "I didn't really understand what that was." Because that document was around long before I even was working with budget to the level that, you know, I did halfway through my career at UCF.

That document was created -- I think it was originally created by my predecessor. She was extremely detailed oriented and very well at explaining things. It was signed by the provost and the president every single year, and it was explained to us as the authority for us to do the budget transfers that we did.

MR. RUBOTTOM: Let me ask a follow-up about that because I'm not sure I've seen all the

allocation documents.

Is it your testimony that all of those projects that we've looked at, that have been talked about within this $85 million of transfers, that all of those projects and purposes would have been on an allocation document signed by a provost and a president?

THE WITNESS: Not necessarily.

MR. RUBOTTOM: Okay. There were mid-year commitments, but they would have checked off on those commitments?

Would there be anything that Merck and the president would do without the provosts being aware of it in that timeframe?

THE WITNESS: Not to my knowledge, there wouldn't have been.

Now, a decision -- the allocation document is at a point in time. So that E&G commitments list that we talked about, if -- you know, if it was on -- if it was on that commitment list, which it only got on there if we had approval from the provost who usually worked with the president and the CFO to decide what -- you know, to tell us what they approved to go on that list. If at the end of -- you know, if at June 30th, it was -- it was

authorized to be allocated in the next fiscal year, it went on that allocation document.

If, let's say, October 1st a decision was made to allocate -- to make an allocation from central reserve, let's just say for a project. Let's say for a lab renovation for a million dollars, and then that transfer occurred within that fiscal year, it wouldn't make its way to the next year's allocation document.

In fact, that's what I think happened with the $10 million on Colbourn Hall is it wasn't on the next allocation document because it got approved and transferred.

MR. RUBOTTOM: Let me go back though to 2014, okay. The board decided to build a building and it looked like the budget in that period was around 23 to 26 million. The board deferred a decision on renovation, which the budget put up in front of them in that 2014, in those options lists, I believe was around seven or something like that.

I think there was a big -- a total renovation budget of between 15 and 19 at that time, but there was a commitment by the board to build the building for 23 to 26. There was already 10 set aside for renovation; 18 more was committed in that 2014

allocation document, and that 18 says renovation. And to my knowledge, that one number is bigger than any internal renovation budget. I've seen PECO lists that show 19, but everything that we've looked at here shows like 15 for renovation.

THE WITNESS: Right.

MR. RUBOTTOM: So in what sense was that 18 able to be categorized as renovation when the -- when the board was already committed to building a 23-plus million dollar building, and there was no renovation in the works that would cost 18? How was that characterized as renovation?

THE WITNESS: Well, I think it was just added to the same line and the title wasn't changed or the line description wasn't changed.

And also, from my memory, it never really totally went away from a renovation project. It became a combined renovation, because even when they approved the new building, there was still work that had to be done on the old building to keep it eligible, if you will, or keep it up to a certain standard so that it could be renovated as they continued to discuss at what point it was going to be or how it was going to be renovated or when it was going to be renovated. It never dropped off as

a renovation until that -- much later when I guess it was --

MR. RUBOTTOM: 2016.

THE WITNESS: -- when it was decided to demolish it, right.

So from our perspective, this was like a combined renovation, new building project. You can see that as we started to create new schedules, we started to separate it and tried to separate the dollars associated with the two pieces.

MR. RUBOTTOM: But those were never separated outside the allocation documents?

THE WITNESS: Right. They were not done at that -- at that -- that happened, like right after the board decided that, it got added to the list, got transferred to the allocation document that way, and got signed.

MR. RUBOTTOM: Do you think in Christy's files there would be a commitment list where that division first occurred or would that only be on your -- on your budget, on your capital projects list or your internal capital plan, do you know?

THE WITNESS: I think on the capital, because I think on the E&G commitments list, it kind of went on and then went off.

MR. RUBOTTOM: It went off when the money was transferred?

THE WITNESS: Right, right. So I think that it didn't necessarily maybe get separated on there. Plus, you had pieces of the dollars on there. You didn't have the whole project dollars like you did on the capital projects list where you could separate 23 and 15. You had some other incremental number on that list.

MR. RUBOTTOM: You're accumulating funds for whatever you were going to do later?

THE WITNESS: Yeah. So we -- we just didn't separate it.

MR. RUBOTTOM: Well, I interrupted you. You were talking about how serious those allocation documents were.

THE WITNESS: Yeah. And you were saying -- so again, the projects on those -- that project list, some of the projects on that project list I never even saw. They were funded from a unit who has control over their E&G budget and their E&G carry forward. And if they made a -- you know, if they decided to fund a project, they would make those journal entries, if you will.

So those wouldn't have come through central,

and they wouldn't have ended up on the allocation document, and they wouldn't have ended up on -- they would have been in the allocation document in the overall dollars allocated to the -- if it was a college, academic affairs. But it wouldn't have been as a line item -- the line items on the allocation document were like individual allocations that Christy's office was planning to make. Either new money came in and we knew where we needed to allocate it, so it would be its own line item, or decisions from central funds were on that list.

MR. RUBOTTOM: But this 46.5 that was not Colbourn, those were all central reserve transfers to construction; is that right?

THE WITNESS: No, no.

MR. RUBOTTOM: Those included some divisional or departmental transfers?

THE WITNESS: Yes. So the surplus building was divisionally funded.

MR. RUBOTTOM: Okay.

THE WITNESS: The district energy that's on there was funded from a unit. The band building was funded from a couple of units, I think.

MR. RUBOTTOM: So they've done that full systemwide search for those transfers is your

understanding, and that's how they developed this list?

THE WITNESS: Yeah. So the way we -- my office helped develop that list. We just ran any transfer to construction from the E&G fund, and so that picked up whether -- any -- any transfer.

MR. RUBOTTOM: Okay. Thank you. So go on. I didn't mean to interrupt you.

THE WITNESS: So I was just going to say, so the ones that were unit-funded would not have shown up on the allocation document. Ones that were mid-year would not have shown up on the allocation document.

But ones that did cross over a year were on the allocation document and that allocation document was our authority on an annual, you know, once-a-year basis to allocate out all of the E&G funds. And it also showed the central funds that stayed in central.

And then the working document throughout the year would have been the E&G commitments list for central. And then anything that the units did with their own funds, that was decentralized down to, you know, their authority.

So at that point, you know -- so the allocation

document, it's just an important document. So for people to say they didn't know it was E&G or they didn't understand the importance of it, well, that's -- I don't believe that because -- and I know I went with Dr. Whittaker to Dr. Hitt's office not August, 2014, but the next two years. He asked me to join him.

And I know I went over that document extensively as to what it was. I created some summaries so that it was easier to understand, and so I could kind of tie it to the overall picture of the university.

So I feel like that's understated, the importance of that document.

I also feel like the report applies a double standard like crazy, you know, and says things like oh, they didn't understand what they were doing or they didn't understand the laws and the rules and the regulations, and they didn't know what they were signing. Yet we were fired for not understanding these rules, and it implies that we did it intentionally, which is false. It implies we concealed, which I think you can see there was no concealing coming out of finance and accounting. And it implies that we knowingly and deceptively did

things that's false.

Yet it takes the senior executives and just excuses their knowledge or their, you know, responsibility in, you know, what happened here. We operated, you know, under the supervision and direction of these highly experienced senior leaders. So we wouldn't have even thought to challenge, you know, the nature of Dr. Hitt's experience, Dale Whittaker's experience. He wasn't here very long, but he was the shining star and he was the heir apparent in my mind from the get-go. He was a very strong leader.

There was -- you asked at one point about him coming up to speed. He was a very strong leader. He was absorbing everything. He was engaged in the whole university's strategic plan. He was, you know, very respected by those of us who were operating under his direction. And the same with Mr. Merck.

And I feel like the report applies all this culpability to the four that they decided they wanted to fire, and yet no culpability to the ones who have 20, 30, 40 years of higher ed experience, were making the decisions, were supervising us. You know, we had to report to them, and yet we lost our

jobs and our careers and our reputations over this, and that's just wrong.

MR. RUBOTTOM: So when they say that the elimination of these five or six people has eliminated the problem, if the problem is lack of understanding in the institution, that lack, in your mind, still remains. Is that --

THE WITNESS: Right. They will implement improvements. I'm not saying there were no mistakes made or you know, a lack of knowledge that the university clearly should have had.

But we didn't -- we didn't do anything wrong. We didn't do anything intentional. We worked with, you know, the skill set and the knowledge that we had. We worked very, very hard. We were -- you know, the group of people that got fired were some of the hardest working people at this university and really had huge amounts of improvement to this university.

I mean, the facilities budget committee, the university budget committee, all the work that Christy and her team have done improved the quality at this university very, very much, and most people think that, I think. And now we've just been, you know, defamed as being totally, you know, deceptive

and incompetent and -- so they'll learn from what was wrong before and do better, but it wasn't wrong because of us. And yet, you know, very severe consequences were cast upon us.

That's all I can think of.

MR. GREENE: Let me ask you a couple of questions.

You worked for UCF from 2007 until you were put on administrative leave --

THE WITNESS: Yes.

MR. GREENE: -- in January of this year?

THE WITNESS: Yes. Actually, I resigned, and they -- they gave me the option to resign or go on administrative leave and go to a predetermination hearing and basically fight the termination.

They told me if I resigned -- the misconduct packet that they were waving in my face, they had the regulation attached to it for misconduct and everything. That if I resigned, that would not go in my file.

And I said would I -- what would the press be told? Would they be told I resigned?

And they said yes, it would be portrayed that it would be said that I resigned.

And then three hours later, they said I was

terminated and it's been all over the papers that I was terminated for misconduct.

MR. GREENE: Prior to being fired, were you evaluated annually every year, your performance?

THE WITNESS: Yes.

MR. RUBOTTOM: And how were your evaluations?

THE WITNESS: Outstanding.

MR. GREENE: You came from the corporate world, you said?

THE WITNESS: Yes.

MR. GREENE: So this was your first experience in higher education?

THE WITNESS: Yes.

MR. GREENE: Were you trained as to the meaning of or what the permissible uses of E&G carryforward were?

THE WITNESS: No. We just learned on the job as we went along.

MR. GREENE: Did anybody ever bring BOG regulation 9.007 to your attention specifically or is that something you found?

THE WITNESS: Nobody -- nobody brought it to my attention or gave me any education about it. I know it was -- it was circulated when they were making some edits to it, along with some other BOG

regulations.

We were more concentrated on -- I know Burby put that in his report, and he never even asked me about those e-mails. And the e-mails -- the people I sent that to for them to review were the bursar's office and the people that did the student tuition and fees. And the one that was materially changing in all of those regulations was the tuition and fees regulation, so that's where we were asking. You know, I asked them if they had any comments or concerns, and they said no. And so we sent it back up through -- you know, no, F&A has no concerns.

MR. RUBOTTOM: Let me ask one question about that, though, because one of the changes was that the BOG specified that interest on E&G could only be spent on E&G purposes.

That was a new addition, I believe. Is that your recollection?

THE WITNESS: Yes. We had heard that was happening.

MR. RUBOTTOM: Right. Was that something that Mr. Merck was paying attention to? I mean, he was the one collecting all these investment earnings and interest, et cetera. Is that something that he took note of and adjusted whatever plans for those funds

accordingly?

THE WITNESS: So I recall being told that E&G interest earnings needed to retain the flavor of E&G by Vanessa Fortier, and so we started accounting for it that way. I don't remember when that was, whether that was the first time when that regulation came out that that happened. But we didn't use to account for it that way, and we changed to that. But I remember being informed of that by Vanessa.

And then the other big change which we knew about, we had heard it was happening, was that we were going to start in the operating budget submission report including carryforward expenditures, because in the past all you had to submit was your current annual expenditures. No carryforward expenditures were submitted as part of the OB process, they call it.

So, that was -- you know, all the universities were kind of talking about that because now there was going to be this weird comparativeness because it was -- you know, the numbers would go way up because you spent carryforward on expenditures and so that was part of that. Those were the things I remember from those -- those edits.

MR. RUBOTTOM: But you understand that before

and after that, the board has never budgeted carryforward, and that's an --

THE WITNESS: Yes.

MR. RUBOTTOM: -- administrative kind of loose set of money, that if they save it, then they get to spend it without the board's authorization.

THE WITNESS: Yes. And my predecessor taught us that we -- we didn't put forward to our board carryforward for approval because they had already approved the spending of that money.

So, you know, if in one year you had $5 million and it got approved and then you only spent four, that $1 million left over was already approved. So the next year, we had our board approve the new budget, which was another $5 million dollars, not six.

And her explanation -- and that five, that was a control total for what gets submitted up to the board of governors, which was that $5 million. So we always had our board approval tied to the control total that we send up to the board of governors, and that didn't include carryforward.

So, you know, since this investigation, Christy actually went out and was asking all the universities, like well, what do you present to your

board for approval? Do you ask them to approve carryforward? And she got all kinds of -- you know, a hodgepodge of some do, some don't. We never did, and we really followed my predecessor's package in how -- you know, in what we had the board approve.

MR. RUBOTTOM: I'm sorry. I don't know if we asked about capital outlay budgets. Did you work with those at all?

THE WITNESS: Not at all.

MR. RUBOTTOM: Okay.

MR. GREENE: Did you try to follow the laws, rules, and regulations that guided your conduct while you were employed at UCF?

THE WITNESS: Yes, absolutely.

MR. GREENE: Did you at any time, though, purposely violate any law or rule or regulation that you knew about?

THE WITNESS: No.

MR. GREENE: Did you know there was a rule or statute or regulation that barred the use of E&G carryforward on new buildings?

THE WITNESS: No.

MR. GREENE: If you had a concern about anything that the university was doing, did you bring it to the attention of your superiors?

THE WITNESS: Yes.
MR. GREENE: Was there ever a time when you felt like your superiors were doing something wrong that you had brought to their attention?
THE WITNESS: No.
MR. GREENE: With respect to the $46 million of other projects that were identified by UCF post-audit, did you believe all those involved permissible uses of E&G?
THE WITNESS: Yes.
MR. GREENE: Did anyone ever raise any questions about those and say there might be an audit comment or anything else?
THE WITNESS: No.
MR. GREENE: Now, when you brought the issue to Mr. Merck's attention about the use of the funds for TCH, were you satisfied when he told you that there's an emergency and he thought the use could be justified?
THE WITNESS: Yes.
MR. GREENE: And later on when there were comments -- when Mr. Merck made a comment about UCF possibly receiving an audit hit, was that something that was concealed?
THE WITNESS: No. I heard it said multiple

times.

MR. GREENE: Was it widely disseminated throughout UCF that this project is being funded by E&G and that we might receive an audit comment for it?

THE WITNESS: Yes.

MR. GREENE: Were you ever instructed to conceal or hide that or any other information concerning Trevor Colbourn Hall from anyone?

THE WITNESS: No.

MR. GREENE: You were asked where you might go if you had questions. Didn't general counsel participate in the meetings to the board of trustees and some of the budget committee meetings and other matters concerning the monies that UCF was spending?

THE WITNESS: Yes. So they were at every board meeting, and I actually had Scott Cole added to the university budget committee about one year after it got its legs.

MR. GREENE: So as a result of his participation in those meetings, Scott Cole and other members of the general counsel had to know that E&G carryforward was being used to fund capital projects, didn't they?

THE WITNESS: Yes.

MR. GREENE: Did anyone from the general counsel's office ever raise a question and say, hey, this might be illegal, we need to look into it, or raise any concerns whatsoever?

THE WITNESS: No, they did not.

MR. GREENE: Would you expect general counsel, when they're advised of the facts that show that something being done by the university might break a rule, would you expect that it's general counsel's job to know what that rule is and to bring it to the attention of the employees of the university?

THE WITNESS: Yes.

MR. GREENE: Did they ever do that?

THE WITNESS: No.

MR. GREENE: You were asked about what Dale Whittaker called himself. Is it true that he was the chief budget officer for the university?

THE WITNESS: That's what I understand, yes.

MR. GREENE: That was the title given to him by President Hitt, wasn't it?

THE WITNESS: That's what I understand.

MR. GREENE: And whether he actually had that title or not, he acted in that capacity, didn't he?

THE WITNESS: Yes.

MR. GREENE: Is there anything about the

post-audit investigation that was done by UCF or presentations UCF made to the board of trustees after that investigation began that you think was questionable?

THE WITNESS: So the presentation of the 13.8 million to the board of trustees you said, right --

MR. GREENE: Yes.

THE WITNESS: -- or the board of governors? Board of trustees.

So we questioned the 13.8 million. We questioned -- I questioned not bringing to the board of trustees the approval for the $40 million in the constellation fund and the $20 million in the deferred maintenance fund.

I sent e-mails to Kathy saying I feel like the board of trustees needed to approve those, and --

MR. GREENE: Do you think --

THE WITNESS: -- she pushed back.

MR. GREENE: Go ahead.

THE WITNESS: I said she pushed back and was going to get the president's office approval to do that, and she just assured me that at the very least, he would mention that those allocations had been made.

MR. GREENE: Do you think the university was less than forthcoming when it was reporting to the -- I don't remember if it was the board of trustees or the board of governors -- making a report with respect to the $46 million of other projects?

THE WITNESS: That's who was --

MR. GREENE: When Kathy Mitchell made a presentation concerning -- I think she was reacting -- it had to be the board of trustees because she was reacting to Marcos Marchena's questions concerning why are you just bringing this to our attention, and she said, "We just found that out." Do you recall that?

THE WITNESS: Yeah. She said we just found it out. That was totally false.

So one of the things I've been hearing recently is the question of when did administration, which to me administration means the president and the president's, you know, closest confidantes, when did they know about this 46 million?

Because even, I think, our board of trustees is acting like, oh, we knew about this 13.8 and now, through further investigation, we've found this additional money. And you know, they're attributing a lot of that blame to my office, and my office

found it.

My office looked for it before the board of governors even asked for the lookback period. We immediately -- once we heard about that $2 million limit, which we didn't know about before, we went to look because we knew we had renovations for more than $2 million. So we went to, you know, self-find it.

And now the board of trustees, I heard some of them speaking like, you had the opportunity back in September to self-report it and you didn't do it. And administration is acting like they didn't know it. Well, they did.

And we, my office, you know, and in conjunction with Lee and her office, did self-report. And we brought it to general counsel to ask them, what should be on this list? You know, what should we reverse?

And in an abundance of caution -- that's the terminology they kept using -- Marcus Marchena kept saying, you know, we're going to just reverse everything that might have an issue. So that was a little bit concerning to me because it made it look like this really big number, but I didn't feel like I could challenge that because I felt like it would

look like I'm being aggressive on the issues and I didn't want to look that way.

So I let them do that or -- you know, of course we did it. And now this $85 million number is out there all over the place that, you know, that we've done wrong. And throughout the whole four months, they're still trying to figure out, you know, what -- there was still a thought that there was a large amount of overcorrection here, and there was still a thought of we don't really know which ones are right and which ones are wrong.

There was even conversation about overcorrection on Trevor Colbourn Hall, because were there parts of that cost that could have legitimately been funded from the E&G? So --

MR. GREENE: So you brought the information to the attention of the administration back in September of 2018?

THE WITNESS: Yes.

MR. GREENE: And it was the administration's decision not to report that; is that correct?

THE WITNESS: Yes, absolutely.

MR. GREENE: What about this parking of $60 million of E&G elsewhere after the investigation by -- the Burby investigation began?

THE WITNESS: So the board of governors asked for all the universities to have their board of trustees approve a carryforward plan of the part of carryforward that is considered committed. It's the part that's not contractually restricted. It's not encumbered. It's not part of your statutory 5 percent reserve. It's -- you know, it's the amount of your carryforward that you have plans for, but no sort of contractual commitment against or statutory commitment against.

So UCF's carryforward, because of all of these, you know, reimbursements back to carryforward, was a huge number. And one of -- back to the confusion on whether or not we had overcorrected, Kathy Mitchell was trying to get clarity on which of those projects were considered overcorrections and which weren't, because we had to do this carryforward report as of November 30th. And if there was overcorrection, we wanted to reverse the overcorrection so that the carryforward number wasn't this huge number, falsely.

And so she didn't -- she didn't get that clarity. All that carryforward came back in. The number was really large. The university didn't want the carryforward to be swept. So the vice

presidents, at Dale's -- with Dale's leadership, started to try to figure out how -- how could they reduce the carryforward number.

And first they all started -- and this happened within about a ten-day period. And so they all started trying to find ways to spend it. So, you know, I told them, well, you can't just say, oh, let's go to the cloud, you know, which is a big ticket number, because if you haven't spent it, it's still sitting in carryforward.

And so they decided to do -- originally they decide to do $25 million in financial aid and $20 million in deferred maintenance to remove that from the carryforward numbers so that there wasn't this huge exposure for it to be swept from the university.

Dale ended up, after that decision was made -- and in fact, all the deans were even informed of the $25 million. There was a phone call between Kathy, Dale, Marcos, and the provost, Elizabeth Dooley, and they decided to increase the amount of the scholarship fund from 25 million to 40 million, because they felt like what was being left in the committed section was too big of a number.

At that point, it was estimated it was going to

be about 45 million, which was going to put UCF on the high side of everybody's, you know, committed section, if you will, of the carryforward.

And so they decided to -- the provost said to me and all the deans, you know, they got some intel that that would be too high of a number. And so they raised the scholarship amount to 40 million.

MR. GREENE: Did anybody ever discuss why they put the money in the scholarship fund?

THE WITNESS: Well, they thought that would be a good public relations event or way to use the funds. Clearly, they wanted to support the students.

MR. GREENE: Is it unusual to fund scholarships for multiple years?

THE WITNESS: Yes. We had not done that before.

MR. GREENE: Did anybody make a comment about the state won't ever come back and take this money because they don't want to take money out of the mouth -- the hands of the students or something to that effect?

THE WITNESS: Yes.

MR. GREENE: Who said what and when?

THE WITNESS: I can't tell you for sure which

one of the VPs said it, but I was in the VP meeting. I was there as a subject matter expert. And, you know, Dale went around the room and had all the VPs vote to do this $25 million and the $20 million for deferred maintenance.

And so one of the VPs said, you know, they were -- because I said, I mean, I wasn't -- I didn't even know that -- I was concerned that just because we did that doesn't mean that the board of governors or the legislature wouldn't reverse that. And so that's when they said that.

MR. GREENE: And then the 25 million increased to 40 million after a phone call between Dale Whittaker and Marcos Marchena?

THE WITNESS: Yes.

MR. GREENE: Let me switch gears to the meeting with Scott Cole in September where he interrogated you about Dale's knowledge of the use of E&G.

THE WITNESS: Yes, yes.

MR. RUBOTTOM: Did you feel intimidated as a result of Scott Cole's questions from being forthcoming about what Dale Whittaker knew?

THE WITNESS: Yes. I felt uncomfortable with the pressure that I felt like he was putting on me to cast Dale's knowledge in a certain way.

MR. GREENE: Was he trying to get you to say that Dale knew less than he really knew?

THE WITNESS: Yes. In my opinion, he was.

MR. GREENE: Let me go through a few documents.

MR. RUBOTTOM: Let me ask a question about that meeting because I've got about six or seven I forgot.

MR. GREENE: Okay. Go ahead.

MR. RUBOTTOM: And I want to finish them, but I don't want to interrupt your flow.

But on that meeting, does Scott Cole come and go during that meeting or was he present throughout the bulk of that meeting?

THE WITNESS: My memory, he was present throughout the meeting.

MR. RUBOTTOM: Okay. Was the questioning about Whittaker's knowledge, was that about a particular incident, like the audit hit comment meeting, or was that about your overall communications with him over the four or five years?

THE WITNESS: My overall knowledge, communication, you know, anything that -- that Dale might know.

MR. RUBOTTOM: And then on the -- where you heard the audit comment, I think you said Whittaker

was in the room?
THE WITNESS: Yes.
MR. RUBOTTOM: Was Hitt in the room?
THE WITNESS: Yes.
MR. RUBOTTOM: Was Lee in the room?
THE WITNESS: I don't recall for sure.
MR. RUBOTTOM: Could she have been in the room?
THE WITNESS: She could have been in the room.
MR. RUBOTTOM: Okay, because she has a similar recollection, and I'm just trying to figure out if we have two clearly different meetings or if it could have been the same meeting.
THE WITNESS: It could have been the same.
MR. RUBOTTOM: Okay. Thank you. I'm sorry, Chuck. I'll save the rest of them for later, but I thought those were all connected.
MR. GREENE: That's fine. Jump in any time.
I'm going to go through a few documents with you.
(Exhibit No. 1 was marked for identification.)
MR. GREENE: Just for the record so we have it in there, is that the e-mail that Kathy Mitchell sent you after this meeting with Scott?
THE WITNESS: Yes.
(Exhibit No. 2 was marked for identification.)

MR. GREENE: And among other things, she says in here that Bill's decision was widely known among university administration?

THE WITNESS: Yes.

MR. GREENE: Was the decision she was referring to, could it have been anything other than the decision to use E&G for the construction of Trevor Colbourn Hall?

THE WITNESS: No.

(Exhibit No. 3 was marked for identification.)

MR. GREENE: What is Exhibit 3?

THE WITNESS: This is the e-mail that Kathy sent to Dr. Whittaker, copied to Grant Heston and Scott Cole on September 18, 2018, informing them that, in addition to the $38 million for Trevor Colbourn Hall, we will reverse the funding for 46.5 million of funds inappropriately used for 12 additional projects, and the list of the projects was attached.

And the list showed, you know, the total reversal and then the cash replacements that were necessary. Two of these, the numbers are listed at the budget amount, but the actual amounts of cash spent on them actually changed, which is why this is 14.4 million instead of the 13.8.

MR. GREENE: So you put that information together that is attached sometime before the date of this e-mail?

THE WITNESS: Yes.

MR. GREENE: And gave it to the administration?

THE WITNESS: Yes.

(Exhibit No. 4 was marked for identification.)

MR. GREENE: What is Exhibit 4?

THE WITNESS: This is an e-mail from Kathy Mitchell to the auditor general saying that based on a call, a CAFA call, which is -- CAFA is all the CFOs of all the SUS schools, all the state universities; that "it does appear that UCF overcorrected when the E&G funds were reimbursed last month. After the group's final decisions are distributed and we get feedback from BOG, we may be reversing" a part of the "46.5. But we won't know how much, if any, until after we've submitted our report to" the board of governors "and see the guidance they provide."

So that was her talking with the auditor general about that we think we've overcorrected, we still don't really know, we're waiting for guidance.

MR. RUBOTTOM: Is that October? I'm sorry.

THE WITNESS: Yes, October 7th.

MR. GREENE: Now, you've been fired. When you were fired, did they give you any reasons for firing you as Dale Whittaker announced was done?

THE WITNESS: They said it was because of the Bryan Cave report.

MR. GREENE: Did they tell you any reasons other than that?

THE WITNESS: No.

MR. GREENE: Are there any reasons expressed in the Bryan Cave report as to why you should be fired, something you can tell other than the general accusations that it makes?

THE WITNESS: No. And in fact, a lot of the -- I mean, anything that they say, they say the same things with regard to others who weren't fired, namely the president and the --

MR. GREENE: Now, one of the things the Bryan Cave report criticizes you and the three other innocent employees who were fired about is your failure to advise Dale Whittaker and others about the restrictions on the use of E&G carryforward. Would you agree with that?

THE WITNESS: Yes, or tell anybody.

MR. GREENE: Now, the administration itself is very confused about what E&G carryforward can be

used for, isn't it?

THE WITNESS: Yes.

(Exhibit No. 5 was marked for identification.)

MR. GREENE: And Exhibit 5 is what?

THE WITNESS: Exhibit 5 is Kathy Mitchell, the interim CFO, asking Tracy or Christy and I and Lee and her team to come up a list -- with a list of all the questions that we wanted to present to the board of governors with regard to what was an allowable use of E&G.

MR. GREENE: So the administration didn't ask you to answer those questions about the permissible uses. They told you to ask the BOG; correct?

THE WITNESS: Right.

MR. GREENE: And did you ask the BOG?

THE WITNESS: Well, they told us to put together a list, and Kathy was going to ask the BOG.

MR. RUBOTTOM: What's the date of that request?

THE WITNESS: October 25th.

(Exhibit No. 6 was marked for identification.)

MR. GREENE: And what's Exhibit 6?

THE WITNESS: So Exhibit 6 is Kathy sending -- let me back up a little bit.

We were trying to get all this clarification because we were trying to do the two ten-year

lookback periods. Prior to that, there had been this call with all the other CFOs and there was -- you know, the rules were different than what we were hearing from the board of governors, that the school system thought the rules were. And we clearly didn't have a good, you know, knowledge of what all the rules were. So we're trying to --

MR. GREENE: Let me stop you there. Sometime after this began, you participated in a conference call with other universities, and they were similarly confused about the permissible uses of E&G?

THE WITNESS: Yes.

MR. GREENE: All right. Please continue.

THE WITNESS: And there was inconsistency amongst the universities, you know, as to what was allowable and what was not allowable.

So they were -- we were trying -- you know, and everybody had to do that certification. So we were trying to do it, and we had all these questions about, you know, is this allowed, is this allowed.

Like you mentioned earlier, if it's an existing building, is this -- is this allowed? But if it's a new building is the exact same, you know, construction type activity allowed? So questions

like that.

So we put that list together.

And so Kathy Mitchell, on October 24th, sent an e-mail to Scott Cole, the general counsel, and Janet Owens who is the university relations vice president to let them know, do any of you "have any questions or concerns about my sending this list of questions to the BOG for clarification? Mr. Rubottom has also requested a copy of the questions we send to the BOG, as have the investigators. I shared with Grant and he said it looked okay to him."

So Scott Cole comes back and tells -- basically tells her, hold off on sending the list of questions. He said that he and Janet had had a meeting with the General Counsels that morning, and that they were going to be discussing with Vikki Shirley, who is the BOG general counsel, I think, how to best clarify these ambiguities.

MR. GREENE: And that date of that e-mail from Kathy Mitchell is October 25, 2018?

THE WITNESS: Yeah.

(Exhibit No. 7 was marked for identification.)

MR. GREENE: And then a week later on November 2nd, Kathy Mitchell sent an e-mail to Chris Kinsley.

THE WITNESS: Yes.

MR. GREENE: That's Exhibit 7, right.

THE WITNESS: So Kathy never sent our list of questions.

We moved forward with our understanding from the CAFA call of what the rules were to do our certification. The day before that -- actually, it looks like the day of, the day the certification was due, I think, the day of or the day before, Kathy sent an e-mail to Chris Kinsley and Tim Jones saying, you know, basically here's the criteria we're using. Please confirm that this is okay.

So basically, I'll read it. "In an effort to ensure UCF provides complete and accurate information to the board of governors, I'm providing the understanding with which we're certifying the appropriateness of E&G funds utilized for capital projects. Based on prior board guidance, we will certify based on the following." And it lists five rules.

And asks, "Please let us know early this afternoon if our understanding is incorrect so that we may have time to provide complete and accurate information for the certification the board has requested by the close of business today."

(Exhibit No. 8 was marked for identification.)

MR. GREENE: And what is Exhibit 8?

THE WITNESS: So Kathy didn't get a response to this. We went ahead and filed the certification saying we had no problems other than Trevor Colbourn Hall.

So then that was November 2nd.

The next week was a board of governors meeting, and Kathy went and she had a -- she confronted or had a conversation with Chris Kinsley to say, you know, I asked for this clarification. Are you going to get back to me?

And he -- first he said to her, Nobody asked me for any clarification on the rules or the guidance.

And she said, Well, yes, I did. I sent you this e-mail on this date.

And he said, Well, I'm not going to answer that e-mail.

So she was livid. She came back and told me this, and then she wrote an e-mail summarizing. She was -- she was, like I said, she was livid. She came back and wrote an e-mail to Joey Burby, as well as the Pricewaterhouse person, and she included Julie Leftheris from the board of governors. And basically says "I had a conversation with Chris

Kinsley. I've copied Julie ... since she was standing" there "at the time. I know Julie hasn't been in the weeds with us on all of the capital project funding questions, but since she was there, she may have heard some of this differently."

This is Kathy saying this to Joey Burby.

"I asked Chris if the BOG was going to give the university some written guidance on the use of E&G funds for capital projects. Chris first said that no one had asked for guidance, but I countered that I had indeed sent an e-mail directly to him and to Tim Jones on 11/2 asking precisely for that guidance. He said that he wasn't going to respond to that e-mail. To which I asked if he could understand the position that puts us in? He said he understood. I told him that in the absence of anything definitive from the BOG, the SUS Council of Counsels and the CAFA group, the CFOs, had agreed upon a common set of guidelines, and that UCF had certified as to the use of E&G funds on capital projects using those guidelines."

This is her telling Joey Burby.

"The time pressure for us now is that BOG has asked all universities to come up with a plan for their carryforward balances, present the plans for

approval by the local BOTs, then present the plans for BOG approval by January 4th ... So backing into that timeline, we've picked 11/30 'as of' date as the latest we can --" you know, basically come up with our carryforward number.

"Which means that before 11/30, we need to make any reversals to the E&G corrections that were made, including about $10 million of the $38 million for Trevor Colbourn Hall, plus all of the $13.8 million on the other buildings. Chris definitely doesn't want us to reverse anything related to Trevor Colbourn Hall before the AG's report comes out and would prefer that we wait until after the first of the year. But BOG has tied our hands by requiring us" to "send in a report on our planned use of carryforward funds and telling us we'll have to send in another report next year about the actual use of those funds." We have to have our carryforward balances straightened out -- "We have to have our E&G carryforward balances straightened out by 11/30 to accomplish both of those things, but we have no control over when the AG report will be released."

MR. GREENE: So just a couple -- go ahead.

THE WITNESS: Let me just --

MR. RUBOTTOM: I missed the beginning. Did

Burby solicit this information from Mitchell or did she volunteer it?

THE WITNESS: She volunteered it to him.

MR. RUBOTTOM: Do you know who may have directed her to send that information in?

THE WITNESS: To Burby?

MR. RUBOTTOM: Yes.

THE WITNESS: No. I think she was trying to let him know, like look, here's the rules we followed.

Because at that time I think he was still going to look at these other projects, and he wasn't limited to Trevor Colbourn Hall at some point. So she -- because what she kept telling us is that -- that, you know, Burby had a stricter interpretation of what the rules were than what we were coming up with.

And so I think this was her just trying to let him know, hey, look, this is where we're at and this is what we've done and we're not getting the guidance we need.

MR. RUBOTTOM: Who is copied on that e-mail?

THE WITNESS: Burby, Price -- the Pricewaterhouse guy and the Pricewaterhouse gal, Michelle, and Robert and this Julie from the Florida

Board of Governors.

MR. RUBOTTOM: Robert Taft?

THE WITNESS: Nobody else. And then she said --

MR. RUBOTTOM: Which Robert?

THE WITNESS: He's the Pricewaterhouse investigator.

MR. RUBOTTOM: But Cole is not copied; Bev Seay isn't copied?

THE WITNESS: No, but I'll tell you what happened with Bev Seay after this.

So -- and down here, she goes on to say, "For BOG," underlined, "to not allow UCF to reverse the overcorrections we've made to our E&G funds puts UCF at a disadvantage compared to our SUS peers. So long story short, we're no better off than we were before the BOG meeting. Can you hear the frustration in my voice?"

And she says, "We plan to discuss the situation and possible next steps with" the Board of Trustees "Chairman Marcos Marchena, when he's on campus."

MR. GREENE: So just a couple of months before you were fired, the university was still looking for what were permissible issues of E&G carryforward, and they fired you for not knowing that precisely

four years before?

THE WITNESS: Right.

And the other thing -- and so then after this, Joey -- I don't have the e-mail because I can't find it and I don't have access to my e-mails anymore, but Joey Burby wrote back. Joey Burby had a call with Chris Kinsley, got answers to all of these items.

MR. RUBOTTOM: We've seen that.

THE WITNESS: Sent that to Kathy Mitchell. It was basically a "no, you're wrong here; no, you're wrong here; you're wrong on all of these," which then made our certification maybe, like, was that wrong possibly?

And so Joey sent that to Kathy. It basically said I think on all but maybe one of them, you know, you were wrong on this, you were wrong on this, you were wrong on this.

And so then I -- Kathy also told me that Bev Seay was involved in that, somehow got involved in this, and told Kathy, Don't put the investigators in the middle of us and the BOG again.

So Kathy then backed off of, you know, I guess, talking with Joey Burby as much, and was kind of told to.

(Exhibit No. 9 was marked for identification.)
MR. GREENE: And what is Exhibit 9? I think I took it out of order.
THE WITNESS: Let's see. Oh, one more thing on this. So then our certification is now up in the air.
And so Kathy told me that -- so then Kathy and Dale had a call with Chancellor Criser to basically explain this situation and ask what he wanted them to do about the certification that we had filed, maybe based on the wrong set of rules.
And he said, oh, don't worry about it. Those aren't the kind of projects that we're looking for.
So we never recertified or anything.
This e-mail is just an e-mail from -- that Bill Merck's old secretary found and shared with Kathy Mitchell and Misty Shepherd, who ultimately shared it with me, I guess. That's where Tim Jones, Chris Kinsley and Mike McKee, who is the CFO for the University of Florida, were talking about a meeting that -- I think probably a CAFA meeting, because it's titled "Open Questions from CAFA."
MR. RUBOTTOM: What's the date of that?
THE WITNESS: The date is September 17, 2018, is the last response from Tim Jones. So it's in the

September '18 timeframe. And apparently Chris sat in for Tim.

Mike says "Tim, Chris did a yeoman's job filling in for you." One of the things -- this is -- here's a couple of items still pending. One of them is a discussion about E&G for renovations, the $2 million threshold. Mike McKee says, "Chris was going to send the statutory authorization and what kind of work can be done. I think we felt good about where we are at this time in terms of guidance on what is allowed, although the UCF deal may blow that up."

Then Chris -- let's see. "I think that was it. Maybe Chris could confirm if I got everything?"

Chris then writes, "Good job," Mike -- Mike, "on the summary." And down here he just says researching, and will get back to you with feedback on the E&G for renovation discussion.

Chris says what you said about -- Chris Kinsley. "What you said about using E&G for renovations is right; each CAFA member thinks they are following the rules. However, when I talk to folks one-on-one, they interpret the rules differently, which is concerning. We're going to talk about this more as well I am sure."

MR. GREENE: Just a couple more questions.
Did you make the decision to use E&G carryforward for any project at UCF, ever?
THE WITNESS: No.
MR. GREENE: Were those decisions made by people who were senior to you both in age and levels of experience?
THE WITNESS: Yes.
MR. GREENE: Did you trust and respect the people who made the decisions?
THE WITNESS: Yes.
MR. GREENE: Was the decision to use E&G carryforward for Trevor Colbourn Hall, was that hidden from anyone within the administration?
THE WITNESS: No.
MR. GREENE: Was it known by Bill Merck, President Hitt, Provosts Waldrop, Chase, and Whittaker --
THE WITNESS: Yes.
MR. GREENE: -- and Scott Cole?
THE WITNESS: Yes.
MR. GREENE: Was it widely known amongst staff and faculty members?
THE WITNESS: It was known by staff. I don't know about faculty.

MR. GREENE: Was it known by Marcus Marchena?
THE WITNESS: Yes.
MR. GREENE: Did everyone in the budget and finance department know about it?
THE WITNESS: Yes.
MR. GREENE: Did other departments, including the office --
THE WITNESS: Well, let me -- I mean, not everybody in finance and accounting. There's like a 140 people there, and so they wouldn't all know.
MR. GREENE: Did many people --
THE WITNESS: The poor people in the Pcard department don't know.
MR. GREENE: Did many people within the department know?
THE WITNESS: Yes. All of the relevant people in budget and --
MR. GREENE: Was it ever hidden from anybody within that department or any other department?
THE WITNESS: No, no.
MR. GREENE: Was it concealed -- the decision to use E&G funds, did you conceal it from anyone?
THE WITNESS: No.
MR. GREENE: Do you know if anybody intended to conceal it from anyone?

THE WITNESS: No.
MR. GREENE: Did anybody ever tell you to conceal it from anyone?
THE WITNESS: No.
MR. GREENE: If you thought it was illegal, would you have participated in the use of E&G funds?
THE WITNESS: No.
MR. GREENE: That's all I have.
(Discussion off the record.)
MR. RUBOTTOM: Did you ever discuss with Dr. Whittaker plans to construct buildings with donor funds or auxiliary funds?
THE WITNESS: Yes.
MR. RUBOTTOM: Okay.
THE WITNESS: Yes.
MR. RUBOTTOM: You described earlier your explanation of the allocation document and some of this other information to Dr. Whittaker.
Would that August, 2014, allocation document that he signed on August 8th, would that have been the first time that you had the opportunity to have that kind of extensive discussion with him about the carryforward commitments and the allocation document and --
THE WITNESS: Well, I know -- I think that he

would have already seen the E&G commitments list by then.

MR. RUBOTTOM: In what context would he have seen that in his first eight or ten days on the job?

THE WITNESS: Well, we probably had a budget chat meeting.

MR. RUBOTTOM: So he probably participated in a budget chat meeting before?

THE WITNESS: Yeah. And one of --

MR. RUBOTTOM: Thank you.

THE WITNESS: One of the e-mails that I found in asking to produce all these e-mails, but I didn't really do anything with it because I didn't have the file it was referring to. But on those E&G commitments list, you might have seen those little ones and two on the left-hand side? Well, that was a Christy legend where -- I'm not going to get this right, but like one meant it had been allocated out and two meant it would be a -- it hadn't been allocated out. So those little ones and twos meant something as to the timing of whether the allocation had occurred or not.

So I have an e-mail where Dale is asking me about what do those little ones and twos mean. And I looked around the date of that e-mail for an E&G

commitments list that maybe was dated the same, and I couldn't find one.

So I can't --

MR. RUBOTTOM: Do you know what the date of that e-mail was?

THE WITNESS: Well, it was in August of '14.

MR. RUBOTTOM: But you don't know if it was before the August date, signing of the allocation document?

THE WITNESS: I think it was right around that time, and I can't remember whether it was August -- before that time, that day, the day before, the day after, but it was right around then.

MR. RUBOTTOM: The August 11th list of questions that we looked at earlier, is it likely that those questions arose out of those -- your discussion about the allocation document and any budget chats he had been to in those first couple of weeks?

THE WITNESS: Well, and he was also going to see Dr. Hitt with that allocation document so, you know, you didn't go see --

MR. RUBOTTOM: So that was in context with him taking the allocation document to Dr. Hitt?

THE WITNESS: That's my assumption.

MR. RUBOTTOM: Okay. I didn't check the dates.

THE WITNESS: So, you know, but what that e-mail told me, and because I couldn't tie it to what exactly he was referring to, I didn't feel like it was good evi -- that I was -- I didn't share that e-mail with Joey Burby because I couldn't really tie it down.

But what that tells me is he was looking in detail at the E&G commitments list at that point, and it was around the time of signing the allocation document. So he was, you know, in an -- he was making the effort to come up to speed on what that was.

And then, like I said, I would have spent at least an hour with him explaining it, and then he would have been going -- he would have been preparing himself to go ask Dr. Hitt to sign this.

MR. RUBOTTOM: Okay.

MS. MITZ: You started to say something about -- it sounded like you were going to say you don't go to Hitt --

THE WITNESS: You don't go to Dr. Hitt without being prepared to answer questions. That's my understanding. That's my understanding.

MR. RUBOTTOM: Do you recall when -- the

timeframe when Dr. Whittaker went to talk to Dr. Hitt, about January 20th of 2015, where they made the decision to do the combined project and raise the Trevor Colbourn/Colbourn renovation up to $38 million?

Do you recall the fact that he had that meeting with Dr. Hitt? Were you involved before that at all?

THE WITNESS: Yes. There was a budget chat meeting one week before that, and there's a bunch of attachments to that -- you know, Christy sent me an e-mail that said here's the documents for tomorrow's budget chat meeting.

It had a capital projects list. It showed the 10 million shortage, if what he took to Dr. Hitt got approved, and it showed other projects. It showed all of the funding sources, whether it was auxiliary, interest earnings or E&G. That was one of the documents.

The E&G commitments list was one of them. Where the central reserve sat and would sit over the next four years so that you could make decisions on if we took money from the central reserve, is there enough money there to use.

And then there was another document for some

central auxiliary resources that were accumulated to help with some of these facility projects.

So those four documents Christy prepared and had -- we had ready for the budget chat meeting the next day.

MR. RUBOTTOM: We've discussed those with another witness.

What I'm trying -- and you weren't directly reporting to him at that time. But you didn't prepare him for that meeting with Dr. Hitt; is that correct?

THE WITNESS: Well, I would think that --

MR. RUBOTTOM: Other than the activities in that budget chat meeting.

THE WITNESS: Right. And the budget chat meeting should have talked about the funding before he went to Dr. Hitt to say, let's go the additional 10 million. We would have talked about how are we -- can we do that financially?

MR. RUBOTTOM: And it would be your expectation that he would have taken all that knowledge, maybe those documents into that meeting with Dr. Hitt. And would that be the time that you consider that last 10 million was committed, when he came out and said -- told Merck it said yes?

THE WITNESS: Yes. So my -- once he got Dr. Hitt's approval to move forward with this change in the plan, if you will, and then Bill forwarding that back to us, referencing back to our conversation a week before about where that was going to come from, then that would have been our -- the closing the loop, if you will, to add $10 million to the commitments list.

MR. RUBOTTOM: Okay. When we talked about the UBC, you said something that confused me a little bit.

Would you consider Dr. Whittaker to have been the chair of that as provost or would you consider Dr. Whittaker and Dr. Merck as cochairing that university budget committee?

THE WITNESS: They were cochairs.

MR. RUBOTTOM: Okay. I want to ask you about something and it's because I'm curious and I'm not asking if somebody did something.

I just -- I noticed that the capital improvement plan that was put in front of the board in July included Trevor Colbourn Hall on the BOB-2 list.

THE WITNESS: Which July?

MR. RUBOTTOM: Last July, '18.

THE WITNESS: Okay.

MR. RUBOTTOM: This is after the auditors were asking questions and before the exit conference when the administration found out about the issue, okay.

Trevor Colbourn is back on the BOB-2 list for this last year's submission, and where, in the -- I still don't understand why it was on the BOB-2 list three times. The legislature approved the building three times with non-appropriated funds, but it's on the BOB-2 list again.

And this time the only difference I can tell from the previous submission is that the source of funds, it doesn't say E&G anymore. It says CFAUX.

Are you familiar with that BOB-2 notation?

THE WITNESS: No. And I didn't even know what the BOB-2 was until this investigation. So, you know, I don't know why -- the CF clearly means carryforward; the AUX clearly means auxiliary, so.

MR. RUBOTTOM: Does that mean to you carryforward auxiliary funds or carryforward E&G and auxiliary funds?

THE WITNESS: Carryforward E&G and auxiliary is what that would mean to me.

MR. RUBOTTOM: Okay. And you don't have any idea who would have put that on the BOB-2?

THE WITNESS: No.
MR. RUBOTTOM: Okay. It gave me the sense that maybe Bill Merck was beginning a refunding plan, knowing that the audit was going to come out and discuss this.
Was there any discussion like that --
THE WITNESS: No.
MR. RUBOTTOM: -- in June or July or August?
THE WITNESS: Nope, not at all. There was no discussion of changing the funding source.
MR. RUBOTTOM: Does that surprise you that they put the building back on the BOB-2 list when it was going to be completed before that list was even submitted to the BOG?
THE WITNESS: I don't know because I don't even really understand what the -- I mean, what I've heard recently is that BOB-2 list asks for PO&M for the building. I don't know if that's accurate or not.
MR. RUBOTTOM: Yes. We can talk about it later.
THE WITNESS: So I don't know.
MR. RUBOTTOM: You wouldn't have anything to do with the Trevor Colbourn Hall building program document that was published in '17 -- in February or

March of '17, would you?

THE WITNESS: No. I didn't see it until this investigation.

MR. RUBOTTOM: When you saw that funding appendix that says PECO zero, CITF zero, something else zero, university, 38 million, when you see university funding, does that mean anything particularly to you?

THE WITNESS: To me that could mean different sources, so I would -- I would use university to be -- it could be -- it could be anything. It could be auxiliary, it could be interest, auxiliary interest earnings.

MR. RUBOTTOM: Would that be comparable to the use of internal on that -- on that document we looked at?

THE WITNESS: Yes, yes.

MR. RUBOTTOM: Which just means it's not coming from outside?

THE WITNESS: Right.

MR. RUBOTTOM: But it could mean donor?

THE WITNESS: I don't think it would mean donor, no, no.

MR. RUBOTTOM: Okay.

THE WITNESS: No, no. Donor I think would be

considered external.

MR. RUBOTTOM: Oh, on the e-mails that discuss E&G, who would David Noel -- would he be asking that question to the provost's office, would you think, or just directly to Ronnie?

THE WITNESS: I think it went to Lynn.

MR. RUBOTTOM: Was that the one that went to Lynn?

THE WITNESS: That was the one that I think went to Lynn.

MR. RUBOTTOM: Oh, I'm sorry. That's right.

Would that have been a request to the provost's office that Lynn processed?

THE WITNESS: No. It was just a question to Lynn as the provost office budget person back then, because they would have used -- sounded like they were going to use their own money.

So the College of Medicine has their own -- you know, it's a little different because it has its own budget entity.

MR. RUBOTTOM: All right. But they have E&G?

THE WITNESS: And they have E&G. Yes, they have their own E&G budget.

MR. RUBOTTOM: Would you have expected Lynn to communicate that exchange to the provost, that that

question had been asked and that she'd gotten that answer from the audit folks?

THE WITNESS: I don't know for sure whether she would have; maybe more to say they want to use $3 million to set up an endowment fund. I'm not sure.

MR. RUBOTTOM: And then your e-mail to Ronnie then, would she have been asking on behalf of the provost or as a recipient of the provost office or --

THE WITNESS: Well, that was Tina's response to Ronnie.

MR. RUBOTTOM: Oh, that was Tina. You responded to --

THE WITNESS: I was just cc'd.

MR. RUBOTTOM: -- Lynn?

THE WITNESS: So I responded to David Noel.

MR. RUBOTTOM: So Tina's response to Ronnie. I'm sorry for confusing that.

THE WITNESS: That's okay.

MR. RUBOTTOM: Would that have been a provost office pass-through question to your mind? How would you process that?

I know you don't remember it, but --

THE WITNESS: So I don't know what the

underlying question there was between -- you know, I don't know. I don't know what prompted Tina to send that answer to Ronnie.

MR. RUBOTTOM: But you wouldn't have any expectation either way of whether she would have shared that answer with -- with the provost?

THE WITNESS: It probably depends what the underlying question was, whether that was a provost level conversation or just something --

MR. RUBOTTOM: Okay. Forgive me for not going back and doing those before.

THE WITNESS: That's okay.

MR. RUBOTTOM: Carine, do you have anything else?

MS. MITZ: No.

MR. RUBOTTOM: Do you have anything else to close with?

MS. MITZ: Well, the only thing we request, Ms. Clark, and we've requested this from everybody, is that you agree to not discuss the deposition with anybody, the questions that we've asked and the answers that you provided. Can you agree to that?

THE WITNESS: Yes.

MS. MITZ: Thank you.

MR. RUBOTTOM: We would appreciate it if she

would waive review just because of our timeframe. She has every opportunity to correct anything that shows up in our record, and we would solicit that, but I know the reporter needs an answer to that question.

MR. GREENE: Would you agree that I would have a lot more cross-examination, when I haven't had a full and fair opportunity to complete the record and we're going to agree to complete this without reading for purposes of expediting the investigation.

MR. RUBOTTOM: I would agree.

THE REPORTER: Can I confirm that you have requested today's transcripts to be prepared on an expedited basis?

MR. RUBOTTOM: Yes.

(The deposition was concluded at 6:03 p.m.)

CERTIFICATE OF OATH

STATE OF FLORIDA:
COUNTY OF ORANGE:

I, Emily W. Andersen, RMR CRR FPR, Stenograph Shorthand Reporter, certify that TRACY CLARK personally appeared before me on February 15, 2019 and was duly sworn.

WITNESS my hand and official seal this 15th day of February, 2019.

Identification:
Produced Identification
Florida Driver's License

Emily W. Andersen

EMILY W. ANDERSEN,
Notary Public State of Florida
Commission No. GG 258112
Expires October 14, 2022

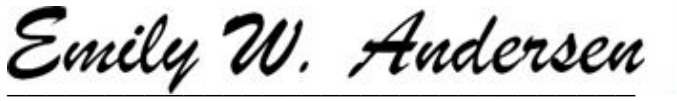
CERTIFICATE OF REPORTER

STATE OF FLORIDA:
COUNTY OF ORANGE:

I, Emily W. Andersen, RMR CRR FPR, Stenograph Shorthand Reporter, certify that I was authorized to and did stenographically report the foregoing deposition of TRACY CLARK; that the review of the transcript was requested; and that the foregoing Pages, 4 through 168, inclusive, are a true and complete record of my stenograph notes.

I further certify that I am not a relative or employee of any of the parties, nor am I a relative or counsel connected with the parties' attorneys or counsel connected with the action, nor am I financially interested in the outcome of the action.

DATED this 15th day of February, 2019.



Emily W. Andersen, RMR CRR FPR
Stenograph Shorthand Reporter

Exhibits

021519_T. Clark_ Exhibit 01 4:3 137:20

021519_T. Clark_ Exhibit 02 4:4 137:25

021519_T. Clark_ Exhibit 03 4:6 138:10,11

021519_T. Clark_ Exhibit 04 4:7 139:7,8

021519_T. Clark_ Exhibit 05 4:9 141:3,4,5

021519_T. Clark_ Exhibit 06 4:10 141:20,21,22

021519_T. Clark_ Exhibit 07 4:12 143:22 144:2

021519_T. Clark_ Exhibit 08 4:13 145:1,2

021519_T. Clark_ Exhibit 09 4:15 151:1,2

$

$1 123:13

$1.5 39:18

$10 19:9,11 76:3,4, 13,14 110:11 147:8 161:7

$13.8 147:9

$18 94:14

$2 9:16 76:17,25 95:22 96:13,20,22 97:16 98:19 130:4,7 152:7

$20 66:9 128:14 133:12 135:4

$23 95:18

$25 133:12,19 135:4

$28 94:14

$3 51:3 66:25 166:5

$33 37:4

$38 37:22,23 138:15 147:8 159:5

$4 74:6,7 75:8,14 76:8,22,25 77:1,13, 16,21 78:1,22 79:3, 21 86:3 95:23 96:10, 22,25 97:1,2,15

$40 128:13

$400,000 81:14

$46 125:6 129:5

$5 79:13 123:11,15, 19

$6 66:25 77:1 96:5 98:16,17

$6.8 79:13,20 98:16

$60 131:24

$85 109:4 131:4

1

1 67:1 137:20

1.6 63:15

10 94:23 110:24 159:15 160:18,24

11 94:4 99:9

11/2 146:12

11/30 147:3,6,20

11th 94:4 157:14

12 13:15 28:1 100:24 138:17

13 29:23

13.8 71:23 72:2,7 73:10 128:6,11 129:22 138:25

13/'14 94:15

14 28:1 57:13 157:6

14.4 138:25

140 154:10

14th 58:19

15 57:13,14 77:11 85:18 110:22 111:5 113:8

16 57:15 78:3

17 77:25 78:10 151:24 163:25 164:1

18 88:24 110:25 111:1,7,11 138:14 152:1 161:25

19 88:25 110:22 111:4

1:37 101:4

1st 13:20 110:3

2

2 32:11 34:5 137:25

2.7 78:24

20 117:23

200 105:3,4

2000 89:7

2000s 89:3

2003 89:19

2007 89:8,9 119:8

2013/14 20:16

2014 13:20 19:25 20:11 85:16 110:14, 19,25 141:19

2014/15 20:17

2015 13:24 14:11 52:16,20,22 85:15 159:2

2016 63:14,16 94:25 101:4 112:3

2017 29:23 33:5 36:10 67:1

2018 131:18 138:14 143:20 151:24

2020 101:7

20th 159:2

22 94:25

23 101:4 110:16,24 113:8

23-plus 111:10

24th 143:3

25 133:22 135:12 143:20

25th 141:19

26 110:17,24

2nd 143:24 145:7

3

3 138:10,11

30 23:5,7 117:23

30th 63:14 109:25 132:18

31st 66:9

38 38:9 164:6

4

4 139:7,8

40 117:23 133:22 134:7 135:13

400 39:6 105:1,11,14

400-person 105:11

45 134:1

46 129:20

46.5 71:25 72:6 114:12 138:17 139:17

4th 147:2

5

5 50:17 132:6 141:3, 4,5

6

6 141:20,21,22

6.7 78:18,20

6:03 168:17

6:06 94:9

7

7 36:10 143:22 144:2

7th 139:25

8

8 145:1,2

8th 155:20

9

9 151:1,2

9.007 19:18 48:19 120:20

A

absence 146:16

absolutely 18:21 40:21 42:16,25 64:20 90:6 124:14 131:22

absorbing 56:20 117:15

abundance 130:19

academic 17:18,20 23:21 28:10 37:20 85:13 94:6 101:17, 25 102:8,14,24 103:2,3 114:5

academics 102:23 103:2

accept 46:5

accepted 57:2 108:2

access 150:5

accompanied 55:16

accomplish 106:19 147:21

accomplished 29:9

account 122:8
accountable 65:21
accounting 18:14 54:15 62:7 87:18 107:9,10 116:24 122:4 154:9
accounts 73:7
accreditation 82:17 106:1
accumulate 83:14 84:21
accumulated 160:1
accumulating 82:1, 5,19 83:12 113:10
accumulation 83:9 84:24
accumulations 81:25 82:7 85:2
accurate 7:19 144:14,23 163:18
accusations 140:12
acted 127:23
acting 129:22 130:12
activities 160:13
activity 142:25
actual 138:23 147:17
ad 88:3
add 161:7
added 111:13 112:15 126:17
addition 19:4 121:17 138:15
additional 19:11 86:19 99:6 103:14, 19 129:24 138:18 160:17
address 11:13 53:5 59:10,17 88:9 104:5 105:23
addressed 59:8
addressing 59:20 101:10
adequately 62:16
adjunct 82:16
adjusted 121:25
administration 13:13 129:17,18 130:12 131:17 138:3 139:5 140:24 141:11 153:14 162:4
administration's 131:20
administrative 119:9,14 123:4
admission 44:2
advise 140:20
advised 45:24 91:14 127:7
advisory 91:19
aesthetically 33:17
affairs 28:10 102:1,8 114:5
afraid 24:7
afternoon 5:14 144:22
AG 147:22
AG's 147:12
age 153:6
agenda 29:22 33:14, 19 37:16 40:6 59:11, 19 93:4,5
aggressive 131:1
agree 32:15 140:22 167:20,22 168:6,9, 12
agreed 146:18
agrees 68:24
ahead 8:24 17:1,2 21:1 25:3 40:8 77:5, 6 99:22 128:20 136:8 145:4 147:23
aid 133:12
air 151:6
Alex 56:7
allocate 19:11 21:15 76:13 83:6 104:25 107:11 110:4 114:10 115:17
allocated 65:7 79:21 97:2 107:14 110:1 114:4 156:18,20
allocating 106:18
allocation 16:13,18 19:9,25 22:24 27:9 39:18,21,22 63:19 74:5 80:15 86:6 103:4 107:21,22 108:11 109:1,6,17 110:2,4,8,12 111:1 112:12,16 113:15 114:1,3,7 115:11,12, 15,25 155:17,19,23 156:21 157:8,17,21, 24 158:10
allocations 18:4 23:3 106:8 114:7 128:24
allowable 10:12,16 69:14 70:25 141:9 142:17
allowed 142:21,23, 25 152:11
ambiguities 143:18
amount 18:20 21:3 35:7 37:4,22 82:1,5 94:13 106:10 131:9 132:7 133:21 134:7 138:23
amounts 138:23
Amway 56:8
analyses 100:18
analysis 13:25 14:1
announced 140:3
annual 23:14 59:13, 16 81:24 115:16 122:15
annually 81:11 120:4
answering 7:24
answers 7:17 53:8 63:23 92:17 150:7 167:22
anymore 49:1 106:21 150:5 162:13
apologize 30:21
apparent 117:11
apparently 94:5 152:1
appeared 24:18
appears 19:15 37:23 95:18
appendix 164:5
apple 106:15
applicable 89:5
applies 116:15 117:20
appropriateness 69:10 144:17
appropriations 86:13 103:18,23
approval 109:21 123:9,20 124:1 128:13,22 147:1,2 161:2
approve 25:10 123:14 124:1,5 128:17 132:3
approved 16:19 58:24 66:12 75:13 79:4 109:24 110:12 111:19 123:10,12,13 159:16 162:8
approximately 23:7
approximating 6:12
April 36:10 58:19
area 27:25
areas 27:19 68:12 75:25 76:16 102:5 105:14 108:3
arose 157:16
arts 37:4,12
asks 144:21 163:17
associate 13:12,13
assumption 157:25
assured 128:23
athletes 48:15
athletic 48:7,8
attached 49:7 119:18 138:19 139:2
attachment 34:14 37:17 99:12
attachments 9:13, 14 40:6 159:11
attend 16:5
attendance 43:16
attended 15:11,12 16:3 27:20,22 28:5, 10
attending 102:3
attention 10:14 49:4,12 50:1 120:20, 23 121:22 124:25 125:4,16 127:11 129:12 131:17
attorney 58:11
attorneys 7:1
attributes 107:7 108:5
attributing 129:24
audit 8:4 11:10 19:22 40:24 42:2,7 43:6,19,25 44:1,11 47:21 48:24 50:13 53:4,5,7 90:20,23 91:23 92:15 125:13, 23 126:4 136:18,25 163:4 166:2
auditor 72:5 139:10, 21
auditorium 79:17 98:21,24 99:3,7
auditors 162:2
August 13:20 14:22 19:25 94:4 116:5 155:19,20 157:6,8,

Orange Legal
800-275-7991

11,14 163:8

authority 21:14,21 35:3 89:1 103:6,17 107:8,11 108:9,22 115:16,24

authorization 123:6 152:8

authorized 110:1

AUX 162:18

auxiliary 38:12 56:16 59:14 74:19 75:1 155:12 159:18 160:1 162:18,20,21, 22 164:12

aware 9:17 11:3,24 48:18 49:3,6,23 109:13

B

back 13:9 37:15,16 45:6 56:22 58:2 71:21 74:3 75:3 80:6 85:15 90:12 94:10 99:1 110:14 121:11 128:19,21 130:10 131:17 132:12,13,23 134:19 141:23 143:12 145:12,19,22 150:6 152:17 161:4 162:5 163:12 165:15 167:11

backed 150:23

backing 147:2

backwards 40:5

bad 82:13

balance 17:6 74:23 79:22

balances 146:25 147:19,20

band 63:1 114:22

barred 124:20

based 13:7 35:16 38:4,7 96:21 139:10 144:18,19 151:11

basically 8:9 17:9 18:12 26:20 46:5 47:6 76:4,25 103:12, 24 105:6 119:15 143:12 144:11,13 145:25 147:4 150:11,15 151:8

basis 55:25 115:17 168:15

bat 52:23

bear 65:23

bears 94:10 99:10

beating 46:8

began 128:3 131:25 142:9

begin 20:8 Investigative Hearing CLARK, TRACY

beginning 31:2 32:4 147:25 163:3

behalf 166:8

believed 24:8 48:25 102:13

Bev 63:8 149:8,11 150:19

big 20:23 26:8 35:13 48:15 66:8 83:15 84:4 110:21 122:10 130:24 133:8,24

bigger 38:17 61:22 63:13 111:2

Bill 13:17 16:7 25:7 41:9 43:24 44:5,10 45:7,9,10,12,16 47:8,20 49:4,12,22 55:16,22 60:9 76:9, 11,17,21 77:3 108:6 151:15 153:16 161:3 163:3

Bill's 44:4,7 45:10 47:6 76:23 138:2

bills 95:13

bit 45:4 53:14 57:5 102:2 106:15 130:23 141:23 161:11

blame 129:25

blow 152:11

board 33:1,7 45:6,19 53:15,18 55:1,5 56:1,22 57:11,12,15 59:8,11,16,18,20 71:23 72:9 87:3 89:2 90:1,8 92:5 110:15, 17,23 111:9 112:15 123:1,8,14,19,20,21 124:1,5 126:13,16 128:2,6,9,10,12,17 129:3,4,9,21 130:2,9 132:1,2 135:9 139:19 141:8 142:4 144:15,18,24 145:8, 24 149:1,20 161:21

board's 123:6

boards 89:4,5

Bob 48:3

BOB-2 161:22 162:5,7,10,14,16,25 163:12,17

BOG 32:14,17 45:13 46:3 83:25 85:2 86:21 88:25 89:10, 16 90:5,25 91:8,20 120:19,25 121:15 139:16 141:13,15,17 143:8,10,17 146:7, 17,23 147:2,14 149:13,17 150:22 163:14

boss 62:10,13

BOTS 147:1

bottom 30:12 34:4 94:9

break 38:11 60:22, 24 127:8

briefed 99:18

bright 87:5 Orange Legal 800-275-7991

bring 49:4,12 120:19 124:25 127:10

bringing 128:12 129:11

broad 74:25

broadband 74:20 75:1 79:1 80:7,18 81:1

broke 73:14

brought 10:14 17:13,16 25:5 27:13 39:2 41:18 50:1 89:23 101:24 106:24 120:22 125:4,15 130:16 131:16

Bryan 6:1 7:4,10,25 8:11 44:2 55:8 57:19 58:8 59:5 91:4 106:25 107:5 108:4 140:5,10,17

budget 13:12 14:23, 25 15:14,15,16 16:4, 11,14 17:21,22 19:15 21:14,16,20 22:25 23:14,17,20, 21,23,25 25:4,16,19, 22 26:5,7,11,14,21, 24 27:6,20 29:12,16, 23 32:14,18,19,20,24 33:9,23 34:1,24 35:10,19,20,25 36:9 39:19 40:9,16 43:8 55:17,18 56:17 59:13,16 64:18 65:13 66:5,16,18,19, 22 67:3,6 73:17 74:4,7,16 75:5,6,10, 12,17 76:5 79:4 92:20 93:6,8,15 94:6 101:14,15,17,21 102:1,9,11,14 103:2, 3,4,5,6,7,9,16,21,24, 25 104:4,17,18,23 105:2,5 108:15,23 110:16,18,22 111:3 112:21 113:21 118:20,21 122:12 123:15 126:14,18 127:17 138:23 154:3,17 156:5,8 157:18 159:9,13 160:4,14,15 161:15 165:15,20,23

budgeted 123:1

budgeting 15:19,22, 23 17:18

budgets 102:24 124:7

build 67:14 68:15,22 69:3,10,13,15,16,17, 24 70:7,8,9,13,18,23, 24 79:18 95:22 98:6, 19 99:2,3,5,6 110:15,23

building 37:4,19 42:5 48:7 56:8 58:25 60:2 63:1 67:9,12,15 68:16,25 69:5,8,16 73:19 74:4,16 75:13 77:5 79:23 86:4 95:22 98:6,12 110:15,23 111:9,10, 19,20 112:7 114:18, 22 142:23,24 162:8 163:12,18,24

buildings 34:18 95:11 104:10,11,13 124:21 147:10 155:11

built 45:10 98:21,24

bulk 136:13

bunch 57:12 84:9 159:10

Burby 7:13 121:2 131:25 145:22 146:6,22 148:1,6,15, 23 150:6,24 158:6

burden 103:13

bursar's 121:5

business 144:25

C

cabinetry 69:24 70:11

CAFA 139:11 144:6 146:18 151:21,22 152:21

call 16:20 54:10,11 72:11 75:1 91:7 99:21 100:10 122:17 133:19 135:13 139:11 142:2,10 144:6 150:6 151:8

called 14:25 26:11 28:9 44:19 60:9 75:7 83:3 87:10 89:16 127:16

calling 34:14

campus 27:17,25 45:11 149:21

capacity 74:20 127:23

capital 17:11,18 22:24 31:4 32:16 33:5,10 36:17,22 37:18 40:20 41:19 45:23 62:19 65:3,19, 24 66:5 85:14 86:8, 12,13 93:7 95:7,9 99:12 101:14 106:9 112:21,22,23 113:7 124:7 126:23 144:17 146:3,9,20 159:14 161:20

career 108:16

careers 118:1

carefully 18:7

Carine 34:10 60:19 63:2 71:7 93:18 167:13

carried 16:25

carry 53:20,23 54:2, 6,9,11,13,18,22,23, 25 55:5 56:12,24 57:5,18 59:9 75:15, 18,19,23 81:8 82:5, 19,20 83:25 84:7 113:21

carryforward 120:15 122:13,16,22 123:2,9,22 124:2,21 126:23 132:3,4,8,11, 12,17,20,23,25 133:3,10,14 134:3 140:21,25 146:25 147:5,16,18,20 149:24 153:3,13 155:23 162:18,20,22

case 56:4

cash 138:21,23

cast 119:4 135:25

categories 30:10,14 31:5 55:20 56:16 59:9,14

categorization 80:25

categorize 70:2

categorized 34:21 111:8

category 70:3

caused 84:24

causing 84:20

caution 130:19

Cave 6:1 7:4,10,25 8:12 44:2 55:8 57:19 58:8 59:6 91:5 106:25 107:5 108:4 140:5,10,18

cc'd 52:8 53:1 166:15

center 37:12 48:12

central 16:19 17:6 65:1 67:16 68:2 96:19,21 97:3 104:22 107:13 110:4 113:25 114:11,13 115:18,19,22 159:21,23 160:1

centrally 65:1 75:21

certification 142:19 144:7,8,24 145:4 150:13 151:5,10

certified 146:20

certify 144:19

certifying 144:16

cetera 121:24

CF 162:17

CFAUX 162:13

CFO 15:4 51:15 88:13 107:20 109:22 141:6 151:19

CFO's 15:12

CFOS 88:20 139:12 142:2 146:18

chair 28:18 161:13

Chairman 149:21

challenge 24:24 42:25 101:7 117:8 130:25

challenges 90:13

challenging 43:4

chance 32:5 39:10 52:10 71:11

Chancellor 151:8

change 122:10 161:2

changed 18:23 111:14,15 122:8 138:24

changing 64:15 121:7 163:10

characterized 111:12

chart 78:19

Chase 153:17

chat 14:25 16:4,11, 14 19:16 25:4,16,19 43:9 66:16,18 93:8, 15 156:6,8 159:9,13 160:4,14,15

chats 64:19 92:20 157:18

check 158:1

checked 109:10

chief 33:7 52:17,22 127:17

chimed 53:2

chose 77:4

Chris 91:7,25 143:24 144:10 145:10,25 146:7,9 147:10 150:7 151:18 152:1,3,7,13,14,15, 19

Christy 5:11 16:4,6,24 28:6 46:25 47:2,11,13 54:5 71:18,21 72:22,23, 24 73:8,13 94:8 97:25 102:10 107:24 118:22 123:23 141:6 156:17 159:11 160:3

Christy's 64:1 112:18 114:8

Chuck 137:15

chunk 76:14 104:21

CIP 31:4,6,9,14,16, 20,25 32:4 33:18 34:17 35:2 36:22

circulated 120:24

CITF 30:11 38:13 164:5

claim 23:19

claimed 23:22

clarification 37:14 141:24 143:8 145:11,14

clarified 54:10

clarify 143:18

clarity 69:2,3,10 88:4,5,9,17,21 132:15,23

Clark 5:9,14 6:24 9:6 61:4 93:23 167:19

clean 39:25

clear 18:18 20:22 80:9,14

Clearwire 74:22

close 144:25 167:17

closely 26:4 47:2,14, 24,25 48:3 61:6

closest 129:19

closing 161:6

cloud 133:8

clue 70:21

cluster 84:11,15,16

clusters 84:12

coached 45:2 46:3

coaching 46:11

cochairing 161:14

cochairs 161:16

Colbourn 8:4 11:5, 14,17,19 18:19 19:6, 7,12 22:13,14,19 29:10,11 36:11,14, 19 37:19,20 42:4 48:21 49:11 53:17, 21 58:20 85:18,21 94:11,19 95:15,17 96:3 110:11 114:13 126:9 131:13 138:8, 16 145:5 147:9,12 148:13 153:13 161:22 162:5 163:24

Colbourn/colbourn 159:4

Cole 8:14 9:19 10:1, 22 11:23 12:6,18 126:17,21 135:17 136:11 138:14 143:4,12 149:8 153:20

Cole's 135:21

collaborative 27:7 78:23

collecting 121:23

collectively 27:18

college 51:16,18,20 53:6 67:17 76:11 89:4 103:9,21,24 105:5 114:5 165:18

colleges 67:18 68:13 73:23,24 75:2 81:15, 18 82:15 83:6,17 103:13 104:1,8,23 105:6

colors 80:9

column 96:22 97:16

combination 27:2 49:20 72:15

combined 76:24 111:18 112:7 159:3

comfortable 57:3 85:20

comment 11:10 19:22 40:25 41:2 42:1,2,7 43:6,10,14, 19,25 44:11 47:21 48:24 50:13 125:13, 22 126:4 134:18 136:18,25

comments 44:25 60:14 121:10 125:22

commit 63:18 82:20

commitment 16:12 64:9,10,14,25 66:12 67:20 68:1 83:15

85:19 94:14 109:20 110:23 112:19 132:9,10

commitments 16:15,20 17:10,11 22:23 66:21,25 85:17 109:10,11,18 112:24 115:21 155:23 156:1,15 157:1 158:9 159:20 161:8

committed 67:3 83:25 84:10 110:25 111:9 132:4 133:24 134:2 160:24

committee 25:22,24 26:5,6,7,9,24 27:3,6, 20,23 28:2,13,20 29:5,13,17,23 30:25 31:6,10,18,22 32:4, 5,9,14,18,19,20,24 33:9,16,23 34:2,24 35:10,19,20 36:10 39:19 40:16 53:18 57:12,13,15 58:19, 23 59:8 65:13 66:6, 19,22 67:3,6 74:5,7 75:5,6,10,13,17 76:6 79:5 103:7,16,25 104:4,23 105:2 107:1 118:20,21 126:14,18 161:15

committees 26:1

common 17:4 41:13 54:14 68:12 146:19

communicate 165:25

communication 136:22

communications 89:15 136:19

community 26:12, 22

comparable 164:14

comparativeness 122:20

compared 149:15

complete 101:22 144:14,23 168:8,9

completed 163:13

complies 5:3

components 21:13 70:8

composition 83:24

conceal 126:8 154:22,25 155:3

concealed 116:23 125:24 154:21

concealing 116:24

concentrated 121:2

concern 72:2 124:23

concerned 135:8

Investigative Hearing
CLARK, TRACY

concerns 46:8 49:16 72:6 121:11,12 127:4 143:7

concession 59:15

concluded 168:17

conclusions 13:7,8

concurrence 77:4

condensed 49:2

conduct 124:12

conducted 5:25

conference 142:9 162:3

confidantes 129:19

confident 56:11

confirm 144:12 152:14 168:13

confirmed 37:3

confronted 145:9

confused 68:22 140:25 142:11 161:10

confusing 166:19

confusion 87:21 132:13

conjunction 130:14

connected 137:16

consciousness 90:4

consequences 17:25 119:4

considerable 21:3

considered 45:22 75:10 93:8 132:4,16 165:1

constantly 64:14

constellation 128:14

construct 155:11

construction 18:23 19:7 29:11 49:17,18, 24 58:20 62:24 68:20 69:4 74:16 77:14 78:14 114:14 115:5 138:7 142:25

contacting 25:6,7

context 6:2 41:25 42:3 80:8 156:3 157:23

continue 92:20 104:24 142:14

continued 15:5 111:23

continues 94:9

continuing 81:12,13 105:11

continuously 61:24

contractual 132:9

contractually 132:5

contribute 67:14 73:25

Orange Legal
800-275-7991

contributed 68:12

contributing 68:4

contribution 68:7

contrite 45:25 46:7

control 33:14 113:21 123:18,20 147:22

conversation 11:13 18:2 25:18 26:2 31:25 47:10 50:14 72:21 73:1 100:8,10 131:12 145:10,25 161:4 167:9

conversations 19:5 38:4 43:6 51:4 71:17 88:19 100:17

conveying 46:6

copied 22:25 23:1 138:13 146:1 148:22 149:8,9

copies 58:13

copy 8:25 18:8 30:18 58:9 143:9

corporate 87:17 89:23 120:8

corporation 90:2

correct 19:3 23:12 26:24 43:20 58:16 94:6 95:14,19 101:18 131:21 141:13 160:11 168:2

corrections 147:7

correctly 104:19

cost 79:7 111:11 131:14

Council 146:17

counsel 8:14 11:2 33:6 87:3 88:13 92:15 126:12,22 127:6 130:16 143:4, 17

counsel's 8:7 10:17 11:17 92:10,14 127:2,9

Counsels 143:15 146:18

countered 146:10

counting 87:6

couple 15:1 20:11 28:6 29:21 30:8 48:10 55:15,16,24 56:3 73:14 105:8 114:23 119:6 147:23 149:22 152:5 153:1 157:18

court 6:8

covered 60:20 106:25

CPA 90:15

crazy 116:16

create 36:2 103:9 112:8

created 16:23 84:12 88:25 89:11 92:9 97:20,23 108:17,18 116:9

creating 103:21,23

credit 103:11,14

credit-hour 103:20

CREOL 73:18 74:4, 5,8 75:4,8,13 76:22 77:1,5,22 78:14,15 79:5,12 85:15,19,25 86:4 93:12 95:22 96:2,5 97:17 98:4,5, 6,12,15,21

Criser 151:8

criteria 106:4 144:11

critical 40:3 76:2,19, 24

criticizes 140:18

cross 115:14

cross-examination 168:7

culpability 117:21, 22

curiosity 69:6

curious 161:18

current 99:13 122:15

cut 64:21

cyber 84:15

D

Dale 10:23 11:3,9, 11,18,23 12:9,16,22 13:17,19 22:9,17 28:3 52:17 68:9 73:16 74:24 76:9,11, 17,21,22 77:3 79:11 99:14 101:7,20,24

102:13 105:10 117:9 127:15 133:17,20 135:3,13,22 136:2, 22 140:3,20 151:8 156:23

Dale's 133:1 135:18, 25

date 46:9 63:9 139:2 141:18 143:19 145:16 147:3 151:23,24 156:25 157:4,8

date-ordered 63:3

dated 157:1

dates 66:14 78:8 158:1

David 51:2,7,14 165:3 166:17

day 44:4 59:22 66:8 144:7,8,9 157:12 160:5

days 73:14 94:4 156:4

deal 16:9 68:22 152:11

dealt 26:7 102:14

dean 51:18 76:9,10 79:5,11,21 98:23

deans 26:13 68:9 102:2,5 133:18 134:5

deans' 102:3

Deborah 51:17 76:15

decentralized 115:23

deceptive 118:25

deceptively 116:25

decide 40:2 76:12, 16,18 109:23 133:12

decided 75:18,25 76:6,23 93:12 110:15 112:4,15 113:23 117:21 133:11,21 134:4

decision 19:9,11 23:2 24:12 26:3 43:1,4 63:19 74:6 79:19 85:15,16,21 93:15 107:7 108:6 109:17 110:3,17 131:21 133:17 138:2,5,7 153:2,12 154:21 159:3

decisions 16:17,18 18:3 26:18 27:9,11 45:10 63:10 64:7 107:14,18,21 114:11 117:24 139:15 153:5,10 159:22

defamed 118:25

deferred 39:20 76:18 77:5 110:17 128:15 133:13 135:5

deferring 58:22

definition 86:8,16, 17

definitive 146:17

definitively 18:25 43:18

delay 106:17

delegation 104:16

demolish 112:5

demolition 37:20

department 28:8 81:22 90:21,23 96:24 154:4,13,15, 19

departmental 114:17

departments 67:22 68:4 154:6

departure 47:6

depending 103:22

depends 167:7

deposition 5:16 6:25 167:20 168:17

describe 56:23 85:5

description 98:4 111:15

design 104:7

desperately 37:11

detail 20:6 38:13 61:21 62:6,9 158:9

detailed 108:19

details 61:23

determine 10:10

develop 115:4

developed 25:20 84:12 91:25 115:1

development 102:6

devolution 89:18

difference 38:14 63:18 69:20 87:19 162:11

differentiate 69:15 70:9

differently 80:10 146:5 152:24

difficulty 61:10

direct 5:12 37:16 44:5,8 60:12 61:16

directed 62:23 63:15 148:5

direction 117:6,18

directly 146:11 160:8 165:5

director 51:20

disadvantage 149:15

disagree 24:16,17, 20 25:11 55:9

disbanding 81:19

discovered 62:19

discretion 105:9

discuss 9:19 20:25 39:15 45:21 46:23 80:1 93:3,6 95:7 101:9 111:23 134:8 149:19 155:10 163:5 165:2 167:20

discussed 6:25 9:20, 22 11:15 18:5 19:8 25:8 27:18 28:23 29:12,16 30:15 31:1, 3 32:1 41:18,24 46:19 55:3 57:14 64:18 66:15,17,21 67:6 160:6

discussing 28:25 30:25 36:16 80:4 143:16

discussion 12:14 17:15 19:13 36:25 95:25 152:6,18 155:9,22 157:17 163:6,10

discussions 36:14, 18 53:16 71:15

disseminated 126:2

distinction 68:19

distinguish 70:3

distribute 75:11 103:6

distributed 139:16

district 114:21

dividing 70:5

division 68:11 75:21 96:8,23 97:16 102:1 112:19

divisional 83:18 102:9 114:16

divisionally 114:19

divisions 103:7

document 16:16,23 17:4,8 19:1,25 20:10,11,12 21:4,12, 13,20 22:20,23 29:22 32:12,23 34:3, 10,11 38:1,5,23 39:9 41:15 50:17 64:15 71:10 78:10 94:17 100:2 103:5 108:11, 14,17 109:6,17 110:2,9,12 111:1 112:16 114:2,3,7 115:11,13,15,20 116:1,8,14 155:17, 19,23 157:9,17,21,24 158:11 159:25 163:25 164:15

documents 14:23 16:10,13 17:5 18:5, 11,13,15,23 19:4 22:12,18,24 23:5,7 29:21 38:8 40:11,15 92:24 98:2 109:1 112:12 113:16 136:4 137:18 159:12,19 160:3,22

dollar 35:7 111:10

dollars 18:20 75:14 107:25 110:6 112:10 113:5,6 114:4 123:15

Don 9:2 106:21

donation 48:9,11,16

donor 48:9 155:12 164:21,23,25

Dooley 133:20

double 116:15

doubt 101:19

downplays 108:10

downtown 66:10

downturn 82:15

dropped 111:25

DSOS 56:17

dual 13:18 62:11

due 31:20 32:8 144:9

duly 5:10

E

E&g 9:16 10:12,16 11:10,24 12:10 16:1, 12,13,15,20 17:11 18:20 19:1,6,18,21, 25 22:14,18,23 23:7 24:12 28:23 38:7,12 42:6 48:21 49:16,23 50:2,7 52:4 53:3,16, 24,25 54:4,7,11,19 55:10 56:13,16 59:14 62:20,23 64:13,25 67:20,25 68:3,21,25 69:14 71:1 73:7 74:9,15,17 75:11,15 79:24

Orange Legal
800-275-7991

80:11 81:8 85:17 91:16 94:18 95:18 96:13,22,24 97:15 103:5,6,17 106:8 109:18 112:24 113:21 115:5,17,21 116:2 120:15 121:15,16 122:2,3 124:20 125:9 126:4, 23 131:15,24 135:18 138:7 139:14 140:21,25 141:10 142:12 144:17 146:8,20 147:7,20 149:14,24 152:6,18, 20 153:2,12 154:22 155:6 156:1,14,25 158:9 159:18,20 162:13,20,22 165:3, 21,22,23

e-mail 8:25 9:9,21 10:25 39:10 50:18, 22 51:1,5,6,11,24 52:1,8,12,15 53:13 71:10,16 72:15 79:14 94:1,8,24 101:3 137:22 138:12 139:3,9 143:4,19,24 144:10 145:16,18, 20,22 146:11,14 148:22 150:4 151:15 156:23,25 157:5 158:3,6 159:12 166:7

e-mailing 51:2

e-mails 22:25 49:7 52:4 64:1 121:4 128:16 150:5 156:11,12 165:2

earlier 50:12 68:18 96:1 100:25 101:10 142:22 155:16 157:15

early 89:3 144:21

earnings 121:23 122:3 159:18 164:13

easier 116:10

economic 82:15

ed 117:23

edits 120:25 122:24

educate 15:15,22 26:12 32:9

educated 33:23 88:12

education 81:12,13 87:12 88:16 89:3 120:12,23

educational 31:23

effect 23:25 79:14 105:5 134:22

effective 27:16

effectively 24:13 28:18 62:10

effort 144:13 150:12

Investigative Hearing
CLARK, TRACY

electric 95:13

eligible 111:21

eliminated 118:5

elimination 118:4

Elizabeth 133:20

else's 7:6

emergency 42:13 50:5,6 125:18

employed 54:4 58:16 102:13 124:13

employees 127:11 140:19

employment 47:23 102:15

enclosures 70:1

encompasses 23:17

encouraged 45:16

encumbered 132:6

end 109:24

endeavor 65:14

ended 15:7 81:19 114:1,2 133:17

endowment 166:5

energy 114:21

engaged 56:19 61:25 117:15

Engineering 67:18

enrollment 102:6

ensure 87:8 144:14

entire 10:4 103:5

entity 165:20

entries 113:24

equipment 67:15 68:15,23,25 69:13, 21 70:4,16,17,25

estimate 22:21 23:4 50:11

estimated 78:18 133:25

estimates 79:7

estimating 6:12

estimation 22:11,16

evaluated 75:24 120:4

evaluations 120:6

event 134:11

everybody's 134:2

evi 158:5

exact 10:23 11:18 12:20 43:15 142:24

EXAMINATION 5:12

exceeded 9:16

Excel 62:2

exception 75:7 80:22

excerpts 57:22

Orange Legal
800-275-7991

exchange 165:25

excuses 108:11 117:3

executive 28:3,16

executives 108:12 117:2

exhaustive 38:16

exhibit 137:20,25 138:10,11 139:7,8 141:3,4,5,20,21,22 143:22 144:2 145:1, 2 151:1,2

exhibits 57:19 93:22

existed 17:12

existence 29:4

existing 69:15 142:22

exit 162:3

expand 57:5

expanding 105:15

expansion 74:8 75:9 78:15 79:8,12 86:2, 6,15 87:20 98:5,25

expansions 105:14

expect 86:24 96:6 127:6,9

expectation 160:20 167:5

expected 83:5 87:2 165:24

expedited 168:15

expediting 168:10

expenditure 69:1 82:21

expenditures 85:13 86:13 122:14,15,16, 22

experience 89:23 117:9,23 120:11 153:7

experienced 117:6

expert 135:2

experts 84:15

explain 17:15 18:14 55:17,19 57:6 69:9 85:4 95:3 151:9

explained 56:12 57:18 61:17,19 108:4,22

explaining 21:4 60:3 108:20 158:15

explanation 123:17 155:17

exploring 70:20

exposure 133:15

expressed 72:2 140:9

extensive 155:22

extensively 21:19 116:9

extent 31:24

external 34:21 38:2 165:1

extremely 108:19

eyes 94:18

F

F&a 121:12

face 119:17

face-to-face 6:2

facilities 9:15 26:24 27:11,17,20 28:8 29:12,23 32:7,24 33:9,15,23 34:1,24 35:10,19,20,25 36:9 40:9,15 58:24 59:24 65:13 66:5 76:18 79:7 86:25 91:20 118:20

facility 17:23 29:1,6 32:23 33:13 35:17 39:2,15,17,19,20 58:19 160:2

facility's 32:20

fact 16:6 26:8 38:7 42:5 57:4 58:8 61:15 86:4 87:24 90:8 110:10 133:18 140:13 159:6

facts 106:23 127:7

faculty 18:2 82:13, 16,18,21 83:7,8,11, 13,17 84:1,10,18,23 95:13 104:20 105:1, 12,21 106:3,12,18 153:23,25

failure 140:20

fair 36:24 43:22 168:8

ORANGE LEGAL

Orange Legal
800-275-7991

fall 47:8

false 102:25 116:22 117:1 129:15

falsely 107:7 132:21

familiar 31:22 38:10 50:19 51:25 54:18 63:6 91:6,10 162:14

familiarizing 31:13

FBC 78:10

February 78:2 97:11 163:25

feedback 139:16 152:17

feel 47:7 50:4 54:25 56:11 57:2 92:10 107:6 108:5,10 116:13,15 117:20 128:16 130:24 135:20 158:4

fees 121:7,8

fell 103:14

felt 7:14,15,19 11:1,2 12:21 13:5 24:18 42:12 50:7 61:18 125:3 130:25 133:23 135:23,24 152:9

fifty 22:21

fight 119:15

figure 29:9 50:25 131:7 133:2 137:10

file 119:20 156:14

filed 145:4 151:10

files 112:18

fill 6:6 84:14

filling 152:4

final 57:16 93:15 139:15

finance 13:13 18:14 33:16 51:20 54:14 58:19,24 59:23 62:7 86:25 107:8,10 116:24 154:4,9

financial 17:14,24 133:12

financially 160:19

find 8:9 20:15 77:10 133:6 150:4 157:2

fine 21:1 137:17

finish 14:18 17:3 69:7 136:9

fire 117:22

fired 63:22 116:20 118:16 120:3 140:1, 2,10,15,19 149:23,25

firing 140:2

firm 7:10 90:15

fiscal 26:16 110:17

fit 86:15

fits 21:20

five-year 32:16 33:5 37:18 65:6,8,12,18, 19,22,23 66:5 82:25

fixed 70:12 86:8

fixtures 67:15 69:13,22 70:13

flavor 122:3

flip 29:20 32:11 36:8 39:8 50:17 52:7 94:23

flipping 93:23

floor 86:4

Florida 16:1 148:25 151:20

flow 136:10

focus 39:5 102:23 105:13

focusing 85:14

folks 31:21 152:23 166:2

follow 124:11

follow-up 99:21 100:7,17 108:24

footage 86:19

football 48:14

footed 33:16

force 18:1

forget 56:9

Forgive 167:10

forgot 136:7

form 20:8 22:7 27:2 31:23,25 32:8 51:7 88:14

formation 35:18

formed 31:10,11,12 78:3 92:21 93:9 105:2

forms 30:24 38:14

forthcoming 129:2 135:22

Fortier 122:4

forum 43:15

forward 11:4 17:7 25:5,11 31:14 35:20 39:2 53:20,23 54:2, 6,9,11,12,13,18,22, 23,25 55:6 56:12,24 57:5,18 59:9 72:3 75:15,18,19,23 79:9 81:8 82:5,20,21 83:25 84:7 113:22 123:8 144:5 161:2

forwarding 161:3

found 48:20 90:13 94:3 120:21 129:12, 14,23 130:1 151:16 156:11 162:4

Fourteen 5:19

frequently 100:16

front 95:1 110:18 161:21

frustration 149:18

fulfilled 17:11 38:18

full 6:22 32:12 37:22 71:24 72:6 114:24 168:8

functioning 35:12

fund 18:20 68:15 73:18,23 74:7,17,19 79:1 80:7,18 81:1, 10,15,16,19 82:25 83:10,24 105:4,6 113:23 115:5 126:23 128:14,15 133:22 134:9,14 166:5

funded 42:6 62:20 65:1 75:13 80:19 95:6,7 97:14 104:1 105:3 113:20 114:19,22,23 126:3 131:15

funding 17:11,19 20:8 22:13,18,24 25:5,6,7,8,11 28:23 30:11,24 34:21 37:9, 23 38:2,12,17,19,22 39:3,7 40:19 41:11, 17,21,23 45:23 53:16 55:6 56:23 60:7 67:7,9,16 69:11,14 73:22 75:7, 24 76:17 81:12,13, 22 82:9 98:3,20 99:13 103:11 104:2, 3 105:3 138:16 146:4 159:17 160:16 163:10 164:4,7

fundraise 99:3

funds 9:16 10:12 11:10 12:10 15:24 16:1 17:9 19:18,21 34:20 42:14 45:24 48:21 49:23 50:2,7,8 53:20,24,25 54:8,22, 23,25 55:14 57:7 59:15 62:23 65:6,9 68:4,11,16 73:6 75:11,15 80:11,24 82:5 83:9,12,14,20 84:9,21,24 85:7 94:18 104:25 105:9 107:14 113:10 114:11 115:17,18,23 121:25 125:16 134:12 138:17 139:14 144:17 146:9,20 147:16,18 149:14 154:22 155:6,12 162:9,13, 20,21

funnel 103:10

furniture 67:14 68:15,23,24 69:13, 20 70:3,16,17,24,25

FY18 78:19

G

gal 148:24

Garvy 48:3,8,11

gathering 35:17

gave 7:24 60:12 68:21 89:1 92:2 100:15 119:13 120:23 139:5 163:2

gears 135:16

general 8:6,14 10:17 11:2,17 33:6 87:3 88:13 92:10,13,15 126:12,22 127:1,6,9 130:16 139:10,22 140:11 143:4,15,17

general's 72:5

German 51:17 76:9, 10,15

get all 141:24

get-go 117:11

give 5:5,20 22:10 23:4,24 25:1 40:14 58:10 140:2 146:7

giver 90:2

giving 21:5,14,22 24:1

glance 34:4

glass 69:25

global 63:13,14 64:10,11

goal 29:8

goals 65:20 66:1,3 101:9

God 5:7

Gonzalez 16:9

good 5:14 12:13 13:9 25:14 26:16 32:7 44:16 47:6 88:13 134:11 142:6 152:9, 15 158:5

gotcha 46:19 51:22

Orange Legal 800-275-7991

78:2

governed 86:12

governor's 45:6,19

governors 33:1 46:15 87:3 92:5 123:19,21 128:9 129:4 130:3 132:1 135:9 139:19 141:9 142:4 144:15 145:8, 24 149:1

governors' 90:9

grad 108:1

Grant 138:13 143:10

grasping 61:7,11

great 6:15

GREENE 14:18 20:21 30:18,21 60:22 119:6,11 120:3,8,11,14,19 124:11,15,19,23 125:2,6,11,15,21 126:2,7,11,20 127:1, 6,13,15,19,22,25 128:8,18,20 129:1,7 131:16,20,23 134:8, 14,18,24 135:12,16 136:1,4,8 137:17,21 138:1,5,11 139:1,5,8 140:1,6,9,17,24 141:4,11,15,21 142:8,14 143:19,23 144:2 145:2 147:23 149:22 151:2 153:1, 5,9,12,16,20,22 154:1,3,6,11,14,18, 21,24 155:2,5,8 168:6

grew 103:19

ground 5:21

group 15:1 76:20,21 77:4 93:8 107:17 118:16 146:18

group's 139:15

groups 76:12

grow 105:19,20,21

grown 84:7

growth 103:11,19

guess 6:15 27:5 38:11 47:24 69:19 71:20 80:15 112:1 150:23 151:18

guessing 72:14 77:11

guidance 86:21 139:20,23 144:18 145:14 146:8,10,13 148:21 152:10

guided 124:12

guidelines 146:19, 21

guy 148:24

guys 19:5 26:23 46:23 60:23 71:19

H

half 102:15 103:22 104:6

halfway 108:16

Hall 8:4 11:5,14,17, 19 18:19 19:6,7,12 22:13,14,19 29:10, 11 36:11,14,19 37:20 42:4 48:22 49:11 53:17,21 58:20 85:18,21 94:11,19 95:15,17 96:3 110:11 126:9 131:13 138:8,16 145:6 147:9,12 148:13 153:13 161:22 163:24

halls 45:25

hand 5:1 20:22

handed 18:8

handled 45:19

hands 32:17 33:6 134:21 147:14

handwriting 99:10, 11,14

happen 5:21 14:4 35:14 47:16,19 93:3

happened 5:24 6:7 10:7 32:3 33:2 43:13 45:1 48:19 49:2 50:25 51:4 55:21 75:16 80:18 89:14 110:10 112:14 117:4 122:7 133:4 149:11

happening 27:10 33:2 82:9 83:16 121:20 122:11

hard 82:20 118:15

harder 84:13

hardest 118:17

head 6:10

heading 37:20

hear 149:17

heard 16:12 24:10, 14 41:1 61:15 68:18 82:11 85:5 88:6 89:19 91:1 99:10 102:18 121:19 122:11 125:25 130:4,9 136:25 146:5 163:17

hearing 10:19 43:12,14,17 119:15 129:16 142:4

heir 117:11

held 26:10 65:21 75:20,21,24 83:4

helped 15:22 115:4

helpful 20:20

helping 29:8

helps 84:3 88:11 106:19

Heston 72:13 138:13

hey 63:2 107:24 127:2 148:19

hidden 38:23 153:14 154:18

hide 126:8

high 134:2,6

higher 117:23 120:12

highlighted 30:9 32:13 34:5 36:12 37:2

highly 45:12 117:6

hire 82:12 83:7,13 84:18,23 87:16 104:24

hired 83:17

hiring 82:11 83:2 84:10 87:5 104:20, 25 105:1,11,12,21 106:12,17

hit 42:2 44:1 125:23 136:18

Hitt 21:7,8,23 24:14 32:14,25 42:9,11 72:16 95:8 127:20 137:3 153:17 157:21,24 158:17, 21,22 159:2,7,15 160:10,17,22

Hitt's 20:1 40:24 41:7,8 50:12 116:5 117:8 161:2

hodgepodge 124:3

hold 66:3 143:13

holes 6:6

honest 7:23

hour 158:15

hours 103:12,14 119:25

house 107:1

HR 13:25

huge 35:7 62:17 118:18 132:13,20 133:15

huh-uh 6:10

I

idea 22:10 27:1,4,13, 14 50:15 87:5 102:12 162:25

ideas 27:2

identification 137:20,25 138:10 139:7 141:3,20 143:22 145:1 151:1

identified 9:15 39:4, 7 41:22 76:3 98:20 99:12 101:2 125:7

identify 29:6 38:17

identifying 20:7 80:3

IG 90:25 91:1

illegal 127:3 155:5

immediately 130:4

implement 26:1 118:8

implies 116:21,22, 25

importance 108:11 116:3,14

important 116:1

improved 118:22

improvement 31:4 32:16 33:5,10 36:17, 22 37:18 118:18 161:21

improvements 118:9

inappropriately 138:17

incentive 62:15

incident 45:21 136:18

include 18:16 70:11 105:14 123:22

included 17:18 69:24 70:10 102:4 103:18 107:10 114:16 145:23 161:22

includes 34:20

including 68:17 122:13 147:8 154:6

incompetent 119:1

inconsistency 142:15

Orange Legal
800-275-7991

incorrect 144:22
increase 133:21
increased 103:11 135:12
incremental 103:17 113:8
independent 89:20
individual 55:25 114:7
inferring 108:8
infers 51:6
influence 31:15
inform 17:15 19:17 31:16,20 38:19
information 5:24 12:6 14:13 15:14 28:12 40:19 61:8,14, 18 78:8 90:10,11 94:5 100:14 101:13 102:11 107:3 126:8 131:16 139:1 144:15,24 148:1,5 155:18
informative 63:10
informed 71:25 122:9 133:18
informing 35:21 138:14
initial 14:21
initially 44:25 51:2
initiatives 106:11
innocent 140:19
input 35:21
inquiries 92:11
inquiry 91:23 92:12
instance 63:1,12
instituted 88:8
institution 87:12,13, 15 118:6
institutional 67:21
instructed 126:7
instructional 106:6
intel 134:5
intelligent 107:17
intended 9:24 154:24
intent 31:14 35:19
intentional 118:13
intentionally 40:18 116:22
interaction 18:10
interactions 103:1
interchangeably 70:20
interest 37:13 48:15 79:16 121:15,24 122:3 159:18 164:12
interested 37:11
interesting 73:3 94:3
interim 141:6
interims 44:7
internal 32:6 34:7, 15,21,25 35:16,22,23 36:23 37:18,24 38:2 53:4,5 69:7,8,25 70:4,10 78:19 90:20, 23 92:15 111:3 112:22 164:15
internal' 34:5
internally 37:5,6
interpret 152:23
interpretation 148:15
interpreted 46:13
interrogated 11:1 135:17
interrupt 74:12 115:8 136:10
interrupted 113:14
interrupting 60:19
interview 7:4,6,14 8:5,11
interviewed 7:9
interviews 5:25
intimidated 24:4 135:20
intimidating 7:14
introductory 13:10 31:8
investigation 10:18 41:20 43:24 47:19 86:9 91:2 102:20 106:25 107:4 123:23 128:1,3 129:23 131:24,25 162:16 164:3 168:11
investigator 7:25 149:7
investigators 143:10 150:21
investment 48:3 59:17 121:23
investments 48:4
involved 16:24 34:1 43:2 53:9 55:22,23 56:3 74:5 125:8 150:20 159:7
involvement 33:10, 18
issue 17:23 85:7 88:9 125:15 130:22 162:4
issues 11:4 17:19,24 26:7 53:5 82:17 92:25 93:6 131:1 149:24
item 59:12,19 114:6, 10
items 21:15 75:9 114:6 150:8 152:5

J

Janet 143:4,14
janitorial 104:14
January 119:11 147:2 159:2
job 87:6,9 94:4,19 120:17 127:10 152:3,15 156:4
jobs 118:1
Joey 145:22 146:6, 22 150:4,6,15,24 158:6
join 116:6
Jones 144:10 146:12 151:18,25
journal 113:24
Julie 145:24 146:1,2 148:25
July 161:22,24,25 163:8
Jump 137:17
June 63:14,16 109:25 163:8
justifiable 42:13 50:7,8
justifications 46:4
justified 125:19

K

Kathy 9:19 12:7 44:6 71:17,24 72:21 128:16 129:7 132:14 133:19 137:22 138:12 139:9 141:5, 17,22 143:3,20,24 144:3,9 145:3,9 146:6 150:10,15,19, 21,23 151:7,16
Kernek 60:3
kind 10:20 11:1 17:14 26:14 27:23 31:21 32:9 33:14 39:1 41:4 45:11 46:5,6 49:2,20 53:4 55:18,20 56:17 61:20 63:7 64:14 65:6 68:14 71:3 79:9 81:19,21,22 88:24 90:1,9 112:24 116:11 122:19 123:4 150:24 151:13 152:9 155:22
kinds 53:8 85:2 92:11 100:17 124:2
Kinsley 91:7,25 143:25 144:10 145:10 146:1 150:7 151:19 152:20
knew 10:23 11:9,18 12:23 13:1 47:20 106:8 114:9 122:10 124:17 129:22 130:6 135:22 136:2
knowing 149:25 163:4
knowingly 116:25
knowledge 12:17 23:9 24:1 27:15 109:15 111:2 117:3 118:10,14 135:18,25 136:17,21 142:6 160:21
Korosec 52:17

L

lab 39:25 69:5 79:17 96:5 97:17 98:5 110:6
labs 79:16 86:5
lack 45:23 87:12 118:5,6,10
landscaping 104:11
large 39:5 48:11,16 82:1,5 104:21 131:8 132:24
larger 79:22
latest 147:4
law 90:2 124:16
laws 86:11 116:18 124:11
layers 88:12
lead 7:16
leader 47:9 117:12, 14
leaders 117:7
leadership 12:7,8 25:21 47:7 133:1
learn 119:1

Orange Legal
800-275-7991

learned 86:18 102:2 120:17

leave 119:9,14

leaving 44:20

Lee 91:7 130:15 137:5 141:6

Lee's 91:24

left 13:11 104:2 105:4 123:13 133:23

left-hand 156:16

Leftheris 145:24

legal 91:22

legend 156:17

legislature 89:1,2, 16 135:10 162:8

legitimately 131:15

legs 29:5 32:25 126:19

level 15:18 62:6 64:10 75:22,25 81:22,23 83:4,19 108:15 167:9

levels 153:6

liaisons 90:9

limit 23:20 130:5

limited 17:17,20 71:21 81:2 148:13

lines 83:3 105:3,4,7

list 10:10 16:15,20 17:11 18:20 22:23 30:10 31:16,20 32:7 34:5,7,15,25 35:6, 13,16,22,24 36:2,21, 23 39:1,6 41:11,18 63:3 64:14 66:12 67:20 68:1 71:21 72:3 75:9 76:6,19,23 77:7,17 87:24 88:17 93:11 95:5,18 96:17 97:20,24 108:1 109:18,20,24 112:15,19,21,24 113:7,9,18,19 114:11 115:2,4,21 130:17 138:18,20 141:7,17 143:2,7,13 144:3 156:1,15 157:1,14 158:9 159:14,20 161:8,23 162:5,7,10 163:12, 13,17

listed 138:22

listen 46:3

listened 57:11 58:2

listing 94:9

listings 70:15

lists 16:12,13 37:19 38:11 41:19 64:25 65:4 67:20 92:7 110:19 111:4 144:19

livid 145:19,21

load 105:24

loan 73:23 74:1,17, 19 79:1 80:7,18 81:1,10,15,16,19

loans 75:2,3 81:5

local 147:1

locating 73:6

locations 43:15

long 5:18 13:14 24:13 35:13 50:11, 13 76:6 81:21 108:14 117:10 149:16

longer 84:23

lookback 130:3 142:1

looked 18:8 65:5,13 81:23,25 86:7 90:8 109:3 110:16 111:4 130:2 143:11 156:25 157:15 164:16

loop 161:7

loose 123:4

lost 117:25

lot 7:16 16:12 22:2,3 52:3 53:3 60:21 61:13,21,25 62:8,9 67:7,16,17 70:15 82:9,12 84:3,4 94:5 99:10 129:25 140:13 168:7

lots 15:14,15 17:5 90:10,11

lowering 105:16

lucky 84:8

Lynn 16:8 51:9 165:6,8,10,13,15,24 166:16

M

M.J. 76:9,15

made 9:17 16:17,18 19:10,11 33:16 39:19,22 40:23 42:8 43:6,8,10,11 44:2 48:11,15 50:13 63:11 64:7,9,10,12, 13 74:6 79:19 80:16 93:14 94:15 99:15, 19,24 100:1,12 106:9 107:15 110:3 113:22 118:10 125:22 128:2,25 129:7 130:23 133:17 147:7 149:14 150:13 153:5,10 159:3

maintenance 39:20 76:18 77:5 91:9 104:9 128:15 133:13 135:5

major 89:6

make 13:6 20:22 36:6 42:1 47:7 62:1 74:25 80:21 81:4 107:17,22 110:4,8 113:23 114:8 134:18 147:6 153:2 159:22

makes 33:25 84:5 86:19 140:12

making 7:19 26:18 32:17 33:7 44:25 63:18 64:2 107:8,20 108:6 117:24 120:24 129:4 158:12

management 26:16

March 13:24 14:10, 12,22 29:23 33:5 34:9 52:16,20,22 94:25 164:1

Marchena 130:20 135:14 149:21 154:1

Marchena's 129:10

Marcos 129:10 133:20 135:14 149:21

Marcus 130:20 154:1

Mark 30:3

marked 137:20,25 138:10 139:7 141:3, 20 143:22 145:1 151:1

Martins' 56:7

material 31:8

materially 121:7

materials 33:15 41:10 58:3

matter 135:2

matters 17:18 126:15

Mckee 151:19 152:7

meaning 120:14

means 37:7 102:1 129:18 147:6 162:17,18 164:18

meant 12:22 37:5 39:14 54:19 56:13 156:18,19,20

medicine 51:16,18, 21,22 76:11 165:18

meet 28:21 44:13 55:16

meeting 8:16,19 9:20,23,24 10:3,7, 20,21 11:25 12:1,2, 4,5 19:16 20:5 26:11,21 29:24 30:3, 15 31:4 36:10,15,19 40:7,9,10,11,16 41:7,24 43:9 44:9, 12,13,14,15,19 45:5, 7,13,20 46:20 47:4, 7,17,22 50:12 53:18 55:5 56:12,22 57:11, 14,17,21 58:2,3,20, 23 59:5,24 60:10,17 64:19 66:18,20 77:9 99:19 100:3,13 101:7,8 126:17 135:1,16 136:6,11, 12,13,15,18 137:12, 23 143:15 145:8 149:17 151:20,21 156:6,8 159:6,10,13 160:4,10,14,16,22

meetings 14:25 15:1,2,5,7,8,13 16:4, 12,14,16,20 17:6,13, 16,17 18:6 25:4,9, 16,19,23 27:21 28:24,25 29:13,17 57:13 58:4 72:19 85:5 100:18 102:3 126:13,14,21 137:11

Megan 16:9

member 82:22 83:18 105:1 152:21

members 27:22 28:1,7,9 30:25 84:23 126:22 153:23

memory 32:3 97:2 111:16 136:14

mentality 90:1

mention 46:10 68:19 128:24

mentioned 48:20 49:22 142:22

Merck 13:17 16:5 19:13 24:4,19,22 25:7,12 28:4 40:2,23 41:9,25 44:20 48:20 50:14 55:22 57:4 59:21 60:3,13 76:9 93:16 94:25 101:3 108:6 109:12 117:19 121:22 125:22 153:16 160:25 161:14 163:3

Merck's 16:7 24:12 49:4,12 125:16 151:16

met 28:22 44:4,7,9, 14 57:16

metrics 103:15

Michelle 148:25

mid-year 109:9 115:12

middle 150:22

Mike 151:19 152:3, 7,15

million 9:16 19:9,11 37:4,22,23 38:9 39:6,18,23 40:3 51:3 63:15 66:9,25 71:23, 25 72:6 74:6,7 75:8, 14 76:3,4,8,13,14,17, 22,25 77:1,14,17,21 78:1,22,24 79:3,13, 20,21 86:3 94:14 95:18,23 96:6,10,13, 20,22,25 97:1,2,15, 16 98:16,17,18,19 107:25 109:4 110:6, 11,17 111:10 123:11,13,15,19 125:6 128:6,11,13, 14 129:5,20 130:4,7 131:4,24 133:12,13, 19,22 134:1,7 135:4, 12,13 138:15,17,25 147:8,9 152:7 159:5, 15 160:18,24 161:7 164:6 166:5

mind 9:6 29:19 49:8 50:16 52:7 85:22,23 90:23 93:23 117:11 118:7 166:22

minute 42:22 74:12 77:23

minutes 30:2,16 31:3 32:22 36:9 37:17

misconduct 119:16, 18 120:2

missed 147:25

misspelled 36:12

mistake 77:24

mistakes 118:9

Misty 44:6 151:17

Mitchell 8:19 9:19 10:1 12:7 44:7 71:18 129:7 132:14 137:22 139:10 141:5 143:3, 20,24 148:1 150:10 151:17

MITZ 5:13 9:4,5 14:19,20 20:13 21:17 30:19,22,23 34:12 36:4 60:20 61:3 63:5 71:8 73:3, 4 74:11,14 78:15,17 93:20 97:9 98:1 100:6,23 106:21 158:19 167:15,18,24

model 103:9,21,24 104:18 105:5

money 39:22 159:9

Investigative Hearing
CLARK, TRACY

73:17 74:1,2,15,19, 21 75:1,2,17 76:25 78:8 79:1 80:9,10,18 81:1,4 82:2 83:4,5 91:15,17 98:22 99:3, 6 103:17,19 104:1, 16,21,24 106:11,13, 14,18 107:11 113:1 114:9 123:5,10 129:24 134:9,19,20 159:23,24 165:17

monies 126:15

month 97:19 139:15

monthly 28:22

months 14:2,3 88:2 131:6 149:22

morning 143:15

mouth 13:6 134:21

move 35:20 99:8 161:2

moved 69:21 85:21 144:5

multiple 11:24 17:7 19:2 27:18 54:23 66:7 68:17 79:8 88:11,12 125:25 134:15

N

named 48:8

names 15:2 46:18

nature 47:17 117:8

nauseam 88:3

necessarily 31:22 43:3 109:8 113:4

needed 17:14 27:17 76:1 100:20 106:13 114:9 122:3 128:17

negotiation 17:24

nice 33:17 47:4 48:17

nodding 6:10

Noel 51:2,14 165:3 166:17

non-appropriated 162:9

non-payroll 104:13

non-state 30:13

nonrecurring 106:14

normal 50:2 54:3

notation 162:14

note 48:7 121:25

notes 7:4,7,15 99:16, 19,24 100:1

noticed 161:20

notion 80:9,14

November 101:4 132:18 143:24 145:7

number 39:9 77:21 88:23 94:23 99:9 108:9 111:2 113:9 130:24 131:4 132:13,20,24 133:3, 9,24 134:6 147:5

Orange Legal
800-275-7991

numbers 84:5 122:21 133:14 138:22

numerous 18:22

nursing 73:19

nutrition 48:12,15

O

oath 5:10

OB 122:17

object 49:1

occasion 47:25 91:7

occasions 55:15,16

occupied 104:10

occur 26:2 40:12 46:11 63:25

occurred 8:16 19:15 29:8 36:10,14 48:9 56:17 89:19 110:7 112:20 156:22

occurring 23:1

October 66:9 110:3 139:24,25 141:19 143:3,20

offering 74:15

office 8:7 9:14 12:6 14:1 15:12 21:14 28:7,10 33:14 41:7,8 50:13 54:5 58:13 62:8 68:17 72:1,5,11 73:22 80:24 81:24 82:1,4 83:17 87:21 88:4 92:10,14 114:8 115:3 116:5 121:6 127:2 128:22 129:25 130:2,14,15 154:7 165:4,13,15 166:9, 22

officer 23:25 27:25 127:17

officers 21:11

offices 79:16

officials 108:7

oftentimes 35:5 40:14 62:5

okayed 42:15

Omli 51:19

once-a-year 115:16

one-on-one 152:23

open 77:24 151:22

operate 25:25

operated 117:5

operating 59:13 65:19,22 101:14 117:18 122:12

operations 15:1

opinion 10:17 11:11 13:1 54:20 136:3

opportunity 6:1 7:3 64:1 130:10 155:21 168:2,8

opposed 35:12 105:16

optics 79:6 98:23

option 79:20 119:13

options 50:5 58:21 79:8,12 110:19

orange 106:15

order 45:18 63:9 151:3

ordinarily 60:6

oriented 108:19

originally 75:4 108:18 133:11

outlay 86:8 124:7

Outstanding 120:7

overcorrected 132:14 139:14,22

overcorrection 131:9,13 132:18,19

overcorrections 132:16 149:14

Owens 143:5

ownership 23:20,22

P

p.m. 94:9 101:4 168:17

package 83:15 124:4

packages 83:10

packet 9:2 20:14,24 29:20 50:17 55:19 119:17

pages 20:11

paper 6:3

papers 120:1

paragraph 32:12 34:4,6 36:11

paraphrasing 50:9

parens 37:4

PARKER 20:16

parking 131:23

part 9:22 14:6,8,9 54:15 69:3 73:18 74:25 78:25 102:10 122:16,23 132:3,5,6 139:17

participate 126:13

participated 14:24 142:9 155:6 156:7

participation 126:21

parts 131:14

pass-through 166:22

past 88:24 94:18 122:14

pause 68:21

pay 74:3 75:2 104:9, 11,12,14

paying 121:22

Pcard 154:12

PECO 30:11 92:7 111:3 164:5

peers 149:15

pending 152:5

people 6:2 25:6,7,25 28:6 35:18 43:15 44:21 46:16 51:22 61:22 62:6 67:13 87:6,8,16 88:11,12 102:12 116:2 118:4, 16,17,23 121:4,6 153:6,10 154:10,11, 12,14,16

percent 132:7

percentage 106:3

performance 66:4 82:9 84:9 101:8 103:15 104:2 105:3 120:4

performing 37:12

period 14:21 36:1 82:2 110:16 130:3 133:5

periods 142:1

permissible 120:15 125:9 141:12 142:11 149:24

person 145:23 165:15

personnel 15:4,5

perspective 112:6

phase 95:22 96:5 97:17 98:5,6,10,15, 16,19 99:5

philosophy 26:11, 15,21

phone 51:8 99:21 100:10 133:19 135:13

phonetic 16:9

photonics 79:6 98:23

phrase 37:8

phrased 12:22,23,25

picked 115:6 147:3

picture 61:22 101:22 116:11

piece 81:2

pieces 112:10 113:5

pin 12:21

place 14:5 52:21 131:5

places 92:25 93:1

plan 31:4 32:16,22 33:6,11 35:3,24 36:17 37:18 57:16 65:6,8,12,19,22,24 66:5 67:9 68:7,14 81:22 82:11,12 83:3 99:13 104:20,25 105:1,12 112:22 117:16 132:3 146:24 149:19 161:3,21 163:3

planned 65:7 147:15

planning 13:12 114:8

plans 18:23 121:25 132:8 146:25 147:1 155:11

played 48:14 101:25

PO&M 91:17 163:17

point 10:18,21 35:25 39:3 49:19,22 55:12 69:23 73:15 74:21 109:18 111:23 115:25 117:13 133:25 148:13 158:9

police 17:25 21:11

policies 87:1 88:8 89:4

policy 48:3

poor 154:12

popped 39:24

portion 32:12

portrayed 119:23

position 13:11 22:4 23:13 83:1 146:15

positions 83:21 84:13

possibly 40:24 46:15 77:12 125:23 150:14

post-audit 125:8 128:1

potential 35:2,13 39:15

practice 54:3 81:20

praising 45:7

precipitated 51:11

precisely 146:12 149:25

predecessor 108:18 123:7

predecessor's 124:4

predetermination 119:14

prefer 147:13

preliminary 92:23

preparatory 93:5

prepare 62:3,13,16 92:24 160:10

prepared 18:13 30:2 40:9 62:5 95:6 158:23 160:3 168:14

preparing 40:15 158:17

presence 40:23,24 43:7,20

present 8:20 43:10 45:1,2 59:15,16 72:1 92:24 123:25 136:12,14 141:8 146:25 147:1

presentation 128:5 129:8

presentations 53:14 128:2

presented 16:11 18:6 19:24 20:3 22:12 26:21 31:21 32:8 33:15 59:13 71:22,25

presenting 59:12 72:7

president 13:13 20:1 27:24 40:24 44:24 72:13 81:23 87:5,7 88:14 107:20, 23 108:21 109:7,13, 22 127:20 129:18 140:16 143:5 153:17

president's 8:7 58:12 72:1,10 128:22 129:19

presidents 133:1

press 119:21

pressure 135:24 146:23

pretty 80:9

previous 162:12

previously 30:7 95:24

Price 148:23

Pricewaterhouse 145:23 148:24 149:6

prior 14:12 15:3 33:4,7,9 38:8 51:4 57:7 86:5 120:3 142:1 144:18

priorities 32:6 36:3 76:7

prioritization 27:17

prioritize 29:7

priority 37:8

private 90:16

privy 72:20

problem 31:18 118:5

problems 145:5

procedures 26:5

proceeding 42:1

process 16:24 21:6 27:10,16 31:23 32:18 75:7 76:8 78:23 87:19 104:22 107:16 122:17 166:23

processed 107:23 165:13

processes 25:19 26:1,5

produce 11:10 15:14 42:7 44:11 47:21 156:12

produced 12:6 17:5,

Investigative Hearing
CLARK, TRACY

Orange Legal
800-275-7991

8 41:14,20 61:18

program 163:24

programmed 66:11

programs 105:16

project 18:16 20:7 22:19 29:12 35:2,13 40:20 41:19,21 49:17,18 55:6 60:4 64:11 75:4 76:22 77:2,15 79:25 84:1 93:8 98:21 110:5 111:17 112:7 113:6, 18,19,23 126:3 146:4 153:3 159:3

projects 9:14,19 10:9,16 11:14,15,24 12:9 17:12 19:2 23:8 31:16,25 38:17,20 39:6,24 41:11,12,17, 22,23 57:14 62:19, 24,25 63:24 65:3 66:10 71:22 76:18 77:6 95:7,9 99:12 106:9,13 109:2,5 112:21 113:7,18,19 125:7 126:24 129:5 132:15 138:18 144:18 146:9,21 148:12 151:13 159:14,16 160:2

promote 106:5,6

prompted 53:11 64:3 167:2

proper 68:21,25

prosthetics 84:16

provide 14:12 28:12 72:9 74:3 75:2 86:21 101:13 106:6 139:20 144:23

provided 63:8 90:11 95:3 167:22

providing 144:15

provost 13:12 15:3, 5,12,15 16:5,7,18,19 18:8 19:13,17 22:10 23:13,19 24:3,6 28:15 37:25 40:2,8, 23 41:1 42:9,18 43:7 47:25 61:6 73:17,25 74:15,16 83:3,4 84:25 107:20 108:20 109:6,21 133:20 134:4 161:13 165:15,25 166:9,21 167:6,8

provost's 14:1 68:10,17 73:22 80:24 81:24 82:1,4 83:16 165:4,12

provosts 102:4 109:13 153:17

public 24:10 102:19 134:11

published 163:25

Purdue 15:25 27:14

purpose 9:23,24 38:15,17,25 44:18, 22 82:6

purposely 84:21 124:16

purposes 109:5 121:16 168:10

pursuit 105:15

purview 40:1

pushed 128:19,21

put 13:6 14:5 17:14 20:21 68:14 72:3 77:1,4 79:9 84:11 89:3 93:9 103:14 108:1 110:18 119:8 121:3 123:8 134:1,9 139:1 141:16 143:2 150:21 161:21 162:25 163:12

puts 146:15 149:14

putting 62:8 67:11 135:24

Q

quality 33:14 61:17 118:22

quarterly 59:17

question 6:18 10:11 11:12,21 12:13 14:18 24:12,18,21 25:10 34:3,7 38:11 59:21 64:5 92:13 121:13 127:2 129:17 136:5 165:4,14 166:1,22 167:1,8 168:5

questionable 128:4

questioned 85:19 128:11,12

questioning 11:16, 17 13:3 42:23 136:16

questions 6:5 7:23, 24 8:6,11,12 10:22 15:15 18:9 22:2,3,5 30:8 38:21 41:16 44:16 46:8 48:5 53:4 56:19,25 57:8 61:25 63:24 64:6 90:15,20, 22,24 106:22 119:7 125:12 126:12 129:11 135:21 141:8,12 142:20,25 143:6,7,9,14 144:4 146:4 151:22 153:1 157:15,16 158:23 162:3 167:21

quick 93:22

quickly 84:18

quiet 46:5

R

raise 5:1 18:1 46:8 99:6 125:11 127:2,4 159:4

raised 134:7

ran 115:4

range 81:21

ranged 79:12

rarely 41:8

ratio 82:14 105:14, 25

ratios 105:16

reach 13:6 45:8,16

reacting 129:9,10

reaction 85:16 102:22

read 30:5 34:6 48:18 50:23 52:13 55:8,9 144:13

reading 31:2 60:18 168:10

ready 6:20 50:20 160:4

real 63:10 88:17 91:22 93:22

realistic 34:25 35:11,22

reallocate 75:18 76:1,3

reasked 6:17

reason 52:5 82:8 84:6

reasons 140:2,6,9

recall 7:18,23 9:13 16:2 19:23 20:3,5 22:1 29:10,14 30:5, 24 31:11 32:21,22 39:13,21 41:10 42:11,17,18,20 43:2, 12,14,15 44:24 45:3, 18 51:6 52:2,3 55:4, 7 56:18 57:10,17,24 59:5 73:16 78:4 79:11 82:3 93:7 100:7,9,10 122:2 129:13 137:6 158:25 159:6

recalled 42:21 43:24 44:10

receive 126:4

received 40:17 53:25 54:1 57:8 71:16 74:21 81:11 98:3 103:7 104:3 105:4

receiving 21:22 53:10 82:10 84:9 125:23

recently 79:13 129:16 163:17

recertified 151:14

recipient 166:9

recognize 9:9 30:1,2 71:13 94:1

recollect 58:3

recollection 10:5 29:15 36:13,18 41:6, 9 43:9,21 51:23 52:15,23,24 53:15 56:5 58:18,23 59:4 60:17 72:10 121:18 137:10

recollections 58:4

recommendation 93:10

recommended 26:20

record 6:23 137:21 155:9 168:3,8

recordings 58:7

recurring 39:22 82:21,24 83:5,20 106:13,18

reduce 105:13 133:3

reducing 106:10

refer 54:6

referencing 32:19, 20 34:9 64:3 161:4

referendum 88:25

referred 9:21 54:8 55:5

referring 36:21,22 99:5 101:6 138:5 156:14 158:4

reflected 22:13 30:16

reflecting 94:18

reforms 88:7

refresher 5:20

refunding 163:3

regard 45:18 61:21 106:2 107:5 140:15 141:9

regs 90:5

Investigative Hearing
CLARK, TRACY

Orange Legal
800-275-7991

ORANGE LEGAL

Orange Legal
800-275-7991

regularly 16:3 92:6

regulation 19:18 48:19 49:3,4,7,9,10 51:25 119:18 120:20 121:9 122:6 124:16, 20

regulations 86:12 116:19 121:1,8 124:12

reimbursed 139:14

reimbursements 132:12

relate 49:11

related 21:15 95:25 147:11

relations 134:11 143:5

relationship 91:25 92:3

released 147:22

relevant 107:3 154:16

remainder 93:21 94:14

remains 118:7

remember 9:11 47:21 50:22,23 52:12 80:3,4 122:5, 9,24 129:3 157:11 166:24

remodel 69:5

remove 133:13

renovated 86:5 111:22,24,25

renovation 18:19 19:6 29:11 39:25 42:4 49:19,20 58:22 68:20 85:24,25 86:3, 20 87:20 110:6,18, 21,25 111:1,3,5,8,11, 12,17,18 112:1,7 152:18 159:4

renovation/ maintenance 86:17

renovations 91:8 130:6 152:6,21

reorganization 13:25 14:1,5,7,8 52:21

reorganized 89:2

rephrase 6:18

rephrased 6:17

replacement 42:5 49:20

replacements 138:21

replenish 73:6 81:15

replenishment 73:11

report 13:16,18 20:6 44:21 55:8 57:20 61:16 83:25 107:6 108:5,10 116:15 117:20,25 121:3 122:13 129:4 131:21 132:17 139:19 140:5,10,18 147:12, 15,17,22

reported 13:17 83:24

reporter 5:1,4 6:8 168:4,13

reporting 13:23 14:6,8 62:11 68:10 129:2 160:9

reports 44:5,8 59:17

representation 27:7

representative 27:23,24

represented 21:5 27:19 38:8

repurposed 69:23

reputations 118:1

request 18:1 25:11 75:5,7,8,15 107:22 141:18 165:12 167:18

requested 143:9 144:25 167:19 168:14

requests 17:25 25:5 75:6 76:6 103:8

require 18:3

required 19:25

requiring 147:14

research 51:24 67:1, 9,12,15 68:16 76:10, 16,21 77:4 84:12 102:6 105:19,20,21, 22 106:5 107:23

researcher's 69:18

researchers 67:11 76:15

researching 152:17

reserve 16:19 17:7 40:1 96:19,21 107:13 110:5 114:13 132:7 159:21,23

reserves 39:15,16,17 83:23 85:10

reshapings 88:24

resign 119:13

resigned 44:6 119:12,16,19,22,24

resource 18:3 19:9 26:3,15,16 27:8 63:19 68:2

resources 26:17,19 65:2 90:18 96:8,23 97:17 160:1

respect 125:6 129:5 153:9

respected 48:25 117:17

respond 42:10 146:13

responded 53:2 166:14,17

responding 42:11

response 6:15 7:25 50:3,4 53:11 72:8 91:23 145:3 151:25 166:11,18

responsibilities 104:8,15

responsibility 46:5 87:8,14 102:24 107:8 117:4

responsible 23:14

responsive 12:12

rest 12:8 104:5 137:15

restate 22:15

restricted 132:5

restrictions 45:23 140:21

result 42:1 43:19 93:15 126:20 135:21

results 93:1

resurrected 25:23

retain 122:3

retained 44:3

retreat 35:25

revenues 81:24

reversal 138:21

reversals 147:7

reverse 10:13 130:18,21 132:19 135:10 138:16 147:11 149:13

reversing 139:17

review 7:3,6,15 18:7 32:13 38:5 39:11,14 52:10 71:11 101:8 121:5 168:1

reviewed 16:11,13 58:3 86:14

Robert 148:25 149:2,5

ROI 74:2

role 101:25

roll 54:8

rolled 57:6

rolling 17:7

Ronnie 52:16,22 165:5 166:7,12,18 167:3

room 135:3 137:1,3, 5,7,8

rows 38:23

Rubottom 9:3 20:14,17,23 34:9,13, 17,20 57:10,21 58:1, 12,15,18 59:2,7,23 60:2,6,9,12,16,23 61:1 63:2,6,21 64:4, 8,16,21,23 65:3,11, 15,25 66:8,15,19,24 67:19 68:3,18 69:19 70:14 71:2,6 72:12, 17,20,23,25 74:9 77:3,8,13,18,20,23 78:5,9,13,18,22 79:2,24 80:6,13,20, 22 81:6,21 82:6,19 83:20,23 84:3,19 85:1,9,12,25 86:7, 14,21,24 87:4,23 88:1,6,23 89:9,13, 21,25 90:4,7,19,24 91:3,6,12,14,19,22 92:1,4,6,9,16,19,23 93:7,14,18 96:13,16, 19,24 97:4,7,10,19, 23 99:24 100:5,16, 21 102:18,22 104:7 105:13 106:7,20,23 108:24 109:9 110:14 111:7 112:3,11,18 113:1,10,14 114:12, 16,20,24 115:7 118:3 120:6 121:13, 21 122:25 123:4 124:6,10 135:20 136:5,9,16,24 137:3, 5,7,9,14 139:24 141:18 143:8 147:25 148:4,7,22 149:2,5,8 150:9 151:23 155:10,14,16 156:3, 7,10 157:4,7,14,23 158:1,18,25 160:6, 13,20 161:9,17,25 162:2,19,24 163:2,8, 11,20,23 164:4,14, 18,21,24 165:2,7,11, 21,24 166:7,13,16, 18,21 167:4,10,13, 16,25 168:12,16

rule 124:16,19 127:9,10

Orange Legal 800-275-7991

rules 5:22 10:13,19 87:9,22 88:15,18 116:18,21 124:12 142:3,5,7 144:6,20 145:14 148:9,16 151:11 152:22,23

run 29:20 100:20

running 29:3 31:19 32:24

S

Safety 9:15 28:8

salaries 95:13

sat 56:6,7,19 91:4 152:1 159:21

satisfied 125:17

save 123:5 137:15

schedule 17:14 42:6 100:14

schedules 112:8

scholarly 105:15

scholarship 133:22 134:7,9

scholarships 134:14

school 89:5 142:4

schools 139:12

Scott 8:14 9:19 10:22 12:6,18 126:17,21 135:17,21 136:11 137:23 138:14 143:4,12 153:20

screen 63:2

search 114:25

searching 83:8

Seay 63:8 149:8,11 150:20

secondary 67:21

secretary 99:20 151:16

section 133:24 134:3

secured 37:23 38:2, 19

selected 76:8

self-find 130:7

self-report 130:11, 15

send 51:24 123:21 143:9 147:15,16 148:5 152:8 167:2

sending 141:22 143:7,13

senior 27:23,25 108:12 117:2,6 153:6

seniority 48:25

sense 24:3,6 35:25 36:6 60:16 61:4 80:21 84:5 111:7 163:2

sentence 34:6 37:3

separate 11:16 80:25 112:9 113:8, 13

separated 112:11 113:4

September 8:17 34:10,11 37:16 40:7 78:9 130:11 131:18 135:17 138:14 151:24 152:1

sequence 32:13

service 45:9

services 102:7

set 36:9 41:4 73:23 110:24 118:14 123:5 146:19 151:11 166:5

severe 119:3

share 81:12 158:5

shared 12:8,9 72:5 143:10 151:16,17 167:6

sharing 61:8 72:4

she'd 166:1

Shepherd 44:6 151:17

shining 117:10

Shirley 143:17

shop 102:9

short 63:7 149:16

shortage 159:15

shortly 72:4

show 9:1 61:9 63:4 111:4 127:7

showed 22:18 41:21 57:24 59:6 81:24,25 95:6 115:18 138:20 159:14,16

showing 96:13 97:13

shown 115:10,12

shows 111:5 168:3

side 48:7 134:2 156:16

sign 21:6,8 22:7 88:14 158:17

signature 20:1

signatures 21:25

signed 108:12,20 109:6 112:17 155:20

signing 116:20 157:8 158:10

similar 15:25 27:14 137:9

similarly 142:11

simply 6:6

single 21:10 108:21

sit 5:25 9:21

sitting 56:19 85:8 133:10

situation 42:13 46:1 47:1 49:11 50:6,8 149:19 151:9

skill 118:14

skim 62:18

skip 40:5

slide 95:21

smart 26:18

Soileau 76:9,15

sold 74:20

solemnly 5:4

solicit 148:1 168:3

son 48:14

sort 10:13 26:12 27:8 29:5 31:12 32:4 45:24,25 53:7 74:3, 23 89:23 103:13 132:9

sorted 63:9

sorts 40:8,10

sound 23:15 26:16 42:22

sounded 158:20 165:16

sounds 46:2

source 22:18 23:2 38:19 39:7 53:8,16 55:6 56:23 81:4 92:2 162:12 163:10

sources 30:12,13 34:20 37:23 38:2,12, 23 40:19 41:12,17, 21,23 55:14 60:7 80:4 159:17 164:10

SPA 28:9

space 28:10 69:5 70:4 79:10,15,17

speak 6:9 46:25 47:13 87:13

SPEAKER 20:18

speaking 45:11 130:10

specific 11:3 12:16, 19 25:2 30:20 43:9, 21 56:14 59:3

specifically 120:20

specifications 69:18

specifics 43:12

speculating 100:4

speed 117:14 158:12

spend 56:1 79:24

80:2 123:6 133:6

spending 91:15 123:10 126:15

spent 21:2 53:24 54:1 61:13 62:9 78:19 82:23 121:16 122:22 123:12 133:9 138:24 158:14

split 76:12

spoke 47:5 66:2

sponsor 28:4,16,17

spreadsheet 62:2,4

Sprint 74:22

square 86:19

staff 15:13 16:5,7,8 28:5,6,7,8,11 33:7 52:17,22 85:6 86:25 90:9 107:16 153:22, 24

stage 41:4

stand 24:7

standard 111:22 116:16

standing 146:2

staple 16:15

star 117:10

start 6:20 8:5 13:20, 22 14:6 29:6 36:1 61:22 65:21 82:23 83:7,10 122:12

started 10:18,20,22 13:24 14:2,22,24 15:2,8,17 27:16 33:23 35:15,23 42:23 43:24 49:18 61:6 65:18 67:4 78:14 79:6 81:15 86:10 88:20 102:1 104:17 112:8,9 122:4 133:2,4,6 158:19

starts 37:3 77:25

startup 83:15 84:22 85:7 106:16

state 6:22 8:8 30:12 54:24 83:6 90:5

ORANGE LEGAL

Orange Legal
800-275-7991

103:18,23 104:2 134:19 139:12

stated 43:16 45:5

statement 7:19 24:14,16 32:15 40:22 42:10,11

statements 24:10,11 102:19,23

status 39:14

statute 124:20

statutes 89:3 90:5

statutory 86:8 89:10 132:6,9 152:8

stay 85:13

stayed 42:24 115:18

steps 149:20

Steven 51:19

stipends 108:1

stop 60:19 61:2 142:8

stopped 14:19 46:24

story 149:16

straightened 147:19,20

strategic 76:7 117:16

strict 105:10

stricter 148:15

strong 47:8 117:12, 14

strongly 37:13 108:4

student 76:20 102:6 103:10 121:6

student/faculty 82:14

students 134:13,21

studying 100:2

stuff 13:10 38:11 60:21

subdivided 58:21

subject 69:23 135:2

submission 122:13 162:6,12

submit 122:15

submitted 75:6,8 122:16 123:18 139:18 163:14

succeed 11:6

success 76:20

successful 84:8

suggested 46:10

summaries 62:5 116:10

Investigative Hearing
CLARK, TRACY

summarizing 145:20

summary 152:16

superiors 124:25 125:3

supervising 117:24

supervision 117:5

supervisor 8:6

support 15:4,13 16:7,8 28:4,5,6,7,8, 10 83:21 106:6 107:15 134:12

supported 37:5,6 101:24

supporter 62:17

supporting 101:25

surplus 114:18

surprise 163:11

surrounding 36:19

SUS 139:12 146:17 149:15

swayed 45:2

swear 5:4

swept 132:25 133:15

switch 135:16

sworn 5:10

system 46:9 71:3 142:5

systemic 88:24

systemwide 68:24 114:25

T

tab 9:3,4 20:25 29:20,22 34:12 36:8 37:15 52:7 71:10 93:23 94:23 99:9 100:24

tables 70:11

Taft 149:2

takes 83:13 117:2

taking 6:8 9:6 104:21 157:24

talk 8:24 13:19 14:21 15:24 44:22 45:22 47:5 53:14,22 63:12 64:8 71:19 152:22,25 159:1 163:20

talked 25:23 50:12 53:12 56:15 58:22 65:17 71:20,24 109:3,19 160:16,18 161:9

talking 10:9 37:10 40:4 41:5 42:3 54:4 57:17 60:1,7 62:25 78:12 85:6 88:3,21 95:11,23 96:10 97:18 101:1,12 113:15 122:19 139:21 150:24 151:20

Orange Legal
800-275-7991

talks 108:7

Tallahassee 45:25 46:11,13

Tant 8:22 10:1 15:11 46:25 54:5 71:18 94:8

tapes 57:12 58:2,13

task 29:5

tasked 73:5

tasks 31:12

taught 123:7

TCH 125:17

teach 61:9

teacher 61:20

teaching 105:24

team 41:14 44:23 61:18 62:3 97:25 118:22 141:7

telling 45:8 99:20 146:22 147:16 148:14

tells 64:25 143:12,13 158:8

ten 22:20 156:4

ten-day 133:5

ten-year 82:25 141:25

tend 69:21 105:22

tenure 82:18 105:18, 21,25 106:2

tenure-track 82:13

term 44:1 54:18 70:7

terminated 120:1,2

termination 119:15

terminology 130:20

terms 14:23 55:19 152:10

testified 5:10

testimony 5:5 109:2

thing 8:4 25:15,18 45:11 49:1 55:20 69:4 77:25 78:16 81:7,18 101:23 150:3 151:4 167:18

things 26:9 33:16 35:16 40:8 47:7 48:18 61:17,19 65:17 69:21 70:1,2, 5,12 84:25 86:22 91:14 92:7 107:6 108:20 116:16 117:1 122:23 129:16 138:1 140:15,17 147:21 152:4

thinking 69:24 99:4

thinks 152:21

thought 10:16 32:6, 7 61:16 70:24 80:16 117:7 125:18 131:8, 10 134:10 137:16 142:5 155:5

thoughts 31:24

three-page 20:10

three-pager 20:18

threshold 152:7

ticket 133:9

tie 116:11 158:3,6

tied 123:20 147:14

tight 24:14

Tim 144:10 146:12 151:18,25 152:2,3

time 5:17 8:3 9:17 10:4,14,19 14:22,24 15:11 16:8 20:3 21:3 22:9 23:6 31:21 33:3 36:1 39:3 40:11 49:19 52:1,8,16 55:4 56:1 61:13 62:9 66:6,20 77:24 82:2 89:19 91:15 109:18 110:22 122:6 124:15 125:2 137:17 144:23 146:2,23 148:11 152:10 155:21 157:11,12 158:10 160:9,23 162:11

timeframe 109:14 152:1 159:1 168:1

timeline 147:3

timely 63:11

times 7:9,16 22:11, 17 43:14 53:3 56:3 59:7 70:17 126:1 162:8,9

timing 156:21

Tina 166:13 167:2

Tina's 166:11,18

title 51:15 111:14 127:19,23

titled 151:22

today 5:21,23 107:1 144:25

today's 168:14

told 6:11 7:12 11:11 12:16,18 43:13,18, 24 48:23 119:16,22 122:2 125:17 133:7 141:13,16 145:19 146:16 150:19,21,25 151:7 158:3 160:25

tomorrow's 159:12

top 95:21 99:5

top-notch 84:14

topic 17:13 45:19 54:23,24 55:2

total 37:24 39:1 68:7 78:19 102:10 110:21 123:18,21 138:20

totaled 35:6

totally 85:22 92:25 93:1 111:17 118:25 129:15

touched 100:25

track 16:17 82:18 98:2,3 105:19,21,25 106:2

tracking 16:16,23

Tracy 5:9 6:24 20:23 63:7 107:25 141:6

train 86:24

trained 55:13 120:14

training 55:21,23 56:17 87:12,18 89:14

transactions 63:8 67:21

transcript 53:19 58:9,10 59:6

transcripts 57:23 58:13 168:14

transfer 63:13,15, 19,25 64:2 78:6 110:7 115:4,6

transferred 62:24 65:9 66:10 77:14 78:2 97:4,7,10,13 110:13 112:16 113:2

transfers 23:1 63:13 91:17 108:23 109:4 114:13,17,25

transformations 89:6

treat 80:23

treated 69:7

Trevor 8:4 11:5,13, 16,19 18:18 19:7,12 22:13,19 29:11 37:19 42:3 48:21 49:11 53:17,21 85:17,21 95:17 96:3 126:9 131:13 138:7, 15 145:5 147:9,11 148:13 153:13 159:4 161:22 162:5 163:24

trick 6:4

true 7:13 85:13 127:16

trust 153:9

trustee 48:2 55:17 56:7,24

trustees 32:14 33:1, 8 48:1 53:15 54:17 55:1,9,13,24 56:6,9, 10,18 59:11 71:23 90:1 126:13 128:2,6, 10,13,17 129:3,9,21 130:9 132:3 149:20

truth 5:5,6

truthful 7:20

tuition 103:10,19,25 121:6,8

tune 75:14 81:13

turned 82:16

two- 20:9

two-page 20:11,12

two-pager 20:16

two-thirds 103:3

twos 156:20,24

type 22:22 26:2 86:17 91:23 101:8 142:25

types 25:25 87:1

U

UBC 77:9 78:3,11 79:20 80:16 92:21, 24 93:4,5,9,10,13 107:15,19 161:10

UCF 5:24 8:4,10 13:11,14 45:21 46:1, 12 54:4 63:14 64:11 84:7 91:20 102:13 108:16 119:8 124:13 125:7,22 126:3,15 128:1,2 134:1 139:13 144:14 146:19 149:13,14 152:11 153:3

UCF's 132:11

uh-huh 6:10 37:21 77:19

ultimate 29:8

ultimately 22:7 151:17

uncomfortable 135:23

uncommon 25:10

underlined 149:13

underlying 167:1,8

underneath 53:10

understand 30:14 33:22 42:23 48:17 49:10 62:2 65:25 68:23 78:13 87:5,9, 19,23 88:5 90:17,18 105:20 106:1 107:2 108:13 116:3,10,17, 18 122:25 127:18,21 146:15 162:7 163:16

understandable 61:19

understanding 15:18,21 23:13 35:1 38:1 69:12 70:22 115:1 116:20 118:6 144:5,16,22 158:24

understated 116:13

understood 62:4,7 70:7 85:2 106:10 146:16

unfunded 95:6

UNIDENTIFIED 20:18

union 17:24

unit 53:6 75:25 96:8, 23 97:16 113:20 114:22

unit-funded 115:10

units 26:14,17 27:8 67:8,11,17 68:8,17 75:5,19,20,22 76:4 114:23 115:22

universities 84:4 85:3 88:22 89:4 122:18 123:25 132:2 139:13 142:10,16 146:24

university 13:20 15:16,19,22,23 17:21,22 18:2 21:16 23:24 24:13 25:22 26:5,12,14,22 27:6,8 29:16 35:12 37:9,11 39:18,19 48:4 53:7, 25 54:15,24 55:1 56:16 65:23 66:19, 21 67:3,6 74:4,7,20, 24 75:5,6,10,12,16, 19 76:5 79:4 82:10 86:22 88:7 89:20 90:14 101:21 102:6, 11 103:4,7,16,23,25 104:4,23 105:2 107:11 108:7 116:12 118:11,17,19,21,23 124:24 126:18 127:8,11,17 129:1 132:24 133:16 138:3 143:5 146:8 149:23 151:20 161:15 164:6,7,10

university's 21:20 23:14,20,23 29:6 36:3 55:17 104:5 117:16

university-wide 26:6,7 89:15

unrealistic 35:7

unreasonable 35:8

unspent 57:7

unusual 134:14

upset 10:25 13:2,4,5 46:25 47:1

utilities 104:12

utilized 144:17

V

Vanessa 122:4,9

vein 49:14

verbal 72:25

version 49:2

versions 18:22 63:7

versus 13:7

vice 13:13 27:24 81:23 102:4 107:23 132:25 143:5

Vikki 143:16

violate 124:16

violation 45:22

voice 27:10 49:16 149:18

volunteer 11:23 148:2

volunteered 148:3

vote 135:4

VP 76:10 107:21 135:1

VPS 26:13 107:17 135:1,3,6

W

wait 42:22 74:11 77:23 147:13

Investigative Hearing
CLARK, TRACY
800-275-7991

waiting 139:23

waive 168:1

Waldrop 153:17

walk 61:22

walls 69:25 70:4,5, 10

wanted 24:8 25:15 26:1 36:13 37:8 45:17,20,22 47:1,13 61:15 62:13 72:1 73:25 74:11,25 76:1 79:22 81:9 84:17 98:24 99:21 100:11 117:22 132:19 134:12 141:8 151:9

wanting 44:25

waving 119:17

ways 133:6

website 58:7

weeds 146:3

week 15:9 143:23 145:8 159:10 161:5

weeks 15:10 63:9 94:19 157:19

weird 122:20

well-run 107:16

whatsoever 127:4

Whit 21:7

Whittaker 12:9,23 13:17,19 15:6,8 19:10,18 21:3 22:9, 17 24:4,7 25:6,10 26:4,10,20 27:13 28:3,15 35:10 37:3, 25 40:8 41:1,10 42:9,18 43:18,23 44:24 47:25 61:7 62:17 64:19 65:17, 25 67:10 68:8 72:16 73:17 74:15 80:8 93:16,17 94:4,25 95:5 101:20 102:13, 18 106:8 116:5 127:16 135:14,22 136:25 138:13 140:3,20 153:18 155:11,18 159:1 161:12,14

Whittaker's 12:16 25:20 40:23 43:7 52:17 94:18 99:14 117:9 136:17

widely 126:2 138:2 153:22

windfall 74:24

wise 103:20

withhold 40:18

words 6:3 10:23 11:3,18 12:19,20 13:6,7 46:7 56:14 70:19 105:15

work 13:25 28:13 32:5,9 35:17 47:25 73:13 87:10 89:23 101:13,19 102:2,3,9 111:19 118:21 124:7 152:9

worked 15:25 26:4, 23 47:2,13,24 48:2 62:6 67:10 68:6 76:11 109:22 118:13,15 119:8

working 15:8,17 27:12 61:6 65:18 67:4 68:9,10 79:7,11 92:6 108:15 115:20 118:17

works 111:11

world 54:15 87:17 90:16 120:8

worry 151:12

Wow 91:3

Wray 30:3

wrist 73:14

writes 152:15

written 146:8

wrong 6:5 23:12 80:16 118:2,12 119:2 125:3 131:6, 11 150:11,12,14,17, 18 151:11

wrote 145:20,22 150:6

Y

year 26:10 34:15 39:21,23 40:3 53:24 54:1,2 57:7 66:4 75:12,16,23,24 79:6 81:14 83:8,9 102:14, 15 103:22 108:21 110:1,7 115:14,21 119:11 120:4 123:11,14 126:18 147:14,17

year's 110:8 162:6

years 5:19 13:15 16:22 17:7 37:12 47:3 48:10,11 54:23 65:4 66:7 84:7 88:25 104:18 105:8 116:6 117:23 134:15 136:20 150:1 159:22

yeoman's 152:3

Investigative Hearing
CLARK, TRACY

Orange Legal
800-275-7991

In the Matter of:

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS

PRISCILLA KERNEK

February 12, 2019



www.OrangeLegal.com
800-275-7991

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA

IN RE:

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS.
_____/

DEPOSITION OF:	PRISCILLA LEE KERNEK
DATE:	TUESDAY, FEBRUARY 12, 2019
TIME:	9:39 A.M. - 1:48 P.M.
PLACE:	CHARLES M. GREENE, P.A. 55 EAST PINE STREET ORLANDO, FLORIDA 32801
STENOGRAPHICALLY REPORTED BY:	JAZZMIN A. MUSRATI, RPR

A P P E A R A N C E S:

CARINE L. MITZ, ESQUIRE - via telephone
OF: Florida House of Representatives
402 South Monroe Street
Tallahassee, Florida 32399
850.717.4881
carine.mitz@myfloridahouse.gov
APPEARING ON BEHALF OF THE HOUSE OF REPRESENTATIVES

DONALD J. RUBOTTOM, ESQUIRE - via telephone
OF: Florida House of Representatives
402 South Monroe Street
Tallahassee, Florida 32399
850.717.4881
APPEARING ON BEHALF OF THE HOUSE OF REPRESENTATIVES

CHARLES M. GREENE, ESQUIRE
OF: Charles M. Greene, P.A.
55 East Pine Street
Orlando, Florida 32801
407.648.1700
cmg@cmgpa.com
APPEARING ON BEHALF OF THE WITNESS

ALSO PRESENT:

Charles Parker - Legal Assistant

C O N T E N T S

TESTIMONY OF PRISCILLA LEE KERNEK

EXAMINATION 4
BY MS. MITZ AND MR. RUBOTTOM
EXAMINATION 158
BY MR. GREENE
CERTIFICATE OF OATH 185
CERTIFICATE OF REPORTER 186
ERRATA SHEET 187
READ AND SIGN LETTER 188

E X H I B I T S

EXHIBIT PAGE

Exhibit 1..... 40
University of Central Florida - Journal Entry Summary
Exhibit 2..... 57
Letter from Priscilla Kernek
Exhibit 3..... 77
Text Message Screenshot
Exhibit 4..... 94
University of Central Florida - Five-Year Capital Improvement Plan
Exhibit 5..... 102
5/20/2015 Meeting Invite
Exhibit 6..... 119
11/7/2016 Email String From Lee Kernek To Judith De Jesus. Subject: Please Print
Exhibit 7..... 184
UCF Facilities Projects Five-Year Internal Capital Plan
Exhibit 8..... 184
1/20/2015 Email String From Tracy Clark To Christina Tant. Subject: FW: Colbourn Hall

P R O C E E D I N G S

****

(Whereupon, the proceedings began at 9:39 a.m.)

THE COURT REPORTER: Raise your right hand, please.

Do you swear or affirm that the testimony you are about to give will be the truth, the whole truth and nothing but the truth?

THE WITNESS: Yes, I do.

Thereupon,

PRISCILLA LEE KERNEK,

having been first duly sworn or affirmed, was examined and testified as follows:

EXAMINATION

BY MS. MITZ:

Q. Ms. Kernek, have you ever given a deposition before?

A. Not that I recall.

Q. Okay. Let me just go over some ground rules with you.

First and foremost, we want you to be honest. You just have sworn to tell the truth. We ask that you be truthful in your responses.

For Madam Court Reporter, we need to be audible. So if you're going to answer a yes or no, we ask that

you say yes or no. And not uh-huh, uh-uh, because the court reporter can't take that down.

If you don't know the answer to something, that's a perfectly reasonable answer. If you don't remember, that's fine. If you're going to tell us something that you know only because someone else told you, I ask that you let us know that.

If you're going to be estimating anything or approximating anything, please let us know you're doing that.

And I am guilty of this: I have a tendency to speak fast. And I know court reporters hate that. So if that's a tendency that you have, I ask that you try to be conscious and speak slowly. And answer the question that's being asked. I know there's a lot of information, probably a lot more than we are going to cover today. There may be things that you feel are important for us to know.

I just ask that you answer the question that's being asked. We will give you an opportunity at the end to tell us anything else that may be important to our investigation.

Your attorney will probably have an opportunity to ask some questions. And we can always talk at another time to get that additional information.

Do you have any questions?

A. No. I think we're ready to go.

Q. Okay. Let's get started then.

State your name and spell your last name for the record.

A. My name is Priscilla Lee Kernek, K-E-R-N-E-K.

Q. And are you currently employed?

A. I am not.

Q. Okay. Where was the last place of employment?

A. I worked for the University of Central Florida from 2007 to January of this year.

Q. All right. And while you were employed by UCF, were you interviewed by the firm Bryan Cave concerning the use of E&G carry-forward funds for the renovation of Colbourn Hall and/or the construction of Trevor Colbourn Hall?

A. I was.

Q. And were you put under oath prior to that interview?

A. No.

Q. Okay. Despite that, were your responses honest and truthful?

A. They were.

Q. Okay. What was the last position that you held at UCF?

A. I was the associate vice president responsible for facilities and safety.

Q. And was that always the position that you held there?

A. It was.

Q. Okay. And what were your duties?

A. I oversaw several departments. And I will try to list them off.

Q. Okay.

A. Facilities planning and construction. Facilities operations and maintenance; sustainability and energy management; landscape and natural resources; sustainability and initiatives. And it's not actually sustainability and energy management; we changed that. It's now actually utilities and energy services. Environmental health and safety; quality management and improvement; resource management.

And for a time I also oversaw the UCF Police Department and emergency management.

Q. Okay. And in that position, who did you report to?

A. I reported to Bill Merck, who was the vice president for administration and finance and CFO.

Q. And how would you describe the relationship you had with him? Did you guys work well together?

A. I thought we worked well together.

Q. Okay. Did you work closely together?

A. We had a lot of autonomy. But, yes, I believe we worked closely together.

Q. Are you close to the speakerphone, by any chance?

A. Yes. Can you -- he's going to turn it, in case it will be better.

MR. GREENE: Is that better?

MR. RUBOTTOM: You were cutting off a little bit.

BY MS. MITZ:

Q. Okay. So have you kept in contact with Mr. Merck since you left UCF?

A. I have talked with him.

Q. Okay. And have you guys talked about this investigation?

A. We seldom talk about the investigation. I try to do a pulse to see how he's doing.

Q. Okay. When you did talk about the investigation, what was it that you guys discussed?

A. I think that we both feel we're in a wronged position. I know that I, personally, feel that I am in a wronged position. That I have been scapegoated because of others who are trying to save themselves.

Q. We'll definitely get to that this morning.

You didn't really talk about the facts so much as your feelings about what happened; is that correct?

A. That's correct.

Q. While you were employed at UCF were you -- did you work closely with either Tracy Clark or Christina Tant?

A. I didn't work closely with them or often with them. But, yes, I worked with them.

Q. Have you maintained contact with either of them since you left UCF?

A. Only to tell them I was sorry for them as well. Again, more about feelings.

We haven't really talked about matters related to the investigation.

Q. Okay. Under which president did you work?

A. I worked under John Hitt. And recently under Dale Whittaker.

Q. Okay. Can you describe the relationship that you had with President Hitt, if there was one.

What I am trying to understand is if you worked closely with him; if you only saw him in meetings; or if you had a better relationship, where you just could pick up the phone and call him. Can you kind of just set that scene for me?

A. Yeah. I really didn't have a close relationship

with him. I would sometimes be taken to meetings where he was present, or I had to present something to him. Other than that, we didn't speak often.

Q. Okay. Do you recall who his chief of staff was?

A. Early on his chief of staff was Beth Barnes. And it later became Rick Schell; his actual name is John Schell; he goes by Rick.

Q. And did you work closely with them?

A. I don't think I can say that I worked closely with them. We actually had to send materials through them, when they would go to the board of trustees. So I worked with them on those types of materials.

Q. And did either of those chiefs of staff that you just identified ever ask you questions about anything that you provided them?

A. Yes. They would edit documents that were sent forward, or they would ask questions about documents if they felt there may be editing needed.

Q. In the event that there was some editing done by either one of those chiefs of staff, would the document come back to you? Or would it go from the chief of staff to the board?

A. Sometimes I saw the edits come back; sometimes I did not.

Q. Okay. Can you describe President Hitt's mental

state during the last few years of the presidency; was he completely plugged in?

A. I don't know that I am in a position to answer that. I really wouldn't know.

Q. Okay. That's fair. Thank you for that.

Can you describe your relationship with President Whittaker, beginning when he came in as provost. Again, did you work closely with him?

A. I did not work closely with him. I had worked more closely with other provosts in the past. But I did not spend much time with him. The only time I was with him was when called forward to go over documents.

Q. Is there any particular reason why you worked more closely with other provosts and not Whittaker?

A. I don't know that answer.

Q. Okay. Who was -- did Provost Whittaker have a chief of staff, or did he only get a chief of staff when he became president?

A. Well, he formed a position and had a person by the name of Ronnie Korosec in that role, to act as the chief of staff, chief of operations for him.

Q. And did you communicate with her often?

A. Not often. But, yes, I did communicate with her more often.

Q. Okay. And then the same question I asked

concerning President Hitt, did you have to provide documents to her that would then go to Whittaker?

A. Yes. Or have conversations with her that would then be relayed to him.

Q. Do you recall what sort of documents?

A. We exchanged emails. She probably had documents that were related to space. When they were -- when they were redoing their office. She had documents related to Trevor Colbourn Hall that would have gone to him.

Q. Do you recall what those documents were?

A. Not offhand.

Q. Okay. Do you recall whether they would have had any information concerning the funding for the building?

A. I don't recall those kinds of documents going forward from my office to him. There would be something relating to the rising costs relating to the building.

Q. Okay. Let's move on to the trustees.

What was your working relationship with the board of trustees?

A. My normal working relationship with the trustees would be through my boss, and possibly through the chief of staff.

Q. When you say through them, do you mean that you would relay information to your boss and/or chief of staff who would then relay it to the board?

A. Yes. That was normally the case, unless I was giving a presentation. There were conversations where one of the trustees might want to talk to me about something. I always make sure that my boss was aware of those conversations.

Q. Okay. So would the same be true for Chair Marchena? Any communications would go through Mr. Merck or the chief of staff?

A. Or the president, normally. I do have -- I have had some conversations with him when my boss specifically asked me to call him or to meet with him.

Q. Do you recall what any of those discussions pertained to?

A. Some of the conversations pertained to delivery methods on how we were delivering a building. He expressed more than once that he was opposed to construction management at risk. He expressed his desire that we take on owner's authorized representatives. We did talk about Trevor Colbourn Hall, along with the architect, when we were trying to convince him that we needed to use a construction manager at risk for that facility.

Q. Okay. That discussion that you just described, is that what led to the -- your department being audited?

A. I don't know the answer to that.

Q. Okay. We'll get to that later.

All right. Did you see much of the interaction between Chair Marchena and the other trustees outside of board meetings?

A. No.

Q. Okay. Did you attend most, if not all, board meetings?

A. I attended most of the finance and facilities committee meetings. I often did not attend the full board meetings, unless there was something relevant to what I was doing in my area.

Q. When you attended the finance and facility meetings, was Mr. Marchena the chair of that committee?

A. He was the chair of finance and facilities for quite some time. And later became the chair and Alex Martins became the chair of finance and facilities.

Q. Okay. While Mr. Marchena was the chair of finance and facilities, did you have an opportunity to observe him in those meetings?

A. Yes.

Q. And would you be able to say whether he appeared to be prepared and knowledgeable of the matters that were coming before the committee?

A. Yes.

Q. Okay. Did he appear to be shy about asking questions?

A. No.

Q. Did he appear to be shy about voting against matters that he disagreed with or wasn't comfortable with?

A. No.

Q. Did you ever observe any interactions between Chair Marchena and President Hitt?

A. Only in meetings.

Q. Okay. And could you pick up anything from their interactions to describe what kind of relationship they had?

A. The interactions appeared to be professional.

Q. Okay. Same question for Chair Marchena's interactions with Mr. Whittaker, in both the capacity of provost and president; did you observe their interactions?

A. Again, only in meetings.

Q. Okay.

MR. RUBOTTOM: Lee, this is Don. I want to ask one follow up on Marchena's chairmanship.

BY MR. RUBOTTOM:

Q. Did he seem prepared for the meetings? Did he look at the agenda and ask "what's this about"?

A. He seemed prepared for the meetings. He was engaged in the meetings. He had packets ahead of time in order to be prepared for the meetings.

Q. Do you know if he got briefings from anybody on staff, like the chief of staff or Mr. Merck?

Did he ever ask for any briefing from you before leaving on one of the projects or anything?

A. I believe that Bill Merck did brief him often before the meetings.

Q. Do you believe that Mr. Merck briefed him about the sources of funds of these various projects that were planned, including Trevor Colbourn Hall?

A. I don't know that he did in separate meetings. But I do know that, regarding Trevor Colbourn Hall, Chair Marchena asked about the source of the funding for that. And he was told that it was carry-forward funds.

MR. RUBOTTOM: Right. Well, we'll get to those meetings. I think 2014 and 2015 there were discussions. But I will let Carine finish her questions. Thank you.

BY MS. MITZ:

Q. Okay. So I understand that at some point Chair Marchena did seek, I guess an audit is the best way to describe it, of facilities and safety.

Can you tell me a little bit about that, when it

occurred; how it came about?

A. Prior to that, I had asked -- actually, I had had one audit performed by McGladrey, specifically looking at our funding on our projects.

Q. When was that?

A. It was a long time ago. Maybe '14 or '15.

Q. Okay.

A. We made a number of changes based on that. In particular, looking at our contracts in order to develop some cost avoidance measures.

Chair Marchena -- we were in the process of looking for a firm to look at facilities planning and construction, to advise us on how we could best reorganize so that we could put best practice measures in place. So we had undertaken that initiative. And I had spoken to Bill Merck about that initiative. At the same time I understand that Chair Marchena decided to undertake an audit of that particular department.

We had already put out an invitation to negotiate. We had developed the parameters for that through purchasing, and we had formed a committee in order to make a selection.

And Chair Marchena decided that he was concerned that there might be bias in the selection. So he left the ITN in place. And he hired people to evaluate the

proposals, which actually resulted in the same company that I had rated first. And I do not know what other committee members had done.

That company did -- did come in and Chair Marchena was -- from what the gentleman told me, who was running it, Chair Marchena was interested in -- in bringing on owner's authorized representatives to lead rather than the project managers we had. And that is not the result of the -- of the study. The study clearly showed that owner's authorized representatives would cost us more than what we were doing with our project managers.

BY MR. RUBOTTOM:

Q. Lee, was that the Hill report, the Hill --

A. That is the Hill report, yes.

Q. When you say he decided to hire somebody to evaluate, did, like, the board of trustees vote on that? Or did the finance and facilities committee vote on that? Or did he do that on just his own authority?

A. I don't know if anyone voted on it.

What I learned is that Rhonda Bishop, who was our chief compliance officer, in working with the trustees, that they were hiring outside consultants to review the proposals.

Q. That would have been through the president and

the compliance office then?

If there was authority outside of -- Mr. Merck didn't want to do it that way; he didn't want to do it that way, then -- and if the board didn't vote on it, would it have been the president and the compliance office -- had the authority to do that?

A. I don't know.

MR. RUBOTTOM: Okay. That's -- thank you very much.

BY MS. MITZ:

Q. Okay. So did that report conclude with recommended changes?

A. It did. It had a number of changes. We undertook the changes that we were able to undertake. Some of the changes were internal; some of them were external to us; some of them involved money to do them.

The chair leaned over in the board meeting and whispered to me, "I really am helping you here. Because I am going to give you some money to do the things you need to do." That did not happen.

Q. Okay. Okay. How did that work --

A. That did not happen.

Q. Okay. Did Marchena's act in seeking this audit affect your relationship at that point?

A. No.

Again, I didn't really have a close relationship with him. We were trying to undertake that -- that audit ourselves. Because we believe that we needed to see -- to -- to revamp that department. We had about ten project managers managing 500 projects at any -- at a given time, we had project managers managing 30 to 35 to 40 projects apiece. And we knew we needed to reorganize; we needed additional funds; we needed to staff up in order to do our jobs.

So we had requested that that study be done before anything else happened.

Q. Okay. You've kind of touched upon earlier your contact with trustees before board meetings, if they had questions or needed to be prepared.

In your experience, were there any trustees that were more apt to contact you for assistance than others?

A. Yes. In the past --

Q. Okay.

A. -- Harris Rosen often contacted me. Chair Walsh -- not Dave Walsh -- but Rick Walsh, Mickey Grindstaff contacted me. Dave Walsh, on this particular board, contacted me. Bev Seay often contacted me.

Q. Okay. So I would like to actually get into Dave Walsh, Trustee Dave Walsh.

Did he ever ask you for assistance in better

understanding the documents that you have presented, such as the capital improvement plan or the capital outlay budget?

A. He did ask about the capital improvement plan in the board meetings. He talked about needing a capital expenditure budget, often referred to as Cap-Ex.

With my boss's permission, I spoke to Dave Walsh about how we would go about doing Cap-Ex budgeting. And he did spend time with me helping me learn to do the Cap-Ex budget.

The problem with Cap-Ex is that you also need your operational expenditures to feed into that. And I was unable to do the Op-Ex that would feed the Cap-Ex.

Q. Why weren't you able to get those documents?

A. At that same time that Dave Walsh -- and I did also speak to Marcos Marchena about the Cap-Ex -- at the same time the trustees had asked me to do Cap-Ex budgeting Dale Whittaker had asked Tracy Clark to -- to -- to look at how facilities budgeting was working. And I was unable to get the information I needed from finance and accounting to do that.

BY MR. RUBOTTOM:

Q. About when was that?

A. Probably 2017.

Q. Did any other -- did any trustees ever ask you

about the annual capital outlay budget?

A. No.

BY MS. MITZ:

Q. Okay. I want to clarify something that I think I heard you say. Around the same time that Trustee Walsh is asking for assistance about the Cap-Ex, Provost Whittaker was asking Tracy Clark for information about how facility budgeting worked; is that correct?

A. They were trying to form the facilities budget committee and put it in the line with the university budget committee. So he was asking Tracy to set up the facilities budget committee and how facilities would be budgeted.

Q. Okay. And I have got more questions on that, but we'll get to that in a little bit.

Okay. So ultimately, then, with Trustee Walsh you would ask for the information from Chair Marchena and then he never provided it?

A. He did say that he would notice a meeting, if necessary, so that he and Dave Walsh and I could be present. And he could get the information we needed to complete the Cap-Ex budgeting, but that did not happen.

Q. So did Trustee Walsh come to you and ask you what the status was or what was going in?

A. No. Instead when the facilities budget committee

had been convened, there was a determination made that in order to get our arms around a true five-year budget need for facilities, each of the colleges would present their needs. And they were allowed their top two needs and then one slide on the other.

And so each college would come present. We would hear from athletics; we would hear from facilities and safety on some of the things we felt were great needs.

And presentations were made. Dave was allowed to sit in on those presentations to hear what people were presenting for -- for their needs and then to watch the process. Because it was a brand new process to the -- to watch the process to see how those facilities were going to be prioritized. So Dave participated at that point.

Q. Okay. Were there any other departments, outside of the one that you oversaw that you worked closely with?

A. Well, because what I oversee is a service organization, we support others. So everything we do is in support of what others do for the university. So I would -- I would often have meetings with folks in the colleges, athletics. I worked closely with -- I thought closely with -- audit, compliance, general counsel --

Q. Okay.

A. -- government relations.

BY MR. RUBOTTOM:

Q. What did audit focus on in working with your -- with your areas?

A. So audit explained to me that they had -- that they had a schedule of audits that they would perform on -- on areas; that's routine. If something came to their attention where they needed to do an audit, they would do that. I often brought things to their attention. Not just in other areas, but in my own area. And I asked them to look at things that I thought might be -- might be an issue.

So I had interactions with them on that level. I also had interactions when one of the departments was going to be audited by them, and on the results that came out of those audits.

BY MS. MITZ:

Q. Was there ever a time when you asked the audit department to look into something and they declined?

A. There was a time, at least one time, when I talked to them about decisions that were being made above me that I thought were problematic. And what I was told was those were vice presidential decisions. It was a vice presidential risk and that it was not my problem.

Q. Would that have anything to do with what we're talking about today, about Trevor Colbourn Hall or the Trevor Colbourn Hall renovation?

A. I don't know if that was on the list. There was a list of things. I do know that athletic funding was on the list.

Q. Would you by any chance have a copy of that list?

A. I can certainly look.

Q. Yeah, that would be appreciated.

And do you recall when -- what year this happened?

A. No. But it was quite some time ago. I am guessing three years ago.

BY MR. RUBOTTOM:

Q. Do you remember anything else that was on your list?

A. I don't. But I specifically remember athletic funding, because that has been a problem issue.

Q. Welcome to America.

A. Yeah.

It possibly also involved permitting. A lot involved athletics and doing things without permits, and how to get that under control.

BY MS. MITZ:

Q. Okay. As part of your job, were you required to

be familiar with applicable law and regulations?

A. Actually, I would go to general counsel for -- if I had questions on law. Or I would go to BOG staff, if I had questions on law or regulation.

Q. Okay. How did you -- did UCF have a method in which they would disseminate information to staff about the possibility of a new BOG reg being amended or when a reg was going to be amended? Would the general counsel's office provide that information to you guys?

A. No, they wouldn't.

Q. So how were you supposed to know when something changed or something was adopted?

A. That was one of my problem areas. And I brought that up more than once.

Q. Who did you bring that up to?

A. I brought it up to Bill Merck. And I also talked to at least one of Scott Cole's attorneys.

Q. Someone who would have been junior to him?

A. Yes.

Q. Okay. And how long ago did you bring that up?

A. A long time ago. Probably eight or ten years ago, because --

Q. Nothing changed?

A. Nothing changed.

Q. Okay. How did you become aware of the regulation

that is at issue in this investigation, Regulation 9.007, which basically sets forth the authorized uses of E&G funds?

A. I wasn't even aware of that regulation until the investigation.

Q. Who told you about it?

A. I believe that Tracy Clark told me about it.

Q. All right. Now, were you ever present for any discussions between Mr. Merck and President Hitt concerning the use of E&G funds for either the Colbourn Hall renovation or the investigation of Trevor Colbourn Hall?

A. I was present in about May of '15 when -- I believe we were with Dr. Hitt to discuss return on investment documents, or something that we were preparing. And Bill Merck told him at the time that we had this problem with Trevor Colbourn Hall, and that he didn't see any other way -- we had people's lives at risk. And Dr. Hitt said he did agree with him. He didn't see another way, that we had to do it.

Q. Would he be responding to Mr. Merck 's suggestion that they use the E&G?

A. Yes.

Q. So that was in May of 2015?

A. I think so.

Q. Okay.

BY MR. RUBOTTOM:

Q. Do you believe they'd ever discussed that issue before?

Because I know the building -- the new renovation was planned in '12 or '13; monies were already being targeted for that. The building was approved 2014. Dr. Hitt made the decision to do the combined project in January 2015.

Do you believe that Merck and Hitt had discussed the E&G aspect of it prior to the May meeting?

A. I don't know if they would have or not. I do know there was a meeting in September with Tracy Clark, where she advised Bill about the funding. And he said he needed to tell Dr. Hitt.

Q. Was that September 2014?

A. Yes.

MR. RUBOTTOM: Okay. Thank you very much.

BY MS. MITZ:

Q. Okay. So in that meeting did Mr. Merck say that he would talk to the president?

A. Yes.

Q. Okay. And do you -- did you ever find out whether that actually occurred?

A. I did not find out whether it actually occurred.

But I was in the meeting in May of the following year when it was discussed.

Q. Okay. All right. Were you present for any other discussions with any -- the same people or other people when this was addressed again?

A. Prior to that, I had been in meetings where various people were talking about how they were going to fund this building. The provost at the time, or acting provost at the time was committing some funds. Different people were trying to find out how they were going to -- they were talking about, yeah, we have 10 million of it, but we are going to need more.

So I was present -- it was not my area of discussion, but I was present when they were talking about some of the -- the ways that they were looking at funding the building.

Q. And would that provost have been Ms. Chase?

A. There was quite a turnover during that time. But I believe that Tony Waldrop might have been in some of those, Diane Chase.

So as the provost turned -- as the provost turned over, they -- they were still discussing the project.

Q. Okay. Do you recall whether Provost Whittaker was involved in any of those discussions, once he came aboard?

A. He created a position for Tracy Clark to report directly to him. And they had meetings set up weekly and conversations almost daily about funding.

Q. Do you know whether those discussions about funding were limited to academic, such as, you know, faculty salaries? Or if it encompassed the entire university budget?

A. It encompassed the entire university budget, which is why he created the position. In the past provosts concentrated on academic funding and had a person or people in their office for that. He revamped the way budgeting was being done. So he would have oversight for all budgets for all of the university.

And he reinstituted a university budget committee that met every month to talk about the funding and how funding was being spent. And one of the regular topics was the use of carry-forward funds.

BY MR. RUBOTTOM:

Q. Lee, did Tracy, during the time that she was in that report -- having the regular meetings with Whittaker, did she ever tell you or give you any indication that they had discussed funding sources, and particularly E&G on the construction program?

A. I believe that in -- in admin and finance meetings, I believe she did talk about funding. You

know, that she and Dale were talking about funding. And that's how I knew that they had -- that it had changed and that all funding was going through him.

Q. So this was department meetings?

A. These would be like admin and finance meetings where Bill Merck would have his direct reports convened --

Q. Right.

BY MS. MITZ:

Q. Did you attend all or most of the facilities budget committee meetings?

A. I did attend most of the facilities budget committee meetings, after it was put in place.

But I was a voting member of the committee. I did not lead the committee. And we were not making decisions on fund sources. The facilities budget committee determined what needed to be funded and to prioritize those. And then those recommendations would go to the university budget committee where funding decisions were made.

Q. I see.

BY MR. RUBOTTOM:

Q. Is it your understanding that the university budget committee would have committed E&G funds, say, for any of the downtown projects?

A. If they were committed for that, yes. That is my understanding.

Q. So for anything after the formation of that committee, that committee would have checked off on the commitment of E&G for -- I mean, there's eleven or twelve projects on the list that we're looking at, I think.

But that committee would have checked off on that; is that your understanding?

A. That is my understanding.

Q. Thank you. That's very helpful.

BY MS. MITZ:

Q. And Whittaker was also on the UBC?

A. He chaired the UBC. And Scott Cole was also a voting member. I was not on the UBC. But Scott Cole was a voting member of that committee.

BY MR. RUBOTTOM:

Q. Was Cole or anybody from the general counsel on the facilities budget committee?

A. I don't remember seeing him in the room on that. There were other vice presidents on the facilities budget committee. But I don't recall seeing Scott on there. I would have to go back through to find out who the committee had on it.

BY MS. MITZ:

Q. Okay. Do you know anything about the working relationship between President Hitt and then-Provost Whittaker, now President Whittaker?

A. I know I was told by Dr. Hitt and by a couple of trustees that Dr. Hitt recruited Dale Whittaker to the position of provost. And that he said that it was in his belief that Dale would be his successor.

Q. Okay. Do you know whether the general counsel's office was aware that capital projects were being funded with E&G funds?

A. I don't see any way that they could not be aware. Scott sat in on the university budget committee. He received all of the packets that went to the trustees ahead of time.

He saw all of the forms that were put together ahead of time. I don't see any way he could not be aware.

Q. And he never approached you, contacted you, to ask what was going on with the funding for these projects, correct?

A. Correct.

Q. Okay. All right. So we have been provided with notes that were taken during your interview with the attorneys at Bryan Cave. And so I want to address some

of the things that were jotted down to see if, one, if you have a recollection. And, two, if you can provide more information, more context to these notes.

So the first thing I have is that the notes indicate that you had reported, that you had heard Scott Cole say something to the effect of we'll just have to take that ding, in referring to an audit comment possibly made by Mr. Merck.

Do you recall telling Mr. Burby that?

A. I do.

Q. Can you tell us -- give us some context; explain the situation, please.

A. It would have been early on, when I was at UCF. And I was in a -- a meeting where Bill Merck and Scott Cole were in the meeting. I don't recall exactly the issue at the time. But I do recall that -- that it had to do with athletics funding again, and expenditures of E&G for athletics, possibly moving money to athletics. And Scott's position, I think at the time, was that DSOs are allowed to use university property. That the athletics DSO was created for that purpose. And that the moving of funds to them met the requirements of being university property.

And the auditors -- the State auditor had disagreed with that. And Scott still felt that his

position was the right position. And he said, "Well, we'll just have to take that audit ding; we're not changing."

BY MR. RUBOTTOM:

Q. So this was in the context of a previous audit and -- and they just disagreed with the auditor?

A. Correct.

Q. Do you know what year that was?

A. No. But it would have been fairly early on.

Q. Was that in -- and was it your understanding that was recorded in the audit?

A. Again, it was a limited conversation, with me having limited knowledge. Because I had just -- --

Q. Right.

A. -- not been there very long. But I do recall him saying to take the audit ding on that.

Q. Thank you.

BY MS. MITZ:

Q. Okay. So I am trying to better understand how the funds that UCF has get distributed to the different departments. So I am hoping that you can educate me in the next few questions.

So your department had, like, a pot of E&G carry-forward funds; is that correct?

A. Primarily, what we had was plant operations and

maintenance money, and so --

Q. What was that money supposed to be used for?

A. That money is for maintaining your physical plant, for operations, for maintenance, for utilities -- utilities services. And for, again, whether it's -- talking to Chris Kinsley and getting a lot of guidance over the years. I asked a number of questions about it.

So I would ask, "Can PO&M be used for renovations?" And he would say yes. "Can PO&M be used for replacement?" We talked about that last week. And he said yes. Can interest funds be used for projects? And he said as long as they were related to the project.

So my understanding of what we could do with those plan operations and maintenance monies came almost entirely from Chris, or from other universities where we had these discussions. And we had them a number of times. And I asked a number of times for written guidance on it. And I was always told there was none.

BY MR. RUBOTTOM:

Q. We've asked for that guidance too.

Can -- and when did you learn that PO&M is E&G?

A. I didn't learn that until this investigation. Because it always came into us as PO&M funds.

Q. Other than the construction projects that we've looked -- that we're looking at, do you recall any other

E&G carry-forward funds from the central reserve being transferred to facilities?

A. No. In the normal course of me doing business, I really wouldn't even see that. So I look at the document you gave to me, and I see these -- I normally wouldn't even see a document like this. Finance and accounting -- or even admin and finance, it was their funds -- would transfer funds into a construction account. And the facilities and safety business office would see those funds coming in.

Normally, I didn't even see what the funds were coming in. And I think that's -- that may --

Q. So how would --

A. -- be true that --

Q. How would you know that a project was fully funded so you could go out and contract?

Would that just be -- you would inquire when you were in that procurement process?

A. If we were moving forward with a project, the facilities and safety business office had a responsibility for ensuring that all of the funds were in the construction account.

Normally we insisted that 100 percent be in the construction account prior to starting. If it was something that was being funded internally, we allowed

that those funds could be put in over -- over time, as long as they were there prior to being needed. And that was --

Q. Did you ever --

A. -- that was --

Q. I'm sorry.

A. -- only within the division.

Q. I'm sorry. I interrupted you.

A. It's okay.

Q. Would you just restate your last statement.

A. That was only within the division. So if it was a college, we wouldn't allow that. If it was athletics, we definitely wouldn't allow that. The money had to be there in order for us to do the project.

Q. Do you ever recall any of those -- I mean, I understand some of these funds were accumulated over time. Do you ever recall any time when any of those accounts loaned money to other projects or other activities?

A. I think -- speaking -- you know, we speak now from what we know now, as opposed to what we knew then, and that becomes problematic. Because I know now that funds were loaned to the combined heat and power plan and paid back with energy savings from that plan. But I didn't know at the time what those funds were.

BY MS. MITZ:

Q. So the money that -- that you're -- was allocated to your department, was there anything in writing that specified who had the authority to say, okay, use this money for this reason?

A. No. When I got there, there were very few policies or procedures. And I worked very carefully with audit, and with general counsel, to develop policies and procedures to be able to say, you know, who has to sign change orders; who can spend the funds within their department. Those kinds of things.

Q. So which department actually monitored the -- the movement of funds in the account that was designated for your department?

A. So we have a facilities and safety business office. It resides within the directorate called resource management.

Resource management comprises a number of consolidated operations.

Q. And did they, then, pass that on to finance and accounting? Or did that information just stay in that department?

A. They had regular contact with finance and accounting.

Q. Do you know -- and this may be outside of your,

you know, understanding or knowledge, but I will ask it anyway: Do you know whether your department was ever allowed to carry a negative balance in either an account or on a project?

A. I don't know that. It took quite a while for me to explain the difference between cash and budget.

Q. Okay. All right.

Okay. I think I want to direct your attention now to the documents that we have provided.

A. Okay.

Q. If you can flip to the first page of Number 003 at the bottom, it's like a spreadsheet.

A. Okay.

(Whereupon, Exhibit 1 was marked for identification.)

BY MS. MITZ:

Q. Okay. So this was a document that we received that purports to show all of the E&G funds transferred for projects that were constructed in addition to Trevor Colbourn Hall.

So what I would like to do is kind of go through the projects and see what -- what information, if any, you have concerning them.

So let me start with the venue. What was your involvement in the construction of that project?

A. The venue, so I went back through some -- tried to go back through some things last night. Because again I didn't even see a form like this until the investigation.

Q. Right.

A. And that's when Kathy Mitchell and others started meeting to say -- I think the State had asked what all funds had been spent. So they started coming with the spreadsheet to say, "Well, what is this? Is this one okay or not?" And these projects were determined to be permissible within E&G in those. This first $75,000 was for an investigation of retrofit. The venue had -- and don't know if was boilers or HVAC, something that was falling apart at the time. And the $75,000 was used to do an investigation to determine if the retrofit was possible.

Q. Okay. Do you know who would have directed the transfer of those funds?

A. I don't.

Q. Okay. All right. How about the next project, the facilities surplus showroom?

A. That's what it says here. That was never a facilities surplus showroom. And it wasn't even noticed to the State as that. It was a warehouse and storage facility. It was used for warehouse. It was used for

surplus; it was used for storage. And the project was less than 2 million in construction, which is what Chris said it needed to meet, less than 2 million in construction. So it was a minor project.

Per the BOG regulation, Chris Kinsley okayed the use of two things: One was surplus monies as part of putting the facility together. And the other one was E&G funds. Chris had okayed both of those.

This, I know, was directed by Bill Merck. And I actually told Bill Merck, "I went behind your back and I asked Chris Kinsley if it was okay. And Chris told me yes, based on the fact that it was part of our plan." And that it was used for swing space for space for -- for renovations, that it was used for the storage and maintenance. That it was okay to use those funds.

Q. Okay. What -- what is surplus money?

A. So when you have surplus, you form a surplus committee and you determine what to do with that surplus. And what to do with the funds that occur when you sell off surplus. It's usually things like -- well, they used to have compounded bicycles, and then it sat for a year. It might be things like old computers that people have turned in. It might be furniture that they might not be using. It could be things that are surplus to the university. And we would actually put those out

first to see if somebody else could use them. Because the best use is reuse.

So we would first put them out to see if someone else could use them. Then we would put them up for sale; funds for those sales are only allowed to be used for certain purposes as well.

And the committee oversees that. And that's why we asked Chris if the surplus funds could be used towards this project as well. And they were.

Q. Okay. Thank you for that explanation.

All right. Moving along, then. Global UCF, what involvement did you have in that project?

A. Global UCF was a facility for international students. I am not sure what the $6,500 was used to do.

Q. On a sidenote: Do you have any idea of where the students for Global UCF were located or recruited?

A. Yes. There was a company that was brought in, I think their name is Shorelight. And that company was the one that was determining the best fit students, because they didn't want to just bring in anybody and not have them be successful.

BY MR. RUBOTTOM:

Q. Would the university pay Shorelight for that service?

A. I don't know the answer. But I am guessing that

they would have to pay them.

BY MS. MITZ:

Q. Okay. All right. I see Global UCF again at a million-6. But you're not -- even though that figure is there, you still don't recognize -- you don't remember any involvement in that, right?

A. The million-6 could have been because of the chilled beam. It was an energy measure to save money and provide better comfort for the occupants of the building. And I had thought that that was coming from auxiliary. But, again, I don't know the source of funds. But it looks like the amount is probably for the chilled beam.

Q. Okay. How about the band building?

A. The band building, we were at risk of losing accreditation on our music department because we had kids marching in the lightning. And they had their equipment in the trailer. And they had no place to store the equipment. And the trailer had holes in the floor. And the accreditation folks said you've got to do something about this.

One of the 300,000 here I think came from the college. One of them came from central reserves. And the 262,704, I put a question. It might have been administration and finance carry-forward. I was trying

to look at sheets last night to find out the sources of the moneys, based on the meetings we had during the investigation.

Q. I appreciate that.

All right. Moving along, then, the Center For Emerging Media?

A. The Center For Emerging Media is an existing building located downtown. And the $5 million would be for renovation.

Q. Okay. And then how about the Research 1 building?

A. The Research 1 building, the 3 million and 6 million, I believe, was for buildout. We had a building that had a lot of shell and undetermined research. And Dale Whittaker determined that faculty clusters needed a home. And that they were going to go into a research building. And so they needed to apply funds for buildout of those facilities for the faculty clusters. And I believe that Dale made the decision on those funds.

BY MR. RUBOTTOM:

Q. Did you ever talk to Kinsley about buildouts on -- I am --

A. Yes, we did.

Q. I think I understand furniture and equipment, in

the four months I have been studying this, but -- and I think understand the renovation of old facilities -- what I am curious about is you have a new building. It seems to me like buildout is completion of the new building.

How would Chris Kinsley discuss buildout with you in a new building?

A. Chris Kinsley told us that we could use funds for buildout. That was verified on a CAFA call during the investigation, when the universities were looking at what we knew or didn't know about what we could spend. CAFA members were verified the use for buildout.

Q. And what would a buildout entail?

A. In that particular research building, the vice president for research at the time, had decided he wanted more space, less stuff. And that's his quote. And so they might not have included fume hoods for some of the labs. They might not have included case work in some of the labs.

And then you have researchers who come in, and generic labs don't work for them anyway. They have very specific needs within a lab building -- within a lab for their kind of research. And so it could entail specific research needs, buildouts, or it could be the case work, for example.

Q. Would case work be like the -- the cabinetry and the --

A. Yes.

Q. -- and work the --

A. Yes.

Q. -- the horizontal workspaces and things like that?

A. Yes.

BY MS. MITZ:

Q. I will lump the three downtown projects into one. Did you have any involvement about those projects?

A. I didn't have any involvement on the source of funding on the projects. But on -- actually, getting the projects done, that's where I come in, is getting them built; overseeing that. The downtown campus infrastructure is related to what goes underground. And it might be hardscape, landscape, piping, all of these kinds of thing, the infrastructure to support putting a campus on that site.

The downtown central energy plant, would be -- we looked at several things for this. We actually looked at whether it would be a co-gen plant whether it would be a tri-gen plant, whether it would be a central energy plant, whether we could just fund through OUC utilities.

And we did some analyses. We had engineers that we brought in to do analyses on -- which would be better, financially, and which would possibly give us a return on investment.

So in our area, we did those kind of analyses. But we never did look at the source of funds for it.

Q. Okay.

BY MR. RUBOTTOM:

Q. Did you have any conversations with Chris Kinsley on those three projects?

A. There were a number of conversations about the downtown and all the projects related to the downtown. These were not like one-on-one conversations that I had with Chris, which would be normally what I'd have. I did sit in some of the other meetings. I know there were a lot of other meetings, which I wasn't involved in where they were talking about these projects.

Q. There's something that I am not clear on. And I am just trying to get clear -- because you've talked about not knowing about the regulation and limitations on E&G, but you talked about frequent conversations with Kinsley about whether you were permitted to use -- I -- I am thinking we're talking about E&G on these various repairs, renovations, whatever. Was that -- why would you talk to Kinsley if it wasn't about the funding

source?

A. It was about the funding source. I was asking for guidance to say, can I -- can I do this with this money? Is there anything that tells me what I can and can't do with this money?

Q. So you were just --

A. Just give us something.

Q. After the money was committed you would be clarifying with Kinsley; is that accurate?

A. What I am saying -- the one I had the conversation with him is on the facilities surplus showroom, that conversation was prior to the funding. Because I said I am being asked to fund this through surplus funds and carry-forward funds. So I explained to him what the building was going to do. And he said, yes, you can do those things.

Q. Okay. But in your mind, did you make a distinction between carry-forward and E&G or were you even aware of the idea of E&G?

A. And when I would ask questions of Chris, it was about my PO&M carry-forward.

Q. Yes, ma'am. That makes a lot of sense to me. And it clears up a lot of the things that you've talked about, those conversations. So thank you very much.

BY MS. MITZ:

Q. Okay. Let's address the last project. Did we do --

A. No. And we have the downtown student center. I believe that is a buildout. That is a -- the downtown student center is not a UCF building. It was a buildout to do things like students coming in to make their payments. Some of that -- some of the student development- and enrollment-type space. That is a buildout space.

BY MR. RUBOTTOM:

Q. Is that property being leased or loaned to the university? You said it's not university property?

A. I believe it's under a lease to the university.

Q. Okay.

A. It's going to go in the housing project, as far as I understand it.

BY MS. MITZ:

Q. Okay. How about your involvement in Creole?

A. I don't know what the $17,000 is on Creole. I do know that Creole -- the Creole has had expansions and renovations over time.

And I know that they are -- they are -- you have, again, the -- the Creole up above the 4 million and then the 17,000 down below. Those go together. And I

believe that the 4 million and the 17,000 are related to what they're currently working on, which is an addition and buildout. And that was Dale -- I was in a meeting where Dale said that he was funding that.

Q. But Dale Whittaker said he was funding the Creole project?

A. That's correct.

Q. What do you -- what did you get from that?

Like, meaning coming out of the provost budget, or...

A. Yes.

Q. Okay. Do you recall when he said that --

A. No. It would have been -- yeah, I don't really -- it would have been within the last couple of years.

BY MR. RUBOTTOM:

Q. Well, that transfer was in February of '16. Would it have been before that?

A. It would have probably been before that.

BY MS. MITZ:

Q. Okay. Do you know whether that actually happened, money from the provosts' office was used?

A. I don't know. And I don't know if that was part of the payback. And then they decided the funds could be used. I don't know if that was part of the payback

or not.

Q. Okay. All right. So do you know -- I'm sorry hold on just a moment.

So are you aware of any transfers out of your department back into central E&G carry-forward that would have occurred after the State auditor began questioning the funding for Trevor Colbourn Hall?

A. I know that I received a call from Tracy Clark saying that they were going to be taking all of the auxiliary funds. At the time I said, "Well, we have auxiliary funds for a purpose; that's to run the auxiliaries. Because they are business operations. And won't be able to run those business operations, such as surplus, if I don't have any auxiliary funds to do so."

BY MR. RUBOTTOM:

Q. When was that call?

A. I am guessing September of this last year.

Q. And you didn't hear about any refunding activities before then?

A. No. That was the call when they were telling us they were going to be taking -- sweeping auxiliaries in order to repay those funds.

Q. Thank you.

BY MS. MITZ:

Q. Do you know whether they did take your auxiliary

money?

A. I know that they did take it. And, again, when we started having the meetings, to tell the State what else we had spent. I brought up the point that I had certain auxiliaries that could not run at all without their -- without their funds. And Kathy Mitchell was marking those to come back to later, to say, you know, if we find out that we don't have to pay this one or that one back because it does meet the requirements, then we'll make sure that those funds come back early.

Q. You said that was a meeting with the State. What state official was involved in that? And do you know when that meeting was?

A. I don't know about a meetings with the State. I do know that there were conversations where the State had said that they wanted all of the universities to go back to them with a report on any other projects, like Trevor Colbourn Hall, where E&G funds had been spent.

And as part of that, Kathy Mitchell pulled Tracy, Christy Tant, LaShanda Brown-Neal, and me into meetings to look over spreadsheets on funds. And that was at that time that I saw something similar to what you have here on Page 3.

Q. So you think -- it sounds to me like that they were moving money back to E&G, so they wouldn't have to

report those on that certification; is that what you --

A. I don't think that was the intent. I think the intent was that auditor had said you can't spend that kind of money. And so they were digging to find out sources of money to pay that back.

Q. I understand that process was going on. But none of us understand why the university only certified Trevor Colbourn Hall as built with E&G when they said these other -- some of these other projects were built, so --

A. I think it was because of the assumptions that the counsel of counsels set forward, and the other projects they felt met those assumptions. And I am here to tell you --

Q. So were those assumptions in writing?

A. Yes. Kathy Mitchell sent those forward. I believe the counsel of counsels also put something together -- I heard that they had put something together and that it had gone forward as well.

Q. Thank you. That helps a lot.

BY MS. MITZ:

Q. All right. Besides the people you just identified as having sat in meetings with to go over the spreadsheets, has anybody else talked to you about these additional projects, in either August or September?

A. No. It would have been -- it would have been that time frame when we started looking at them.

Bill Martin -- we asked Bill Martin as well about certain things. Because he said, you know, what was this money used to do? So he would have had the information on -- specifics on where the money was applied.

Q. Did anyone from the general counsel's office inquire?

A. Not of me.

Q. Okay. And did any trustee talk to you about these additional projects?

A. No.

Q. Okay. All right. Were you ever instructed to omit details or provide as little information as possible to trustees concerning any matter?

A. No.

Q. Was it ever suggested or was that maybe an understanding amongst staff?

A. I don't believe that we were ever instructed or that there was any understanding that we were to conceal.

I personally have no spin. I tell it like it is; some people don't like that. And so I have often been counseled not to just put things on the table.

As far as any of this funding was concerned, I was never asked to conceal anything; we didn't try to conceal anything.

Q. Okay. Was there ever a time in a committee or board meetings where you intentionally didn't identify funds of E&G?

A. No.

Q. Okay. If you had described the funds of something other than E&G, would there -- would there have been a reason to do so?

A. It would have only been because we didn't know. You'll see oftentimes when I put "internal funds," it's because that's all I knew, that it was coming from internal. So it wasn't an attempt to disguise. That's what I knew.

Q. Okay. Do you know whether this term "E&G" was used more frequently with the presidents and the provosts than the trustees?

A. I don't know.

Q. Okay. Did you ever hear Mr. Merck say something to the effect of, "If I told the trustees that E&G was funding Trevor Colbourn Hall, they would have never approved the project"?

A. I never heard him say that. Scott Cole told me after the fact that he heard that said. I did -- I told

him I didn't believe it.

Q. Okay. Okay. So I would like to direct your attention, now, to the second document in the packet, which is the --

MR. GREENE: Can we take a 90-second break?

MS. MITZ: Sure.

MR. RUBOTTOM: Three minutes is great.

(Whereupon, a break was taken from 10:54 a.m. to 10:57 p.m.)

(Whereupon, Exhibit 2 was marked for identification.)

BY MS. MITZ:

Q. I would like to draw your attention to the second document in the packet, which starts with Page 7.

Do you recognize this?

A. I do.

Q. Is this a letter that you typed?

A. This is a letter that I wrote.

Q. Okay. Who is it addressed to?

A. It was addressed to Misty Shepherd, who is the interim vice president for administration and finance.

Q. Okay. And was this in response to a letter that she wrote you?

A. It was.

Q. Okay. Can you give me some background on what

her letter said that prompted your response?

A. I wish I had it with me. But she told me that I was going to be held in insubordination.

And I would like to give you a little background.

Q. Okay.

A. After meeting with Joey Burby, I came away from there feeling very abused and upset. I told him in the interview that I didn't know if I could trust him. And I knew that I didn't trust others at UCF. And that I had the notes, and I was going through my notes. And I was willing to provide information from the notes. He told me that he would contact me the following day and would probably want those notes.

He didn't do that. The day of that was a Friday and I was on personal leave. And I was sent an email from compliance and ethics saying, "Bring us all of your notes we're going to copy them here with general counsel." And I said, "Please don't take offense, I don't trust you with my notes. And I can't bring them."

I was also told to turn in my phone and they were going to scan everything on my phone, and that they could go through anything on my phone. And I said, "I have a lot of personal information. This phone is personal, and I also use it for business. But I have my bank account information. And I have notes to my

husband. I have all kinds of things on here. And I can't allow you to do that either."

They waited. And I was still trying to go through the notes for them to find out things. They waited until a Friday afternoon, when I was in a meeting and they knew I was in the meeting with Kathy Mitchell going through documents. They waited until I was in that meeting and at 3 o'clock on that Friday afternoon, I was sent an email and a letter was dropped off in my office -- where I wasn't -- telling me if I didn't deliver everything that was pertinent to this investigation by Monday close of business, I would be held in insubordination.

Q. Okay. And so did you respond, then, the following week with this letter?

A. I responded with this letter. I responded with copies of pertinent texts from my cell phone. I went through about, I don't know, 10,000 or more texts on my phone to try to find anything that was pertinent, not just to Trevor Colbourn Hall, but to Trevor Colbourn Hall, to funding, to reporting that I had done.

And I printed out, I think, a thousand pages of screenshots from my phone. I also continued to work through trying to find pertinent notes from my notebook.

And on that Monday, I was also -- I was supposed

to be in meetings and that I could not get out because I was on a selection committee. And the State says, you must serve throughout. And I was in a selection committee from 1:00 until 5:00.

And so I had my husband deliver -- not to Joey Burby, because by that time I had retained counsel. And so I had him deliver the letter. I had him deliver the documents that I had come up with. And a -- a piece of paper that I asked that Misty sign saying that she had received the information.

Q. Okay. So we've been -- we were privy -- I guess UCF agreed to allow us to seek Bryan Cave's investigative material because we were asking for a lot of the same stuff.

At some point we did get some text messages that we were led to believe were from your phone. We were also given copies of what appear to be your handwritten journals or notebooks.

The difficulty I am having is determining whether we -- what we were provided was what you had attached to this letter.

So do you know whether any of the information that you just described, the texts, the notes that you provided to Bryan Cave, are valuable but yet are not mentioned in the Bryan Cave report?

A. I believe that the notes that I provided had value in more than one way. So some of them were related to Trevor Colbourn Hall. Again, some of them were -- were related to questions that I might have been asking Chris Kinsley, or information that I was given by others in order to do my job.

So I didn't create these notes for -- for a deposition. I didn't create these notes for -- for lawyers. These notes were created by me in meetings or discussions for me to be able to do my job.

Q. Sure.

MR. GREENE: The question was: Did you -- were any of those notes left out of the Burby report that you thought were significant in some way that was important to the investigation.

THE WITNESS: I believe they were significant.

MR. GREENE: Explain to them what you believe.

BY MS. MITZ:

Q. If those notes were not addressed in the report, what I would like to know is if we can get copies of the notes, the texts, whatever you had that you think was important that did not show up in the report?

MR. GREENE: Yes.

A. Yes. I think I can do that for you.

MS. MITZ: That would be really appreciated.

Thank you.

MR. RUBOTTOM: Would it be possible to accompany an affidavit to authenticate them.

THE WITNESS: Yes.

MR. GREENE: Yes.

MR. RUBOTTOM: Is that okay, Chuck?

MR. GREENE: Yes.

MR. RUBOTTOM: Thank you.

BY MS. MITZ:

Q. In this letter -- I think we're on the first page -- you describe your interview as an interrogation. And you stated that Mr. Burby did not like the answers that you were providing to his questions.

And I think later on in the letter you say that he kind of had an idea, basically, of how he wanted this to go. And that your answers weren't fitting into that.

Can you explain to me how you got that impression; what was going on in that interview?

A. So I wrote notes during the interview. And I will share those as well.

Q. Okay. Did he --

A. He was --

Q. -- try to -- go ahead.

A. He was accusing, with his tone, with his demeanor, with his words. He was, I felt, threatening

saying things like, "You're confusing everyone in here. Just answer the questions. Just give me a yes or no. Did you know this or didn't you? Seriously, you expect me to believe that," those kinds of things throughout the interview.

Q. Okay. Your letter also says that you feel that President Whittaker and Chair Marchena are disseminating false narratives to conceal their responsibility or roles in approving the use of E&G for these projects.

Can you tell me a little bit about that, what the false narratives are, why they would be doing this?

A. Well, I think when someone says "one day," the staff never told us about sources of funding. And then the very next day, when he goes before the board of governors, and he changes his story to say the staff deceived us about the source of funding.

One of those can't be true.

Q. Okay.

A. When someone says, "I didn't know anything about funding. I was the provost. And I only did provost stuff and Bill Merck did all of the other stuff," and yet on his own curriculum vitae, he was the university budget officer. He takes credit for all of the funding things, as well as facilities and other things in his curriculum vitae.

He formed -- reformed the university budget committee and chaired it. He reformed the newly formed budget facility. He created Tracy Clark's position to report directly to him and met with her regularly on funding.

Leave that to say that something is also not truthful there.

Q. Okay.

MR. GREENE: Are we finished?

BY MS. MITZ:

Q. All right. Do you know anything about the missing audio recording of the board meeting that has become an issue in this matter?

A. No. But I believe that that's further attempt on their part not to provide all of the information.

Q. Do you know who was in charge -- or who would have been in charge of recording meetings in 2014 and 2015?

A. I don't know who was in charge of it. They generally had someone sitting in on those meetings who ran audio-visual. But those -- those documents are housed in the office of the president. So the chief of staff and the president would have those.

Q. Would have access to them, okay.

All right. Continuing on in your letter you

discuss an ethics complaint that you previously filed against Dale Whittaker for falsifying his résumé. You just touched upon it. I believe that's the résumé that he submitted to Iowa State.

Can you tell me how you learned about the résumé; whether you saw it; who you talked to about it?

A. Well, one of my employees -- I didn't, at the time, even know that he was competing for the position at Iowa State. One of the employees walked in my office and dropped it on my desk and said, "You're not going to believe this." And so, yes, I saw it.

And he showed me in there where information that we had been requested to provide -- such as all of the facilities under design, construction, and where they were in the process -- his office had asked that we provide that; and we provided it. And it went in there verbatim in his résumé.

He had not done any work on any of those facilities, other than spent quite a bit of time on Trevor Colbourn Hall and on his office suite. Other than that, he didn't work on any of the other facilities.

And so looking throughout the résumé, it appeared he took credit for everything that happened at UCF during the time that he was there.

Q. Okay.

A. This employee said that he was going to report it; later asked if I would report it. I talked to Bev Seay. I talked to Dave Walsh. I told them to stay clean. That the -- that this wasn't clean; they needed to stay clean.

I also sent a hidden mail, ProtonMail, to a couple of news sources and to Florida BOG. The Florida BOG was rejected. I sent a couple of emails to the chancellor; they were not rejected. So those emails did go through. And I --

BY MR. RUBOTTOM:

Q. Was that Chancellor Keyser?

A. Yes, it was.

Q. What email address did you send those from?

A. I send it from a ProtonMail address. And I can look it up. I think --

Q. That's your private email, right?

A. It's actually an email that doesn't let someone know your name.

Q. Okay.

BY MS. MITZ:

Q. So he -- he could have read the email, but not known who to reply to?

A. He could have replied to that email address that

was sent to him. You can -- you can send email and you can reply to email. You could have replied to, but he did not.

Q. Okay. Okay. Did you ever confront Whittaker about this, or you just talked to people you just described?

A. I did not confront him. I talked to, again, the two trustees. Dave Walsh then went to UCF compliance and ethics and told them that my staff and I had concerns. They called me to speak with them.

And I spoke with them, Christina Sera, on compliance and ethics. Our chief audit officer, Robert Taft. And I know there was an HR person in the room for at least part of the discussion.

Q. Okay. And what was the result of that discussion?

A. I don't believe anything happened. Because the process continued. Dale Whittaker's résumé was changed. His CV was changed. One of the knight news folks picked up on -- or somebody had seen Christina with his CV on her desk working on it. It said she was only changing a comma, and she didn't know she couldn't work on it in her professional duty time. And that they would tell her she couldn't do that.

The entire CV was changed. And the process went

forward. And he was selected as president.

Q. Okay. So just for clarification, although it sounds like a lot of the information on his CV was not accurate, that he was taking credit for things he didn't actually do. The fact -- the listing of Trevor Colbourn Hall was something that he was involved in; is that correct?

A. Yes.

Q. And the fact that he took responsibility for the university's budget on his CV is also a fact, correct?

A. Yes.

Q. Okay. So it's just the other projects that he took credit for, he didn't have any involvement in?

A. That and I think there were other areas where he's taking credit for everything that happened at the university, some of which wasn't even under him.

BY MR. RUBOTTOM:

Q. Lee, I am a little confused now on timing.

Because I believe he filed this CV with Iowa State or something?

A. That's correct.

Q. And when would that have been? Was that like 2017 or something?

A. Probably. He was -- he was in the final four for Iowa State when I was told by one of the trustees that

they conducted a save-the-Dale campaign outside of the Sunshine, in the president's football box, the trustees had -- and they had a lot of high-level people make commitments to him to get him to withdraw from Iowa State.

Two days later Dr. Hitt announced his retirement and our selection process began.

Q. When did you file your complaints?

A. I filed it during the period that this was all going on.

Q. After he withdrew from Iowa State or before?

A. I think it was right after he withdrew from Iowa State, when all of this was going on.

Q. So at that point, he was in the process of preparing to apply for the UCF job?

A. Yes.

Q. Okay. That might have been kind of scary, wasn't it?

A. I don't know.

It's just -- I kind of feel like the university and the students deserve somebody with ethics running it.

BY MS. MITZ:

Q. Yeah.

All right. Now, did you notice whether the

people that you spoke with, Mr. Taft, Ms. Sera, or whoever from HR, were they taking notes?

Was there any documentation prepared at the time of this?

A. They were taking notes.

Q. Okay. Do you have any idea how long they maintain things like that?

A. I don't.

Q. Okay. All right. Back to your letter.

You also discussed having filed a complaint or having complained on multiple occasions about Chair Marchena trying to get people from the Orlando airport involved in overseeing projects at UCF.

I think you touched upon this in the beginning of our deposition. I want to ask you about your complaints.

Were they verbal or written, and who you went to about them?

A. They were verbal complaints. I discussed it a number of times with Bill Merck. I discussed it a number of times with Scott Cole. I also discussed it with Chris Kinsley.

Q. Okay. And did you pretty much provide the same information to --

A. Yes.

Q. So could you tell me what each person's response was?

A. I know Scott told me that it was not the chair's business to be involved in our operations. And if he contacted me again, I should just say that I passed it to Scott, which I did, at least one time.

Bill Merck didn't believe that there was much that could be done about it. Chris Kinsley told me that I could backdoor information to him about the chair's involvement, if I wanted to. I also reported that to Bill Merck. And he said that he did not believe that we should backdoor the information.

Q. Do you know whether anybody talked to Marchena about this?

A. I do not know.

Q. Okay. After you had these discussions with these three individuals, did Chair Marchena persist?

A. He persisted over time. And as I go back through notes, I can see several times where he, again, wanted to bring in owner's authorized reps. He was determined to direct the delivery method of our projects so that it would result in hard bid, where some of the folks speaking to him would have better opportunities to get in as opposed to qualifications-based selections.

And he did persist over time with trying to push

forward with us putting OARs in place on projects, even though we showed it would cost us a lot more money to do so.

Q. Is sounds -- and like correct me if I'm wrong. But it sounds like, then, these requests of Chair Marchena happened after the Hill report was done?

A. They happened before and after.

Q. Before and after, okay.

Okay. Your letter also states that you and others have documents and proof that demonstrate that both President Hitt and Whittaker expressly approved the use of E&G carry-forward funds to construct Trevor Colbourn Hall.

We discussed a lot, I am familiar with the building program, with the capital outlay budgets that went before the board.

Is there any other documents that would demonstrate that, their knowledge?

A. The university budget committee had those spreadsheets that showed funding sources.

BY MR. RUBOTTOM:

Q. Would those be the spreadsheets that had, like, auxiliary, bond, E&G, et cetera? We've seen those from a lot of staff meetings.

A. Yes.

Q. I'm trying to -- we're trying to nail down that Whittaker or Hitt or any trustee ever saw those spreadsheets.

A. I know that Whittaker would have seen those. He saw them regularly. And the university budget committee saw those.

Q. Would Tracy have given those to him?

A. Yes.

Q. Okay.

BY MS. MITZ:

Q. All right. I am assuming that you've read the Bryan Cave report?

A. I have read all of the pertinent sections that I thought were applicable to -- to facilities and to me, yes.

Q. Okay. I want to kind of dive into any parts that you disagree with, with the caveat that I understand that you're going to disagree with the conclusions that they have reached regarding you, your knowledge. Let's put that aside for a moment and focus more on the knowledge of higher-ups, the knowledge of Provost and then-President Whittaker and President Hitt.

Is there anything in the report that you disagree with in terms of their knowledge of the use of E&G?

A. I believe that the report seeks to absolve Dale

Whittaker and his knowledge, but he was instrumental in funding decisions on the budgets. Again, he created those committees. He worked with Tracy side by side.

He, at one point, made a statement that he only did provost things and he relied on Bill Merck to do financing. And when asked about why his name appeared on documents, he said, yes, his name appeared there as if by magic and that Bill Merck had told him to sign.

I don't think a name appears on documents, and I don't think somebody at that level just signs things that somebody else tells them to sign. So I think that the report does not point out the full knowledge that Dale Whittaker had.

I think that one of the failures in the report is that it was led by the UCF trustees and the general counsel, who should have been included in the investigation.

Q. What do you mean by "led by" the general counsel?

A. Dale Whittaker wrote to Scott Cole and told him that he was to find the company that was going to do the investigation and that he would be working with that company to do the investigation. And Scott Cole was receiving information from the investigation.

Q. Tell me about that.

How do you know that, and what did he receive and

when?

A. Recently, there was some documents surfaced by local news that showed that he had copies of the draft report before it became a report and had opportunities to review those.

BY MR. RUBOTTOM:

Q. Right. We understand that.

But was there anything before that, that you know of?

A. We don't know.

BY MS. MITZ:

Q. Okay. All right. Do you have any information that Chair Marchena was told that E&G carry-forward funds could not be used for capital projects?

A. I don't have anything where he would be told that it could not be used for capital projects. But the same general counsel who was supposed to advise the staff was also supposed to be advising the trustees.

Q. All right. Okay. Are you aware of anybody making the audit comment or audit Hitt comment in Chair Marchena's presence with regard to the Trevor Colbourn Hall project?

A. I am not.

Q. Okay. And just briefly, when you talked to the BOG and Chris Kinsley specifically -- we touched upon

this last week -- you asked about permission for replacement, renovations. You didn't ever ask if you could -- if it was okay to construct a brand-new building with E&G funds, correct?

A. I didn't ask about a brand-new building.

Q. Okay. Your letter indicates that you have spoken to representatives of other universities and that they, too, have identified E&G funds they have used for capital projects.

Do you recall which universities those were?

A. I don't, because there is an -- there's a group of people called CAFA, and it's the vice president -- vice president through administration and finance of the universities. They regularly met, usually on conference call. And I think they also had meetings. And when I sat in on a CAFA call during the investigation, when all of the universities were being asked to talk about the other projects, that's where I think some of the assumptions came out and where, also, they said that they had talked to Chris Kinsley and they had received similar guidance, similar verbal guidance.

Q. All right. So I want to direct your attention to the third document in your packet, which is on Page 13. It's just a one-page text conversation.

(Whereupon, Exhibit 3 was marked for identification.)

Let me know when you're there.

A. Yes.

Q. Do you recognize that?

A. I do.

Q. Is that a text message -- or a text conversation from your phone?

A. It is.

Q. Okay. Who was Elliot?

A. Elliot Potter was working for me at the time. I had hired him on an emergency hire to do contracts and real estate.

Q. Did you say his last name was P-O-T-T-E-R?

A. It is.

Q. Okay. So I am interested in the bottom portion. The last text says: "Honestly, I do now" -- maybe that's --

A. Not. Should be not.

Q. -- "know how you maintain any motivation when it is obvious no one cares about standards and possible illegality and corruption."

Who wrote that text?

A. Elliot wrote that. And --

Q. Okay. Yeah, can you tell me, do you remember why

or what this was about?

A. I do. This was about a building. It's actually the South Orlando campus.

And what had -- Elliot had surfaced -- we were trying to give that property back to the state. And so Elliot was looking at the real estate portion of that and found that UCF had two private leases on that property, one to a Christian academy and the other one to Acorn Stairlifts.

And Elliot went back through the documents and found that that property, when given to us from the state and when donated to the state, had language in there that said that the property was to be used only for public higher education and research purposes.

And so when Elliot brought it to my attention, we did report this, first of all, to Bill Merck, who told us that we needed to report it to general counsel, and we did.

General counsel was the one that had formed the lease to the private Christian academy. And we showed them language in there that would allow them to get rid of that lease. And to my knowledge, they never did get rid of the lease.

Q. Okay.

BY MR. RUBOTTOM:

Q. What was the end result of that property? Did it ever get reverted back?

A. It has not yet been reverted back. And you'll see this was 2013, I think. It has not yet been reverted back.

But the county has some interest in the property. And so we have been working -- our government affairs office has been working with the county on their possible interest.

So when we did not get where we were trying to go with general counsel on this, we did report this to the division of state lands.

BY MS. MITZ:

Q. Division of state lands?

A. Yes.

BY MR. RUBOTTOM:

Q. Would that --

A. This appears in here --

Q. I'm sorry. I didn't mean to interrupt you.

A. Go ahead.

Q. Did UCF take in a lot of property they didn't really have any need for and would just lease out or -- later or --

A. No. This -- this South Orlando campus had been

used in prior years, my understanding is. And they no longer had a use for it. They didn't have the population there to use it. And so they wanted to -- to give it back to the state.

Q. And who was -- who wanted to give it back to the state, and why didn't they accomplish that?

A. I wanted to give it back to the state because it was a money drain. This was one of the properties that was old, and so fit into that base budget PO&M. So I wasn't even getting enough money to maintain the property. We wanted to turn it over. It was not being used. We wanted to get it off our books. We didn't want a failing property and homeless people in the buildings and, you know, issues about the liability of having the property. And in --

Q. Did Mr. Merck agree with you on that?

A. He agreed with us, yes.

Q. Was the president told?

A. I don't know. Bill Merck would have had to tell the president. But Mr. Merck agreed with us that we needed to give this back, and we undertook actions to do that.

Q. Would there be documents of those actions?

A. There should be documents within the general counsel and with the contracts and real estate office

and with the division of lands. There were a lot of things -- we had to do surveys. We also did an environmental because we found that the creek running behind it had environmental issues. So there were surveys done. As part of trying to give this back, we had certain documents that we had to do.

And so there should be records of those, yes.

Q. And do you know what authority blocked that from happening? Was that somebody at the state didn't want it or --

A. No. It became that, again, the county has an interest in the property. And so UCF, as part of its relationship with the county, is working to turn it over to the county.

Q. When was that started?

A. Probably during the time that they were working on the downtown.

So it was part of partnership with the county on the downtown and the county wanting this property. So government --

Q. How long -- how long between the time that you started to try to give it back to the state and that interest, how long a time period was that?

A. It was a matter of years.

Q. And in those years, what kept y'all from giving

it back to the state?

A. Those leases that were still on the property were one of the reasons.

Q. Okay. That -- that makes sense. I -- that's just the piece that was missing. Thank you.

A. Uh-huh.

Q. Okay. I'm going to go through, now, a little bit about capital outlay budgets and the capital improvement plans. And I will be coming back to those later. I appreciate your patience with us.

Mr. Merck called us a few weeks ago. And we just kind of had a general ranging conversation. I asked him about capital outlay budget and -- and he acted like he really didn't know anything about that and others did it.

So who was responsible for preparing the annual capital outlay budget?

A. The capital outlay budget would have been prepared within facilities and safety. I would have reviewed it. It was then also reviewed by finance and accounting. It was also then sent forward in packets. So the vice president for government affairs, the CFO, our chief audit officer, general counsel, chief of staff, a number of people would see that as it was going into packets for the trustees. And then it would go

into the finance and facilities committee packets, and UCF tried to have those packets out 30 days prior to the board meetings.

Q. You reviewed them, but who put them together?

A. They would be put together by Gina Seabrook.

Q. Were there any instructions on doing that for them? Was there any -- any standard methodology that went into completing that form?

A. No. There was nothing that told us how to do it. We tried to follow the board of governors regulation, which is what we were told to do. The board of governors regulation doesn't even tell you what to put in it.

Q. And if it tells you more than you were doing, who would have been responsible to figure that out?

A. If the regulation told us more than we were doing?

Q. Yes, ma'am.

A. Then we would be advised by Scott Cole or it would have come to us from an audit or from any of those people who looked at it.

Again, we passed this through a number of hands every year.

Q. Right. And it looks kind of the same every year. And so that's --

A. It does.

Q. I understand how -- how it happened -- in a bureaucracy.

A. It was used the same way --

Q. Was this circulated -- was this circulated with the capital improvement plan --

A. No.

Q. -- and the university -- with the operating budget? Would they circulate all together or separately or what?

A. It did not go to the capital improvement plan. They were submitted at two different times.

Q. Okay.

A. I do believe it was on the same agenda as the operating budget.

Q. Typically, yes.

A. Uh-huh.

Q. Okay. So did you instruct Gina how to fill them out?

A. Actually, the knowledge of how to fill them out came when I got there to say this is how we have always filled this out. So historical knowledge of this is how we've always filled this out. So and I didn't instruct her how --

Q. How did you educate yourself to improve that?

A. By going through -- now, I read the board of governors regulation on it, which didn't really tell us anything. And the -- the changes we made were to try to improve it. So you'll notice that at one point we put -- put some of the PO&M on there, even though it's not capital, and I explained that to the trustees, that I was putting that on there so that they could see that they weren't getting that money. Because lack of PO&M and deferred maintenance was becoming a hot topic, so we added that.

We added the separate columns so that they could say -- so that they could see a column that says here's what we asked for in one column and then here's what we got in the second -- in the -- it's actually the third column because the title is in the first column.

So we say, okay -- for example, we asked for $38 million for Trevor Colbourn Hall. And then at the second column, you'll see a dash that's a zero. So here's what we asked for. Here's what we got.

Q. So when you were making those changes, did you ask for help from the general counsel's office?

A. No.

Q. Were you aware that there was a statute that also regulates capital outlay budgets?

A. We were not aware of that until this year.

Q. Okay. Did the auditor's findings on that surprise you? Did you read those findings?

A. I did. Now -- and it surprised me a lot.

Q. Did that --

A. I was curious, first of all, why I had not been invited to the -- the exit interview. Normally, when there's an item that's your item, you're invited to that exit interview so that you can have discussion. I believe if I had been invited to that interview, we could have had that discussion to say, wait a minute, this is not how we use this form. Certainly, we're open to learning better on how we should use this form.

Q. Is it possible that the legislature, the BOG, and everybody above the university level has been lax in -- in directing and instructing and holding accountable on those regulations and laws?

A. Absolutely. Absolutely. I can't tell you how many times I asked for guidance and did not get it.

Q. Did you ever ask for guidance on capital outlay budgets?

A. We asked for guidance on capital improvement plans, capital outlay budgets, any of the other forms we were required to fill out. We asked for guidance almost every time.

Q. Well, one of our hopes is that they will be

getting that after we're through with this project.

A. I do too.

Q. What is your understanding of the purpose of the capital outlay budget?

A. Well, again, my knowledge now and my knowledge then are two different things. My knowledge now, after finding the statute and reading the statute, is that it is to show all fund sources for your capital outlay.

Q. Right. But before this --

A. Until that, we understood it that the state told us what -- what funds were coming in. We presented it to our trustees and they approved that. You would hear -- if you listen to any of the transcripts, you would hear me saying to the trustees every year, well, here you are again approving the budget that the state just gave you.

Q. Did it ever strike you as odd that you would -- let's think about 20 -- think about the '16-'17 fiscal year. I guess that would have been adopted in May of -- of -- of '16, or sometime in the spring.

A. Uh-huh. Uh-huh.

Q. Did you know that you would be starting Trevor Colbourn Hall before the end of the next fiscal year?

A. We knew that we were moving forward with Trevor Colbourn Hall. And we had a project approval by the

trustees. And we thought that that --

Q. Did it strike you as odd --

A. We thought that that was what we needed, was that project approval.

Q. Right. I understand that.

But did it strike you as odd that you put a budget in front of them for that building and it said zero?

A. No, it said zero next to PECO. So it shows --

Q. It meant zero PECO?

A. Yes, it shows that for PECO, I asked for 38 and I got zero. That's what those columns showed.

Q. Right. So you just -- I don't want to go further on that because we really have more important things to talk about.

So you talked about the board authorization, I guess the 2014 authorization, the 2016 authorization.

Those -- those board approvals, that was the only board approval of Trevor Colbourn Hall construction; is that right?

A. As far as I know, yes.

Q. And you -- and that was board approval of funding as they were discussed in those meetings, right?

A. Yes.

Q. Do you remember anything -- well, I'm going to

get to that later.

What -- what documents would the president have approved to authorize the building? Was it programs -- the TCH program documents published in February or March of '17? Would that have been the only document that the president would have signed?

A. He signed that document. Can't think of others that he would sign.

Q. Do you know if Mr. Merck had any delegation of authority from the president to approve projects or transfer funds for capital projects?

A. I believe he had up to $500,000.

Q. Okay. So on his authority would have transferred -- I mean for Trevor Colbourn, there was 10 million the first year, 18 million the second year, and 2 million the third, whose authority would those transfers -- would that not have been in your area of responsibility?

A. It would not. So we would be on the receiving end of transfers. And then normally, I wouldn't even see which funds were being transferred.

Q. But that generally -- back to the annual capital outlay budget, do you recall any annual capital outlay budget that showed any source of funds that was university funds or internal funds?

A. No. Again, we did not even -- it had never been used that way before I got there or after to show internal funds. It was always used to show here's what the state has allocated this year. And then the trustees approved it.

Q. So let's go to the capital improvement plan. Who was responsible for preparing those?

A. Those also were prepared by Gina Seabrook and then came to me. I would take them to Bill Merck first, to the provost second, and then to the president third for their input and changes. And then we would mark those changes. At some point we started marking them in red because the trustees had asked that they wanted to see the line-throughs and see the changes. So at some point we started marking them. And then they would go to the trustees.

Then after the trustees had their say on any changes they wanted made, they would clean them up and then send them to the board of governors.

Q. How would the trustees direct changes? Because my -- the meetings I have looked at, they voted for the plan. I don't remember any amendments being voted. How would the trustees direct changes?

A. I recall only -- I only recall one year when they wanted to make a change. It was in a -- it was in one

of their board meetings. And they -- we made the change. I don't recall what project it was. But we made the change.

Q. Okay. Would that have been a priority change --

A. I think it was a priority change.

Q. -- or adding a project?

A. I think it was a priority change.

Q. Okay. Thank you. I just missed that one.

Do you get a form for that from the BOG, or do you guys develop your own form?

A. This came to us from the board of governors. And we're filling it out as we've been instructed by them.

Q. If a project was on there, like Trevor Colbourn, that the administration had already identified and secured university funding for, would either provost, would Waldrop or Whittaker, or President Hitt have ever asked, Why is this on PECO when we're paying for it ourselves?

A. No, we actually had those discussions. Chris had advised us to put a project anywhere it might be funded. And if we --

Q. I understand.

A. If we were still requesting PECO, perhaps as a payback for what the university was funding, we would still put it under PECO. And Chris was aware that Bill

was asking for payback. And that happened on --

Q. Were there other projects that Bill asked for payback? I think I saw a facilities workshop in 2017, where Merck and Whittaker were asking the BOG for payback on the research, for research 1.

A. Yes. Yes, on research 1. There were conversations with Chris on research 1 about self-funding first and then using PECO as a payback. There was also a -- you can't call it a joint use facility because it gets into other issues.

So Chris had advised us on a building in Osceola, where one of the state colleges needed 7 1/2 million dollars and had come to us for that, that we could put it on the PECO list, understanding that -- and fund it ourselves with the understanding that PECO may not come. So that was a risk. But yes, you could put it on there and ask for the payback.

Q. Do you know of any building that you did get PECO for after you had spent university funds to do the project?

A. I don't know of any.

Q. When -- when you say Chris said it, was that something he would volunteer or would that be something that he would say, yeah, that makes sense to try?

A. On that Valencia -- Valencia or Seminole State --

I can't remember which -- on that building, there was a meeting and there were several people in the room having -- asking the questions. On the board of governors' side, Chris and Mickey, I believe, were both in the room. Scott and Bill and I were in the room on our side. I think Vanessa Fortier was also in the room, maybe some others, where they were talking about how to go about doing this -- putting the money onto that building because they didn't have enough money to complete the building. And so it was a -- it was a large group talking about how to fund that.

And that's how the discussion came out that we could put it on there. And they gave us several things to do, like move it up on the priority list, make sure that we asked for a spot survey. And he gave us time frames. And the reason I am remembering this clearly is because I saw it last night. Make -- making sure that we have the survey on time, sending them a memo on what they were going to do with it, and that they would try to help get the funding, but with the understanding that we may not get the payback.

Q. Okay. Let me ask you to look at the document that starts on Page 17. I think that's the capital improvement plan that was adopted in 2014 --

A. Uh-huh.

Q. -- which would have been right after the board approved the new building. And I guess this is the first time Trevor Colbourn Hall, then, would have appeared on the capital improvement plan.

A. I think that's correct.

(Whereupon, Exhibit 4 was marked for identification.)

BY MR. RUBOTTOM:

Q. Okay. And I'm sorry I didn't -- I don't know which year to look at. But let's just look at that form.

When -- there's once or twice where I think Trevor Colbourn and/or the renovation were included in PECO and then also included in the other state sources category.

Do you recall putting them in both categories?

A. That's correct. And that was based on guidance from Chris Kinsley to say, put projects in any place where you might get funding or spend -- spend money. And so oftentimes we would have projects in more than one category.

Q. Okay. Do you ever recall putting one on one of those state categories, but also on the request from nonstate sources?

A. That could also possibly happen. So it might be

like a building that we might have donor funds for some of it. And so we might have put it under possible state funding as well as nonstate, which would be the donor funds portion.

Q. Okay. Would -- did you ever consider putting Trevor Colbourn Hall in that category, given the fact that you were funding it internally?

A. No, because my understanding was that they were spending internal funds. And to me, internal funds could mean a number of things. Primarily, their internal funds would be E&G funds, but it could also be auxiliary sources or other sources.

Q. So when you look at nonstate funds, that would haven't included internal. That would have been donations and debt?

A. It would have been donations and debt, for example.

Q. Okay. Well, that makes sense. I think that helps me.

MR. RUBOTTOM: I'm going good. But does anybody need a break?

MR. GREENE: We're fine.

MR. RUBOTTOM: Okay.

BY MR. RUBOTTOM:

Q. There's three -- in there, I think 17, 16, and

14.

A. I think you have --

Q. Do you recognize those?

A. I think you have them maybe out of order.

So you have the one upfront on Page 18 that's '15 through '20.

Q. Uh-huh.

A. And then you have the one on Page 25 that's '17 through '22. And then you have the one on Page 31 that's '18 through '23.

Q. Right. I intentionally left the -- the third one out.

A. Okay.

Q. Those were the three years that you included the building on the BOB-2 form, I believe.

Were these CIPs ever discussed with the board chair -- with the financing facilities or the board of trustees' chair prior to the meeting?

A. Not by me.

Q. Okay. The BOB-2 in 14 and 16 both showed Trevor Colbourn at $20 million. On Page 27 is the BOB-2 forms. They don't have the year, but that would be the -- the 2016 BOB-2.

And the first one also shows -- the 2014 also shows 20 million.

A. I think the 2014 at 20 million was correct. It was 80,000 gross square feet. And I think when it went to 135-6, the project amount didn't get changed there.

Q. Think that's just a mistake?

A. I think it's a mistake because that's when the building went up.

Q. Okay.

A. So if you look at the CIPs and the story they're telling, if you go to the first one -- sorry. In the first one what you see is Trevor -- you have Colbourn Hall renovation. And that's when we were still thinking we were going to renovate the building and then build the smaller new building, Trevor Colbourn Hall.

Q. Uh-huh.

A. When you get to the next one, the 17 through 22, you see that it now becomes one building.

Q. Right.

A. So the renovation comes off and you have one building and a demolition.

Q. Right.

A. And what you see in the other state sources is they come off of there because Chris said all we had to do was notice, notice the -- the board of governors that they were doing that. So when they were on there before, they noticed the state that we were doing it and

they could come off at that point.

And so the story, then, goes is that you're taking the renovation off and you're putting the -- now it's one building and the demolition, that happens there.

And then --

Q. Right.

A. -- in '18 through '23, you see the full, again, at the top, Trevor Colbourn, and the -- and they disappear from the state sources because they've already been noticed.

Q. Why do -- why -- why was the building added again to the BOB-2 for the '18 -- 2018 through '23, or whatever. That -- the one adopted in July of 2017? Why is --

A. So you see that in red?

Q. Right.

A. Red is what -- how Gina was showing that we had already requested it. And no money had come. This was -- this got caught up in the part where PO&M wasn't coming to us anymore.

Q. Right.

A. And so she was putting the things on there that said, hey, these are all the ones we've asked for before, but no money came. So they're in red. And the

ones in black are the new adds.

Q. Did you-all understand what the legislature did with the BOB-2 list?

A. Well, Chris just told us to put it on here this way and that they -- that he, then, would take the -- the -- the board of governors staff would, then, take the BOB-2 lists and they make up their own BOB-2 that would be sent forward to the legislature for their approval.

Q. Right. But what I'm asking is, did you know the legislature approved the building in the 2015 general appropriation act and the 2017 general appropriation act? So those first two requests, the second one was the larger -- the larger. So it made sense to request approval for the larger building?

A. Uh-huh.

Q. Were you aware that the legislature had approved the building both of those years?

A. Not that I recall.

Q. Well, that helps me understand a lot. And there it goes back to the -- to the guidance. Okay?

Because the legislature did approve it, and then they reapproved it in last year's general appropriation act. Okay? So the legislature has repeated itself on that building. And we didn't -- we didn't understand

why it was on the list. And that's why you kept putting it back on the list. So --

A. Correct.

Q. Am I -- am I summarizing your understanding accurately?

A. That's correct.

Q. Okay. I start talking about what I know sometimes, and I know it messes up the deposition.

So -- okay. Thank you for that.

And just -- just to kind of shorten the time, I believe that we have heard you say, or others say, you -- I just want to see if this is accurate to your understanding.

You would put E&G as the funding source on a BOB-2 if you weren't certain whether or not you would get any other money for it and -- but you didn't have donations or bonds or something; is that accurate?

A. On the BOB-2, Chris had instructed us that if we didn't know the source of the building -- source of funding, but we knew that it was an E&G building, we should put E&G as the source. Or if it was E&G, E&G went there. But he said on the buildings we didn't know what the source was, we should put E&G there, if it was meant to be an E&G building.

Q. Okay. Okay. Has -- has anybody ever asked you,

any trustee, any president, any provost, anybody at the BOG, ever asked you about an E&G notation on a BOB-2 for any building?

A. Not until all of this started, no.

Q. Okay. Did you think that the BOG was approving E&G as a funding source when -- when the process -- was ongoing?

A. Based on guidance from Chris, I believed that -- that by us noticing it under the other state sources, we had told them that we were doing it. And -- and no one told us that we couldn't do it.

Q. Right. I understand. But I'm talking about the BOB-2, particularly. Did you consider that an additional notice?

A. I do consider that a notice. But, again, it could go two ways, based on the guidance we had from Chris that it could be there just because it's an E&G building or it could be there because it's E&G funding. And we got that guidance both ways from Chris.

Q. Okay. Well, that's helped me a lot.

But you understand -- did you understand that the main purpose of the BOB-2 was to authorize future plan operation and maintenance --

A. Yes.

Q. -- funding for those buildings?

A. Yes.

Q. Okay. In 2015, I think we see on a calendar for a meeting. It's Document 5, Page 37. Show you on a calendar for a meeting with Dr. Whittaker to talk about the capital improvement plan for that year.

A. Yes.

(Whereupon, Exhibit 5 was marked for identification.)

BY MR. RUBOTTOM:

Q. Was that -- would that kind of meeting occur every year?

A. It would.

Q. Okay. What -- what was the purpose of that meeting?

A. That would be -- as I was talking about earlier, the way capital improvement plans would flow, Gina would put anything that she knew on there. She would reach out to sources to find out what was -- you know, what's happening with the -- with the projects. She would bring it through me. I would take it through Bill Merck, would be the next stop. And then I would go to the provost, that's the next stop. Then I would go to the president. And he would make --

So they all had their opportunities to say what they thought should be changed or added or deleted. And

after the president had his stop, then that's how we put together what was going to -- the -- the trustees.

Q. Okay. Other than the current draft of the CIP -- let's say that was the May 20th meeting. Other than the current draft of that CIP, what other information would you provide to Dr. Whittaker in that meeting?

A. It would have the other forms with it as well. And we would talk about what those other forms were, you know, the -- the authority to -- to take on debt, which I think is the BOB-1, and the PO&M, BOB-2. So we would go over all of the forms, not just the first one.

And we would talk about anything that had come to us. So perhaps athletics was coming to us for projects or housing or, you know, something that he might not have from his own deans. We would tell him what we were getting from the general population on the needs. And we might -- depending on questions that were asked, we might talk about the educational plant survey at the same time.

Q. Would you talk about funding sources?

A. Not really, no.

Q. Did they ever ask questions about the BOB-2, other than what is -- what buildings are on this list?

A. No. They never asked a question about it.

Q. Okay. Last July, the board of trustees

considered the current capital improvement plan. And last June, the finance and facilities committee considered that plan. And for the 2018 capital improvement plan, BOB-2, Trevor Colbourn Hall is there again. And it shows CF auxiliary as the funding source. And that's document -- I think that's on Page 48.

No, I'm sorry. Let me figure out what document I am on.

I'm still looking at the previous year. No, I don't -- I don't think I have it in the list.

Do you recall that funding source being on the BOB-2 for the current CIP?

A. No. And the only -- and I would not have made that change. The only way it would have changed is when it went forward to finance and accounting. Because they reviewed these each year. Finance and accounting could have made that change.

Q. So Mr. Merck or Tracy could have made that change?

A. They could have. Or the chief of staff could have. I'm not sure that he would know a funding source. Again, the document went through a number of people before it ever was put in their packets. And it was reviewed by finance and accounting every year. It was reviewed by the CFO. It was reviewed by -- I believe --

I believe all of those kinds of document were reviewed by the vice president for government affairs, the chief audit officer, general counsel.

Q. But in the months of June and July, you didn't hear Mr. Merck or Tracy talk about trying to refund the E&G that the auditor was asking about?

A. No. And I don't even know exactly when that exit interview was. If the exit interview --

Q. The exit interview was August. This is what I'm trying to get to -- and I'm going to ask Tracy and Mr. Merck -- it looks like there was a -- they were beginning to plan the refunding, which makes perfect sense.

A. Uh-huh.

Q. I'm just trying to figure out who -- who -- who knew about those decisions.

A. I did not know --

Q. If you saw CFAUX, would that mean carry-forward auxiliary to you?

A. Yes, it would.

Q. Okay. If you didn't know anything about that, that saves me a lot of time.

Let's talk about master plans for a minute. I know we had a conversation last week about that. But for the record: Who was responsible for developing the

2015, 25 master plan?

A. That was also within facilities and safety. We had brought back the former director, Pete Newman, to assist with that because we had a brand -- new planner, Maria Timouri. And Maria and Pete led that effort. The master plan is not written by an individual. We have the element group leaders for each of the element groups. And the facilities and safety team works with those element group leaders to get their changes made and to incorporate them into the master plan.

The only element that we outsource is the transportation element because that's usually the most critical element, and it's usually also the one that our host local government concentrates on as far as concurrency. We --

Q. There's a funding element, isn't there?

A. And that would have gone to the element group leader responsible for funding. There are seven.

Q. Who would that have been?

A. I would have to look. We actually keep record of who the element group leaders are for each element.

Q. If I ask the university, they could provide me that list?

A. Yes.

Q. Okay.

A. And the person that you would ask is probably -- Maria Timouri is still there. She's no longer in that role. She's now doing more project management-type things. And I hired someone -- as I mentioned last week, I hired Suzy Hutson from Purdue to come in and look at -- to do our planning, master planning, space planning, working with us on space planning because she did that job specifically at Purdue.

Q. Okay. Who developed the master plan amendments that were submitted to the board in December, this last December?

A. This last December would have been Suzy Hutson, Susan Hutson, H-U-T-S-O-N.

Q. Do you know who would have worked with her on that?

A. Yes, she was working -- and always all of our amendments would be put together in facilities and safety. I would review them. They would go forward to Scott Cole. And instead of one of his junior attorneys, Scott would review all of the master plan amendments and master plan himself.

Q. Did you see the changes -- next to the building name, there were changes in those amendments that changed the funding source.

Are you familiar with those changes?

A. No, I'm not even sure which amendment we're talking about.

Q. I'm sorry I didn't -- I'm sorry I didn't -- did you review the amendments that were put in front of the board in December?

A. If I was there, I reviewed them. Remember I --

Q. I didn't send you the document, but --

A. I got very ill after.

Q. I understand.

A. Yeah, and so I was -- I was out for some time.

Q. I understand.

Do you ever recall putting funding sources on the building line in the master plan?

A. Oh, I know what you're talking about because Gina Seabrook showed them to me. You're talking about the capital improvements list that goes in the master plan.

Q. Exactly, yeah. I'm sorry.

A. And Gina added that column because I asked about it. I said, "Do we have this column on all of the things, Gina? Because this would clearly show that they had an opportunity to see this." And she said, no, they had not been on there. She, at some point, decided that it would be helpful to have them on there. And so she started putting them on there.

Q. You don't know if anybody directed her to do that

or if there was any discussion that that might be a good idea or not?

A. She normally would ask me. She didn't. And I didn't direct her to do it.

Q. Is it possible that Scott Cole or Kathy Mitchell or President Whittaker or President Whittaker's chief of staff might have directed that?

A. It's possible. Gina also had a lot of conversations with Chris Kinsley. So Chris could have suggested it. Scott could have suggested it --

Q. Well, what -- what bothered me is -- is when you amend something, you're changing what it was to what it is. And that thing shows E&G crossed out and CF auxiliary added. And I have never seen a master plan -- I have never seen a capital improvement list component of a master plan that included the E&G, so I didn't understand. We'll talk to Gina about that.

A. And I had not seen it either.

Q. Okay.

A. As I was digging through documents to find out who knew what, I saw that and said, "Hey, Gina, was this on all of the years?" And she said, no, she had added it. So I'm not so sure if anyone else suggested that it be added. I know I did not. I found it as I was going though documents.

Q. Do you think the trustees would have understood that change when it was presented to them in December?

A. I think that because we made our changes in red so that they could see what we were doing, many of the trustees who had asked us to do that said that they were -- they would specifically look at those changes.

Q. Thank you very much.

Let's talk briefly about the plant survey. There was a full plant survey completed in late 2015 that found Colbourn Hall satisfactory.

Do you recall that plant survey?

A. I do recall the 2015 survey.

Q. I think Mr. Kinsley was on the survey group.

Do you recall that?

A. I don't know if he was on the survey group or not. Those surveys are --

Q. Those are peer groups --

A. That's correct.

Q. -- of the university to the BOG people?

A. That's correct. And it's usually Ken Ogletree from the BOG. It's usually not Chris. It's usually Ken and then Peter.

Q. Do you consider the plant surveys to be serious planning activities or do you -- or do you consider them just another hoop to jump through in the process?

A. I believe that they can be extremely helpful in how you're planning. I don't know if -- I don't know if they are taken seriously by all parties. I think we try to -- we try to take them seriously.

Q. Right. But there's some discussion about Colbourn Hall and they look at it and they find it satisfactory, and yet very shortly thereafter you-all decided to demolish it.

Did anybody ask about the satisfactory rating on that building?

A. No, but I did have conversations with Chris Kinsley later, when we were looking at demolition. And Chris said he felt all along it should have been demolitioned and that he believed that the building was in demolishable state. That's when I was asking them to come back out and do a spot survey. And Chris and Kim decided that no one needed to come back out, that they were fully aware of the conditions of -- of -- of Colbourn Hall. And Chris said that he believed that it was a smart move on our part to demolish that building and that it was definitely in demolishable state.

Q. I understand that.

But if he was on the plant survey team, would it make any sense for him in the -- in -- in the fourth quarter of 2015 to say satisfactory on that building?

A. It was definitely not satisfactory at the time.

Q. Okay. Thank you.

I have a bunch of questions about carry-forward commitment lists.

Have you ever worked on those carry-forward commitment lists or allocation lists?

A. That's the carry-forward -- I think there's a report that's still not -- you're talking about the report -- it goes forward --

Q. The final one with the BOG. In August, and then sometime asked for supplement.

A. No. Those are done in finance and accounting. Christy Tant had, I know at least one occasion, maybe more, asked about buildings that we were working for deferred maintenance. And we provided lists to her of the buildings and what we were doing with deferred maintenance at the time.

And that's -- we didn't really fill out the list. I understand it was a form that had certain categories she had to fill out. And she filled those out with the BOG categories. We provided those.

Q. Do you have copies of those lists that you provided her each year?

A. I don't know. I'm trying to think who might. I have very little access at this point.

Q. I understand.

A. But it's possible that LaShanda Brown-Neal might have copies of the list that were provided.

Q. Are you aware of the -- of the -- of the amounts of deferred maintenance dollars that were on those documents in 2013, '14, '15, '16, and '17?

A. No. I think that there was an email at one point -- I saw one email in one year saying something about whether they had a certain amount of deferred maintenance.

We always could have had enough deferred maintenance. You can't -- you can't spend the money fast enough to do everything you have to do at one time. But we have enough deferred maintenance that could fill up a list.

Q. Understand.

Did -- do you know who made the decision of how much of your deferred maintenance would go on that list?

A. No, I don't know.

Q. Did you ever hear anybody discussing putting money for Trevor Colbourn Hall or any other new projects into the deferred maintenance number on that list?

A. No. I think Isis recently told us our deferred maintenance is sitting at about $260 million. So we don't have to -- we don't have to fudge it.

Q. Do you know who would have presented that commitment list to -- to -- to Provost Waldrop or Provost Whittaker for an allocation list about the time of the commitment list? Do you know who would have presented those to -- to the provosts for signature before they went to the president?

A. No. Sorry. I don't.

Q. Okay. Okay. I'm going to let Carine take back over. We actually skipped some stuff. So I'm sorry.

MS. MITZ: No, we're trying to get through this.

BY MS. MITZ:

Q. I was just reviewing the notes again that Mr. Burby took while -- or -- or the other attorneys said while they were interviewing you. And I want to ask you about some of those things mentioned in the notes.

They jotted down that you had mentioned a meeting that occurred on September 27th of 2014 with Tracy Clark and Mr. Merck in his office in which a discussion occurred regarding the $9 million that had been allocated for Colbourn Hall. And then apparently Tracy Clark mentioned something about an auditor having told her that there would be a problem with using those funds.

Based on what I just said, do you recall that conversation?

A. I do.

Q. Can you tell me a little bit more about it?

A. The conversation I believe was in one of my one-on-ones, and there were a number of topics being discussed. I noticed -- when I -- when I was trying to pull that note for -- for Burby, that it said with Tracy, which to me means that she's entered the room or something. And she does talk about -- I think at the time, maybe it was $29 million on the project and 9 of it was -- was E&G and that the use of that could be the other funds at risk or that the auditors were unhappy.

And then we went on and talked about a number of other topics again. And at the end of the conversation, Merck came back and said that he would need to tell the president.

Q. Okay. So when Tracy Clark referred to the auditor, do you know whether she was referring to a state auditor with the auditor general's office or one of your internal auditors?

A. I don't know.

Q. Okay. And do you know whether Merck reported to the president?

A. I don't know what happened after that. But I --

again, in May of the following year, when we were talking about -- I think we were there talking about return on investment or CIP, we were there talking about one of those kind of things, and I know he discussed it with him then.

Q. Okay. Another notation in the interview notes says that you said audit has said that VP/president can make the decision. I can't determine the context of that statement within these notes.

Do you recall saying something to that effect?

A. Yes, I think it was similar to what we talked about. It might have been the exact thing we were talking about earlier in the conversation today, where -- when I had reported that I thought some things weren't compliant with the vice president level, the audit office told me -- and I believe it was Kathy Mitchell -- told me that's at the -- the presidential/vice presidential level, it's their decision.

First question was, "Did you make the decision?" And I said, "No." And then the answer that I got back then was, "Well, that's at the vice presidential/president level. It's their decision. It's their risk. It's not your problem." And I believe I responded, "It might be their risk, but it still could

be my problem."

Q. Okay. And what was that -- I know we talked about it earlier, but in the last three hours, everything is so jumbled up in my mind.

What was the initial subject that led to her making that comment?

A. It was a list that I had taken to her of issues. And I believe that primary on that list was the athletics funding and athletics -- athletics and DSOs going around facilities, not getting permitting, hiring their own vendors, and the funding going to those DSOs.

BY MR. RUBOTTOM:

Q. But you never discussed E&G spending for construction with Kathy Mitchell in that context?

A. No, because I didn't -- you know, again, if I was reporting something, it's because I thought there was something was wrong. And I didn't -- I didn't see anything wrong. So I didn't report it.

BY MS. MITZ:

Q. Okay. All right. And, you know, feel free to let me know if I've asked this question before. I feel like some of the questions I'm asking two or three times.

And I think we did touch upon this earlier. But when Dale Whittaker came in as provost, he was

responsible for the university's annual budget; is that correct?

A. I don't know if that was correct immediately when he came on board.

Q. Okay.

A. But yes, he did -- he did become responsible for the -- for the university's budget.

Q. Do you know whether that came in time or with a promotion or was there anything that led to that responsibility?

A. I don't know, but I know that when a person comes on new as provost, they're provost. And when they are well within performing all of the duties, they become provost and executive vice president. And Dale Whittaker did become provost and executive vice president.

Q. Do you know whether Dale Whittaker, when he first came on board, met with Mr. Merck regularly?

A. Yes, he did.

Q. He did, okay.

Were you involved in any of those meetings?

A. No.

Q. Okay. Okay. I would like to direct your attention to Document 6 in the packet, which I believe is Page 51 and 52. Let me know when you've had a chance

to take a look at that.

A. Okay. 51 I have. 52 I have.

(Whereupon, Exhibit 6 was marked for identification.)

BY MS. MITZ:

Q. I would like you to pay particular attention to Page 52. It's a chart. I think it's entitled "Capital Project Funding Update." And I know that Don asked you a couple of questions about a form like this earlier.

You see how there's different columns of -- for different forms of funding?

A. Yes.

Q. Okay. Do you know whether documents like this would have been provided to Provost Whittaker routinely?

A. They were. I know that Tracy Clark -- again, they set up -- they set up weekly meetings. They didn't always meet weekly, but they set up weekly meetings. And she was corresponding with him almost daily. And she was providing him all of these kinds of documents.

Q. And would you have seen documents like this in the facilities budget committee meeting?

A. I did not see this one. This is the first time I have seen this one. But there's a longer spreadsheet that we did see, if it was passed out in the facilities budget committee, so that -- the facilities budget

committee could be educated by Tracy on the funding, Tracy and Dale. And then it also went to the university budget committee. And that's the longer version. I don't know where this one came from.

Q. So on that note, why don't you flip to the next document, on Page 55. Is that by any chance the longer version that you're talking about?

A. Yes, this looks like one that I have seen.

Q. Now, this, however, does not show the different forms of funding?

A. There's one just like this that -- that is expanded, that has all of the forms of funding on it. And it was presented to the university budget committee.

Q. Okay.

BY MR. RUBOTTOM:

Q. Would that have been presented the same time as this shorter version?

A. Yes, I think the shorter version was the one that was sent out to the facilities budget committee. The longer version with all the funds sources I understand went to the university budget committee, and it also went to Dale Whittaker. And Tracy had meetings with him about this spreadsheet.

Q. Let me ask you something about facilities budget committee meeting, looking at this, where it just says

"total external, total internal."

Did any participants in those facilities budget committee -- I think the September 2017 meeting would have been where this one was discussed. Did anybody ask, Now, remind me what the internal sources are?

A. No.

BY MS. MITZ:

Q. Okay. How soon after starting with the university did Provost Whittaker begin referring to himself as the university budget officer?

A. I don't know that. But he began meeting with Merck and Tracy immediately upon becoming provost. Because those meetings had been started by the person sitting in the chair before him. Tony Waldrop started those meetings. So he immediately went into having those meetings with Bill and Tracy to understand all of the budget activities.

Q. Okay. Okay. Did you ever hear Mr. Merck tell Chair Marchena that E&G carry-forward funds were being used for the downtown electric plant?

A. I believe that on a board meeting day -- oftentimes on board meetings days, they have side bars in the -- you know, the break room. And Chair Marchena had asked us about the -- some information on the downtown plant. And in the side room, I seem to recall

Merck discussing that with him. And he talked about options for it. And I believe that Marchena was fine with all of the different options, whichever way we could go.

And I seem to recall Merck saying that the state seemed to think that we had a lot of cash reserves and that this would probably be a good way to spend down some of those cash reserves, the carry-forward.

Q. Do you recall whether Marchena said anything in response?

A. I don't. And I didn't -- you know, if I took a note, I didn't have it. But I don't -- I don't recall him saying anything about it.

Q. All right.

BY MR. RUBOTTOM:

Q. Was this in the context of Merck offering to Marchena faster ways to fund that project?

A. I don't know that it was faster ways to fund the project. We were having discussions, the whole -- it was a bigger discussion. And it was about, do we go with a tri-gen? Do we go with co-gen? Do we simply produce our chilled water needs? Do we try to hook on with OUC?

And so there were options that were presented. And we talked -- I think at that time, I believe that

the -- some of the analysis had been done. Because originally, we were talking about doing tri-gen. And we thought that from -- from the engineering reports that had been done early on, it looked like there would be a great return on investment by doing that.

And later, some of the assumptions were proven inaccurate. And so a later analysis showed that it would not be smart to proceed with a tri-gen plant, but just to produce the chilled water that we needed. It would still be a payback versus what we would be charged by OUC to do it ourselves.

And so it was a bigger discussion. And as part of that discussion, they talked about the funding.

Q. Was that discussion happening because that project was on the agenda that day or just coincidence?

A. I do not believe it was on the agenda that day.

Q. Okay. Okay. So going back to interview notes. I actually reviewed the notes of President Whittaker. And he indicated in his interview that he held a meeting with all of Mr. Merck's direct reports the day after the September BOG meeting, during which he told all of the direct reports, including yourself, to be transparent.

Do you recall that meeting occurring?

A. I do recall that meeting occurring.

Q. Great. I'm interested because the notes also say

that you asked President Whittaker, "Does that mean you want us to be completely honest, even when we've been asked to be less than forthright in the past?"

Do you recall making that statement?

A. I do.

Q. Okay. Can you tell us about that?

A. He -- as part of his meeting with us, he said that originally when this investigation -- before this investigation -- when the auditor came out with saying that the funds had been misspent, his initial reaction was to step up and say we had a building in trouble, life and safety was more important than the old money, and that he was going to take that tack, but that he had been coached to respond differently and that he had been coached to -- to show to the board of governors and the legislature and others that -- that we were going to admit that we had done something wrong and that we were going to try to rebuild their trust by being open and transparent.

And when he went around the room to ask questions, I was sitting across from him. And I said, Sir, just as you have been coached about how to respond to this investigation, I want to tell you that I have no spin. I'm not able to -- to say things that are partly true. My daddy used to talk about lies of commission

and lies of omissions, and I think they're still lies. And I have been coached over time to be careful about what I say. So are you telling me, sir, that I can be completely open and transparent about -- about what I know?

And he was physically taken aback. Not only did I notice it, but the chief human resources officer noticed it. And he stepped back and then he said, Oh, oh, of course, Lee, of course.

Q. Okay. Do you know who he was referring to when he was describing that he had been coached?

A. He did not say who had been coaching him.

Q. Okay. All right. So based on that comment that you made, have you been forthright about everything since that discussion with President Whittaker?

A. I absolutely have.

MS. MITZ: Do you want to --

MR. RUBOTTOM: Okay. Yeah, I've got just -- walking through a little bit of history of things, and I'll try to skip the things that we've already covered or that you've clarified you might not know about.

BY MR. RUBOTTOM:

Q. In the 2015 finance and facilities meeting, you were talking about the combined project, I think.

And -- and that's after it came out that Mr. Merck was apologizing for not going back to the board when that decision was made earlier that year. You said something about the Trevor Colbourn Hall building program was about complete, but you needed some time on the Colbourn Hall. That building from -- because y'all call the same -- multiple things the same name.

Is that just the listing of space allocation? Is that what you're talking about?

A. So over time, that changed.

Q. I understand.

I'm just trying to figure out what -- you had that big document, that 50-something-page document --

A. Correct.

Q. -- that everybody signed in February. And that's called Trevor Colbourn Hall building program?

A. Correct.

Q. You weren't talking about that kind of document in June of '15, were you?

A. We had begun preparation of that type of document at the time. And we were --

Q. Had you -- had you gone past just the space allocation listing?

A. I think we probably had space allocation listings done at that time.

Q. Okay.

A. Although, it kept -- it kept changing. That also kept changing. Because the provost wanted to continue to add faculty to go into the building and --

Q. Oh, I understand. Yeah.

A. Yep.

Q. I understand that was the constant conversation.

A. Yes.

Q. So what other elements of that would have been worked on?

A. We had been working on developing a template. Because before that, the building program was really usually taking the concept to the president and him approving that in concept. That was the building program. And I had spoke -- in speaking with Chris Kinsley, I said, I don't think that that's what a building program is. Do you have any others or do you have something that you could provide?

And he said he didn't, but I could reach out to the other universities. He said some of them had, you know, very thick documents and some of them had a few pages. So there was no uniformity in the building program throughout the system either.

Q. Did he direct you to any regulations that were relevant to that issue?

A. No.

Q. That -- that -- that big document that was signed by everybody in February -- I understand people signed at different times -- was that the first time you had done that kind of a document on a new building?

A. It was.

Q. And who -- who put together that little history discussion that included the BOB-2 references that everybody has been talking about on Page 25 and 26?

A. Suzy Hutson is the lady whom I had hired to do building program. She was trying to base it on a template that had been developed by Pete Newman, the former director. But coming in new and trying to put everything in there she possibly can, doing a lot of research to put what she could in that document.

Q. Well, that helps a lot. Because that's in a section about master plan compliance. And I can see how in doing what you described she's doing, that she might contain a history discussion, but it just -- it seemed to me extraneous to the conformity to the master plan. So that's -- I was curious about that.

Oh, when did -- when the decision was made -- I think Mr. Merck said in that meeting the design team came up with an opportunity to actually renovate the old building and tie it in mechanically with the new

building.

Was that at you-all's request -- were you part of the design team?

A. No, the design team is a -- we hire an architectural engineering group. So it would be an architect firm, usually, and may bring engineering consultants with them.

Q. Were they just noodling the possibilities and came up with tying the two buildings together? Or do you know how that came about?

A. Yes. They actually put that together as part of their presentation to be given to us to compete for selection. And that was one of the novel ideas that they put on the table to say, We think we can save money by tying the two buildings together with -- the share of mechanical.

Q. But that was after the board had voted to build a new building and put the renovation kind of on hold - --

A. Uh-huh.

Q. -- right.

A. Yes, but they said we -- that would still -- that would still follow through and build the new building. And they were trying to figure out how, then, they could build the mechanical so that later, when we could do the renovation, it would tie into that mechanical.

Q. But that was on their own initiative?

A. Yes.

Q. And you don't think Mr. Merck asked him to consider that?

A. No.

Q. Okay. I'm trying to skip some things. That's why I'm taking just a second.

I notice in that meeting particularly, and I can't -- I think maybe the -- April -- maybe the 2014 board meetings, I haven't looked at those notes lately. But I noticed there was funding. April 15th finance and facilities meeting when I think you were presenting maybe -- both facilities, I'm not sure. But Colbourn Hall, and Trevor Colbourn came up. And funding was discussed again. As soon as somebody asked you, I think Mr. Merck asked Tracy to answer the question.

Is that because she was responsible for funding sources?

A. That's correct. Because I would not have known the funding source. And so he turned to Tracy, who would have known.

Q. Okay. He noticed that times Mr. Merck or Tracy -- so Mr. Merck might answer questions as well.

A. Uh-huh.

Q. Would that -- he would address funding, also,

because that wasn't your responsibility?

A. Correct.

Q. Okay. I think it might have been the full board meeting in 2014, when the new building was being approved, and I know that Mr. Marchena was chair of finance and facilities, so he had been through a meeting on that building. I think it was that building -- that meeting where there was a discussion of funding and it almost was like Trustee Marchena tried to cut off the discussion or cut it short.

I think he said something about let me just be clear or something. It look -- sounds like he was looking directly at Mr. Merck, because you-all have identified appropriate funding; is that correct?

Do you recall that? Do you recall Marchena doing that in meetings?

A. That wouldn't be the first time that -- that he did that in meetings. But I don't know that I recall that specific time.

Q. Would -- when he did something like that. Would that be because he had a better understanding of the issues than the other board members who were asking the questions?

A. I don't know his motive for doing it, but I do know that that was pretty typical.

Q. Would Trevor Colbourn have been one of the agenda items that Mr. Merck would have briefed Marchena on before facilities -- finance and facilities meeting?

A. I believe it would, yes. I think they had regular meetings before the finance and facilities where he would go over the items with the chair.

Q. Did it surprise you that Marchena was surprised that the combination project was in the works?

A. Yes. I'm sure that he knew.

Q. So if he expressed surprise in that 2015 meeting, that would have been -- he's just trying to bring it before the other board members or --

A. Again, I don't know why he would react that way. But I would be -- I would be extremely surprised that he didn't already know. Because he and Mr. Merck had regular meetings before the finance and facilities. And Merck -- if there was something problematic, Merck would also have individual conversations with the other members.

Q. Okay --

MR. GREENE: Can we take a comfort break?

BY MR. RUBOTTOM:

Q. -- we go further to what we have on the --

MS. MITZ: What's that, Mr. Green?

MR. RUBOTTOM: I'm sorry?

MR. GREENE: Can we take a comfort break?

MR. RUBOTTOM: Yeah, I think I've only got about five more minutes. Let's take a break. I need to check my office.

MR. GREENE: Great.

MR. RUBOTTOM: Let's take five minutes.

(Whereupon, a break was taken from 12:42 p.m. to 12:45 p.m.)

BY MR. RUBOTTOM:

Q. I think we're talking about Marchena. You do believe he was briefed by Merck before those meetings and -- okay. Let's -- let's -- in the meetings -- and I understand people use different words and they mean things and people would say carry-forward or central reserve or university funds or internal funds at different times.

I'm just curious if it was ever thought of using university on the BOB-2 form and not E&G. I know other universities have done that on a BOB-2 form. Was there any thought of using those other words besides E&G?

A. No, because both Gina Seabrook and I had conversations with Chris Kinsley about how to fill out the form. And we were following the directions we were given.

Q. Okay. But it never occurred to you-all in the

board meetings to use the words E&G to be just more specific?

A. No. On funding, I use words if I -- based on what I knew. So if I knew something was E&G, I would say "E&G." But if I just knew that -- that it was internal, then I would use the word "internal."

So it was all -- my words are all based on what I knew or had asked direction and was told to do.

Q. Okay. Well, I -- I -- I don't want to be on a touchy subject here, but let's just be real clear.

A. Okay.

Q. Is it your testimony you did not know that Trevor Colbourn was funded with E&G funds?

A. I knew that they had had discussions. I was in meetings when they talked about pulling sources of funds together. Until September, I didn't know that the entire $38 million was E&G. That was in a conversation I had with Tracy in September. But yes, I knew that some was because I was in the room when they were talking about it.

Q. Well, I -- if you go back to Page 52, and this is an email -- this was attached in an email that you sent to Judith DeJesus in November of '15. And Page 52 is one of those attachments, the capital projects funding update. It's dated January 17th. And that shows for

the combined project 38 million of E&G. And that was -- You would have seen that document?

A. If I sent it, I would have seen it. But I really don't recall this document.

Q. Okay. Okay. Well, I -- I -- thank you. And I know you're -- I know you're trying to be honest, and I appreciate that.

A. I am. I really do not recall this document.

Q. The confusion -- the confusion of everybody -- people using different words and saying everybody knew what that meant, but you wouldn't necessarily know -- when they said carry-forward in the meeting, you wouldn't necessarily know that meant E&G? Is that what you're saying?

A. I would know that carry-forward funding was carry-forward from year to year, and that probably most of it would have been E&G. It could be other sources, but most of it, I think, would be E&G.

Q. Okay.

A. My own carry-forward, most of it would have been PO&M, or all of it would have been PO&M.

Q. Okay. I understand that.

A. And I can -- I'm not sure who prepared this document. And you say it's in an email I sent, then I sent it. But I can tell you I didn't write it, because

I wouldn't misspell Colbourn.

Q. Got ya'.

Later in that April 2015 meeting -- oh, wait a minute. During the 2015 finance and facilities meeting, Dr. Whittaker is quoted as saying, "I would just add, the way I was looking at it also, would, you know, we considered this -- moving forward with this 83,000 square feet per net 10 million minus the demolition cost."

Sounds like he was trying to describe the economic benefits of the combined project.

Would I be correct to infer from that that Dr. Whittaker had a very good grasp on the cost and value of that project?

A. He did. Because when we had meetings with him, that's the kind of conversation we would have. We wouldn't have been talking about funding source with my group, but we -- we were talking about rising construction costs. We were talking about options. We provided him options on what we needed to do to try to get where he wanted to go. There are documents that he had showing what his options could be to get where he wanted to go and, you know, what the cost per square feet might look like for those options.

So he had all of that from my team, yes.

Q. Do you know if he had discussions about the project with any trustees during that time period, say, from January of '15 until -- until the -- the demolition was -- was decided in 2016?

A. I wouldn't know.

Q. Okay. Later in that meeting, Mr. Merck mentioned the shortage of PECO funds, talks about carry-forward money, interest earnings, a whole bunch of other things.

Do you know what he meant by a whole bunch of other things?

A. Can you tell me again what was said?

Q. He talked about the shortage of PECO funds and how they were making it up with carry-forward money, interest earnings, a whole bunch of other things.

Do you know what he meant by a whole bunch of other things?

A. No, I really don't.

Q. Okay. Do you think the trustees would have known?

A. No.

Q. Okay. After that, you mentioned, continuing your presentation in that meeting, in carry-forward funds continuing services contract.

Were you talking about your PO&M money?

A. That's correct. And I had had a state IG look at

that several years before. And he had said that that was fine, what I was doing with the continuing services contract and encumbering those -- the only carry-forward funds there.

Q. So describe that in detail. You would encumber those. You would enter some kind of long-term contract, and those funds would be then -- then committed to paying that contract?

A. They're not committed to paying a specific contractor. So we are allowed to have continuing services contracts. And we would have continuing services construction management firms, continuing services general contracting firms, even some continuing services trades.

And at the end of the year, when we had PO&M and carry-forward, we would obligate the funds to -- on a -- sitting in an account to be able to pay any of those contractors for the work that they might be doing. And then those would become projects, individual projects.

Q. So how would you obligate the funds if they weren't committed to a particular contract?

A. Getting over my head again. But our business office would put those funds in a -- an account. And it might be called "deferred maintenance carry-forward" or something. She would call it a name, "deferred

maintenance account." And she would put the funds in that account. And we would have -- so we had contracts with these continuing services vendors.

And then when we had a project, then we went through the full -- the full process for accounting for a project. And then the funds would then be removed to that project.

Q. Okay. So that would become the funding source for those contracts which were only paid, what, on invoices or --

A. We would put POs and we also had contract terms. Again, once a project became a project, then there would be a -- an amendment to the main contract showing that they had -- you know, what project they were on.

So perhaps I had -- let's just use a company. Let's use a -- Balfour might be one of the companies that was under continuing services. But then maybe I had a -- a boiler that was problematic in an engineering building. And in order to do the repairs to that boiler, we -- we got in and we found the duct work was bad. We found a whole bunch of other stuff bad. And so it became a million dollar problem. And so then we would award individual projects.

So legal said we could just choose, but I didn't really want to do that. And so we would have these

contractors compete. Even though they were selected based on the qualifications basis, we still often had them go through a competition using a GC quote, general contractor quotes, hidden email, so that there couldn't be collusion in my own shop by telling somebody, oh, this guy's going to bid 500,000. You better bid 4.

So we had those opened up separately in order to make sure that we were not only having the contractors, we selected them on qualifications, but now we can get the best price.

And so then they would get a contract for that project. And the monies would be put onto that project at that point.

Q. You stated in that meeting -- again, this is April 2015 -- that you had bought down deferred maintenance from over 200 million to about 116 million at that time.

Do you recall that?

A. I thought it was about 146 or hundred -- a few numbers I remember it was down to 146 and then back up to 164.

Q. Would another $85 million for deferred maintenance have been helpful?

A. Well, it's always helpful to buy down what you have. You know, I think we got our -- I think the

university got into that. We talked about this a little bit the other day. I don't think I totally answered your question the way you wanted it to be answered.

But over time, the -- some inefficient operations, you have your maintenance guys walking their building, which is what they told me they did. You don't -- you don't -- your money doesn't go as far.

Q. I understand.

A. So we've put a lot of -- we've put a lot of efficiencies in place, both in the operations and maintenance side and in the utilities side, that's allowed us to have money that can then go back and fix the things that were deferred for so long.

Q. Right. I think I understand that.

A. Yep.

Q. What I'm trying to understand is what the university did.

And what would you estimate the deferred maintenance number was at the end of the last fiscal year, last July -- last June 30th?

A. Probably -- based on the reports -- I have a company by the name of Isis that comes in and looks at our buildings.

Between combining deferred maintenance and capital renewal, which go hand in hand, I think we're at

about $260 million.

Q. Would it disappoint you to know that UCF characterized $85 million for these building projects as deferred maintenance in their reports to the BOG and to the legislature?

A. It would disappoint me to know that if I didn't have records in my facilities and safety business office to show that.

Q. Did Kinsley or anybody at the BOG ever -- after they got the August reports on carry-forwards, did Kinsley ever come to you and say, Hey, can you verify this 37 million or 27 million dollar deferred maintenance number?

A. No, because that -- I would have had good records in my facilities and safety business office to show exactly what we had spent.

Q. So like if you -- if you gave them a list -- if you gave the finance people a list of 130 -- 130 million in deferred maintenance, and they put 7 of that in this form and added $18 -- 18 million for Trevor Colbourn Hall, you would have been able to show people the combined number in deferred maintenance to ostensibly justify it, even if the administration intended 18 million of that for Trevor Colbourn; is that right?

A. Yes, we have a pretty good record on what we were

actually buying down. I call it "buying down." It's the things that we're fixing.

Q. Right. But they could put any number on that -- on that form they filed with BOG, they put up to 260 million and say we have that much deferred maintenance to do, right?

A. I think the BOG would have objections to that, but I guess so.

Q. I don't think they'd have much objections as they have to building new buildings --

A. Well, I do have $260 million of deferred maintenance, according to Isis.

Q. And I believe you. And I'm glad I don't have to be the one to figure out how to do all of that work.

Are you aware -- are you aware of any backdating of transfers to facilities from the central carry-forward?

A. No. I'm not even sure what you mean by that.

Q. Well, there were some emails that were going on in July of '16, I think, that said the 18 million needs to be backdated to last year, or maybe that was the next year.

But the -- the -- the levers weren't pulled to move the money until July, but they dated them June transfers.

A. No.

Q. But you didn't monitor those --

A. No.

Q. -- those construction numbers when you weren't getting ready to build, right?

A. That's right.

Q. Okay. Just real curious. If you had done the full renovation of Colbourn Hall, what would you have expected the life span to be of the renovated building? Do you have an idea?

A. If you can do a complete renovation, you're probably talking another 50 years again. Generally, we look at a 50-year life span on a building.

Q. Okay. Okay. Mr. Cole publicly went through a timeline last September I think at one of the board meetings or something saying that the 2014 engineering study established the nonfeasibility of renovation.

When did you understand that renovation was no longer feasible? Was that based on your total maximum budget or was that based on rising costs?

A. I don't know exactly when that was. But the same design team that was working on this and the engineers that were working on this and -- you know, we had a lot of things happening. The construction costs were going up. We -- there are some standard kinds of rules on

when you decide to demolish versus renovate.

And when -- the -- as my daddy used to say, poking money down a rat hole to do it, you don't do it.

And so we did those analyses. And if you look at the board -- I think there's some notes in the board meeting where we talked about the demolition, during that demolition, the percentages that far outweighed what the investment would -- it would take to renovate that building. And that's what was presented to the board.

Q. Okay. Let's go back to -- did Dr. Whittaker participate in a decision to abandon the joint project and demolish the old building?

A. Yes, he did.

Q. Who took that decision to Dr. Hitt?

A. He did.

Q. Do you know when Dr. Hitt agreed to demolish the old building?

A. I think that there was email that came out from Dale to Mr. Merck saying that Dr. Hitt approved it. It might have been an email. Either that or a -- or Merck called me. I don't remember which. But I was told that the president had approved it.

Q. I mean, the board took that up in -- I guess May or June of 2016. It would have been shortly before the

board meeting, or it would have been three or four months before?

A. Well, there -- I'm seeing an email Tuesday, January the 20th of '15 --

Q. Well, that was -- that was the decision to do both buildings. I'm talking about the decision to demolish the old building.

A. Okay. So then the demolition came -- we actually had meetings with Dale -- the design team, facilities planning and construction team, and I believe he had some of the folks from the -- from the original Colbourn Hall there, talking about what the team had found and that it was going to be just entirely too costly to -- to do the renovation on Colbourn. And so they presented options to Dale about increasing the size of Trevor Colbourn with the same money and demolishing the building.

So that was presented to Dale. And I believe either Dale or Bill Merck would have taken that to the president.

Q. Okay. Okay. Thank you.

Let's go back to the first decision to build the new building in 2014.

I understand that everyone realized that we got to put these people someplace during the renovation, and

so the most efficient thing is to build a new building that will hold them. And I understand the options that were presented to finance and facilities committee in April of '14 and the full board later.

Marchena was chair of the committee at that time; is that correct?

A. I think so.

Q. Do you recall him asking how the new building would be paid for?

A. No, I don't recall.

Q. Do you recall anything about that April 2014 meeting where the recording is lost?

A. No. I recall preparing for it and working with David Norvell on what those options would look like and what the costs would be to do those. So I recall preparing the options for the board. I don't really recall the board meeting.

Q. Did you keep notes from the board meetings?

A. I normally would take notes from the board meetings, not in my notebooks, but on the -- whatever document I had in front of me. And I tried to go through filing rooms to find any of those. And I was not able to find many of those.

Q. Okay.

A. But those would have been filed in filing

cabinets somewhere.

Q. If the committee had discussed sources of funds, would Mr. Merck and Tracy have been answering those questions?

A. Yes, they would.

Q. Okay. After that -- and, again, I -- I'm not trying to -- I'm not trying to mischaracterize anything. But the board seemed pretty explicit in 2014 to put the renovation on hold. But that October, you -- you presented to a BOG facility workshop about a $19 million PECO request for Colbourn renovation.

What -- what -- why were you competent enough to present that project to the BOG in September of '14, that the renovation was going to happen?

A. Because what the board had said was that they were going to put it on hold until such time as the source of funds had been determined. And I recall reading that somewhere in my notes over the last few days. But they said that they were putting it on hold until they could determine how to pay for it.

Q. Okay. The capital improvement plan on the PECO list only shows like 19 million for total cost on the renovation.

A. Uh-huh.

Q. But the internal budget reports like the one on

Page 52 doesn't ever get above 15.

Can you explain the difference between a $15 million price on an internal budget document and 19 million in the capital improvement plan, PECO request?

A. Yeah, I found differences like that on a number of budgets in reviewing them.

On the capital improvement plan, we're asked to inflate the numbers by the market. So when construction was rising at 4 percent per year, we inflated by 4 percent per year. When it was rising by now 11 and 12 percent per year, we're inflating by 11 and 12 percent per year.

If there were other things that we were trying to include, those would have also been in there. And we would have explained those in the memo that would go to the state to say, this building includes forest protection, for example, on a partnership building or something.

But I have found a lot of discrepancies in budget until numbers are firmed up through an architectural plan.

Q. When they're working on capital projects and you have a budget, are those just -- you keep a number for a couple of years until you're working with contractors and decide, oh, it's going to be more than that, or you

don't have any built-in inflation on those; is that correct?

A. Yeah, we often base it on what the current cost per square foot is. And then as we're --

Q. Like on Page 52, your office would have provided the current estimate of cost on those projects, wouldn't you?

A. I believe we would, yes.

Q. And that would be based on per square foot and the type of building --

A. Yes, at that time.

Q. Okay. Okay. That helps me a lot.

Do you think that -- back to the BOB-2s and when you would go through the capital improvement plans with Dr. Whittaker, do you believe he understood the plan -- plan operation and maintenance role of the BOB-2s?

A. Yes, he understood it. He said he was quite familiar with that. He had known it when he was at Purdue.

BY MS. MITZ:

Q. Was that before?

A. Not -- no, not the Florida form, but --

BY MR. RUBOTTOM:

Q. PO&M authorization?

A. Yes, but seeking plan operations and maintenance

money to -- to operate and maintain facilities.

Q. Okay. Do you -- do you ever find academics to try to act like they know more than they do?

Chuck doesn't like it when I tell lawyer jokes.

A. Well, they often think that they not only know all of the amazing things that they know, but that they know how to do all of our jobs better than we do. They'll often tell me that, you know, I can go down to Home Depot and do that for $1.98.

Q. Do you believe that Dr. Whittaker was diligent in his role as chief budget officer?

A. I believe that he was diligent in -- in trying to understand those budgets. I believe he did understand those budgets. And I believe he -- I believe he was diligent in control of those budgets.

Q. Did you find Dr. Whittaker prepared and well informed at the facilities budget committee meetings?

A. Yes. He had -- he had meetings prior to the facilities budget committee meetings with Tracy so that he would be prepared.

Q. Did those meetings ever discuss the limitations on use of E&G funds?

A. No.

Q. Did you ever discuss, in those committee meetings, your interactions with Chris Kinsley about --

about different funding sources and -- or different projects and the ability to do them.

A. No. In the first couple of meetings, we did have some educational sessions for people who were coming to the facilities budget committee new. In those, we were more explaining the forms, the capital improvement form. They said why do we have, you know, projects in two or three places. And so we explained that. Chris had told us to put it in all of those places.

Tracy -- Tracy did a lot of education in those early meetings to talk about what we were trying to do and how we were trying to really get our arms around what facilities we could build in the next five years, what the priorities were, what facilities you could build or renovate or whatever in the next five years.

And so that -- so that we had a -- a smaller list, a list of what you actually could do in that amount of time, and not just a wish list.

Q. Okay. Thank you.

I think I saw some May 2016 emails about the larger building plan. And I think I saw something that said 26.8-gross-square-feet occupiable shelf. And that was in the context of how the building was going to be used.

Was that plan at that time that there was a

portion of that building that was not yet occupied or planned, that that was gross space in that building?

A. That was -- based on what Dale had -- had discussed with his faculty about current needs and what their planned hires and not knowing what some of those hires were going to be, that was actually supposed to be shelf space for the growth in those departments.

Q. Do you know if the downtown expand -- the downtown presence was already in the works in -- in -- in May of 2016?

A. I don't know. But I -- I believe that they had already started discussions on it.

Q. Did the expansion to downtown change the space needs of -- I know Dr. Whittaker has his plan to add all of the faculty. And did that downtown expansion change those space demands?

A. So we have a group called "SPA," and it's space, planning, and allocation something. They actually report to the provost. Unlike many institutions, you know, that group is tied in with facilities. At UCF it reports to the provost. And that group has spent a -- quite a bit of time working with faculty, working with the deans on what their space needs are and how space will be filled when programs move to the downtown.

Q. Okay. Okay. Thank you very much.

BY MS. MITZ:

Q. So, Ms. Kernek, we're going to wrap up now. Is there anything else that you think we need to know that we have not asked today that would help us in our investigation for the misuse and misdirection of E&G funds at UCF?

A. Well, I think that what you have is a really hard working group of people. We have all tried to do our jobs to the best of our abilities. I think not having written guidance from the state, from our own general counsel is a -- a huge part of this problem, not just for the staff, but also for the trustees.

I think we had a lot of conflicting guidance, where on one meeting where I have with -- with Chris Kinsley and I ask can PO&M and carry-forward be used to -- upon research fume hoods, or break rooms, or whatever? And he says no. And then the next meeting, when I say, How can PO&M carry-forward be used, and he and Tim Jung say, It's your decision.

Yeah. And so I have notes saying those thing s. Our general counsel hasn't given us any training, minimal advising. Yes, they'll answer questions, but that would then mean that we have to know the questions to ask. So I didn't ask a question about the capital outlay budgets because I didn't know a question to ask.

I didn't know that there was anything wrong with it.

We have a lot of circular direction in those -- in the who do we ask. So we -- we go to BOG staff. We go to audit. We go to general counsel. We go to our boss. And if you go to one of those, they send you back to the other one.

Q. Got ya'.

A. So audi would say, Ask Merck. Or Merck would say, Have you talked to general counsel? Or general counsel would say, Have you asked audit? And we would try to do those things.

You'll see that I -- that one instance that you saw in there of -- of a reporting is one of many. I put that in the -- in my screenshots on purpose, to show that we had incidents of reporting what we thought was wrong. Whether it was because we thought it was a compliance issue or legal issue, we reported those things.

And so if you don't see me reporting this E&G funding, it's because I didn't know it was wrong. I would have reported it. I'm --

Q. Sure.

A. I'm going to report things that I think are wrong.

Q. Yeah. You've demonstrated that with just the

things you've told us today.

Well, we're going to ask that if anything else comes to mind, if you're still reviewing all of your stuff and something pops out at you and you think that we would benefit from knowing about it, just please either ask Mr. Green to communicate to us, give us the stuff, call us, prepare an affidavit, whatever you need to do to let us know. Because our investigation is still ongoing and it's not going to end in the immediate future.

And I also ask -- in the beginning we talked about those notes that you had prepared. If you can get us copies of those, that would be greatly appreciated.

And lastly, we're going to ask that you don't discuss this deposition, particularly the questions asked and the answers that you've given, with anybody else who we intend on speaking to, at least until our investigation is closed out.

A. I have been avoiding those -- I've been avoiding those calls -- you know, our conversations on purpose.

Q. Okay. Good.

MR. GREENE: And I need to ask Ms. Kernek just a few questions that -- about the nature of what's going on.

MS. MITZ: Sure.

MR. GREENE: But can we agree I haven't had an opportunity for a full and fair cross-examination like I would do if this was a lawsuit; that the purpose of the investigation is limited? And so if somebody should try to use this deposition against Ms. Kernek in another context, I haven't had the opportunity of cross-examination and it's effectively not closed?

Do you guys agree to that?

MR. RUBOTTOM: Yes. And, Chuck -- yes, we agree. And, Chuck, I would also add that our rules allow that if anything is brought up in our committee meeting, speaking about somebody that's not present, they have -- they have a right to -- to send a written statement or appear in front of the committee, depending on time availability. But they have a right to respond to anything said about them.

So I think I have given you our rule number on that, but --

MR. GREENE: Yeah, you've been very helpful. And ordinarily if this were a lawsuit, I'd probably do a three-hour cross-examination just to elaborate on some points that you made and maybe bring out some facts that -- that you might not be aware of or that might not have been punctuated.

We're going to try to get your documents and things that will help you in that regard. Let me just ask you, Ms. Kernek, a few questions.

EXAMINATION

BY MR. GREENE:

Q. You're employed at UCF from 2007 until January of 2019?

A. Correct.

Q. Were you evaluated annually during that time for your performance?

A. I was.

Q. Were your performances generally positive?

A. They were all exemplary.

Q. And were you commended for your good work you did for your UCF community?

A. I was.

Q. Did you strive to fulfill your duties honestly?

A. Absolutely.

Q. Did you strive to fulfill your duties competently?

A. Yes, sir.

Q. Did you try your best to comply with the rules, regulations, and statutes that you thought applicable to your job?

A. I did.

Q. When you didn't know the answer, did you seek guidance from general counsel and other sources?

A. Yes, I did.

Q. Did you ever, at any time while you're at UCF, do anything that you considered to be immoral?

A. No.

Q. How about illegal? Did you ever do anything that you considered to be illegal?

A. No.

Q. Did you, at any time while you're at UCF, participate in any action that you thought violated the law or the rules or regulations that governed you?

A. No.

Q. You were asked about your relationship with Mr. Merck and Christy Tant and Tracy Clark.

Do you recall that?

A. Yes.

Q. Have you in any way tried to influence anything that they might have to say in connection with this investigation?

A. No.

Q. Have any of them tried to influence you?

A. No.

Q. You were asked about being interviewed by the attorneys from Bryan Cave.

Do you -- do you recall that?

A. Yes.

Q. And have you seen a -- what purports to be notes of what you said during your interview?

A. Yes.

Q. Are those notes -- do they accurately reflect the things that you said?

A. They do not.

Q. Do they tell everything -- do the notes accurately reflect all the things that were said and done to you during the interview process?

A. They do not.

Q. And you said earlier you felt you were treated hostilely?

A. Yes.

Q. And did you feel that the investigators were looking for the truth or looking for answers that they had set out to get when they started their investigation?

A. I think that they had predetermined their answers and they were forcing us to give the answers that they wanted to hear.

Q. And did they react hostilely when you deviated from the narrative that they wanted you to tell?

A. Yes.

Q. You were asked whether your office gave information to Dale Whittaker about the funding for TCH being specifically designated as E&G.

Do you recall that?

A. Yes.

Q. And you said your office did not provide that information to Dale Whittaker; is that right?

A. That's correct.

Q. But you know that as part of the facilities budget committee, that Dale Whittaker was given information at least -- at least monthly?

A. He was given that information, yes.

Q. And that information related specifically to the carry-forward of E&G; is that right?

A. That's correct.

Q. And Dale Whittaker was at least monthly given spreadsheets showing the projects that were funded by E&G?

A. Yes.

Q. And that would include Trevor Colbourn Hall?

A. It would.

Q. You were asked whether Dale Whittaker diligently pursued his job as provost. He was also chief budget officer, wasn't he?

A. Yes, he was.

Q. And would it be accurate to say that when it came to UCF, he immediately began staking out his territory as being the person in charge of budget matters?

A. That would be accurate.

Q. Did he play a role in forming the facilities budget committee?

A. He did form that.

Q. And did he have Tracy Clark act as his direct report to give him information about the funding of projects?

A. He did.

Q. And would that have included Trevor Colbourn Hall?

A. It would.

Q. Now, in your -- what was your title while you were at UCF?

A. I was an associate vice president responsible for facilities and safety.

Q. Did you as part -- as -- was your job essentially to oversee the projects that were being built and renovations that were doing done at UCF?

A. It was to oversee the facilities, whether it was design, engineering, construction, operations, maintenance, sustainability, and the safety of those facilities.

Q. Did you have the authority to allocate funds to your department?

A. I did not allocate funds to facilities and safety, no.

Q. Did you have any authority to designate the funds that were used for Trevor Colbourn Hall?

A. No.

Q. Did you play any role -- did you decide to use E&G funds to construct Trevor Colbourn Hall?

A. No.

Q. Were you asked for any input before that decision was made to use funds for Trevor Colbourn Hall?

A. No.

Q. Did you give any input?

A. No.

Q. Were you ever -- after the decision -- who made the decision to use E&G carry-forward to fund Trevor Colbourn Hall?

A. I would say the president made that decision in consultation with the CFO.

Q. Did anyone at UCF ever ask you to conceal the fact that E&G funds were used to construct Trevor Colbourn Hall?

A. No.

Q. Was the fact that E&G funds were used to

construct Trevor Colbourn Hall reported internally throughout various departments throughout UCF?

A. It was.

Q. Was it reported in the same manner that other projects being conducted by UCF were reported?

A. It was.

Q. Was there anything done to change the method of reporting so that the funding source could be in any way concealed?

A. No.

Q. Did you ever try to conceal anything connected with Trevor Colbourn Hall?

A. No.

Q. Were you ever instructed to conceal anything connected with Trevor Colbourn Hall?

A. No.

Q. Do you know of anyone else who was instructed to conceal anything connected with Trevor Colbourn Hall?

A. No, I don't.

Q. Now, you were asked about whether Dale Whittaker gave information to the board of trustees.

Do you recall that?

A. Been a long interview. No, I don't recall.

Q. I'm going to show you a couple of emails dated in March of 2017 and ask you to look at those for just a

second.

And here is one from May of 2016.

Do you recall that the department that Tracy Clark headed gathered information for Dale Whittaker concerning the funding of the projects that were ongoing at UCF in 2015?

A. Yes, they did.

Q. And did the projects for which the department headed by Tracy Clark gathered the information include the funding source for Trevor Colbourn Hall?

A. Yes, it did.

Q. And was Dale Whittaker provided with information that specifically showed the funding source for Trevor Colbourn Hall being E&G?

A. He was.

Q. And that was on multiple reports that were given to him; is that right?

A. That's correct.

Q. And was it Dale Whittaker who -- was he invested with the responsibility to report the funding sources for the capital projects being undertaken at UCF to the board of trustees?

A. He was, as the university budget officer.

Q. In 2016 didn't he specifically gather information so that he could tell the trustees about the funding

sources for all the capital projects?

A. He did. This was in preparation for a presentation he was giving to the trustees.

Q. And at the time he -- before he gave that presentation, was he provided with information that specifically showed that the funding source for Trevor Colbourn Hall was E&G?

A. It showed that it was internally funded.

Q. And specifically on the -- on the reports in your hands -- by the way, of those has nothing on it, doesn't it?

A. Yes, it does.

Q. Whose handwriting is that?

A. That appears to be Dr. Whittaker's handwriting.

Q. And he's circling and making notes about funding sources for Trevor Colbourn Hall?

A. That's correct.

Q. And then after he did that, he gave a presentation to the board of trustees?

A. It does appear that it's after this, yes.

Q. And would you expect that if Dale Whittaker was fulfilling his duties as the chief budget officer, that he would accurately report everything he knew to the board of trustees?

A. He should do that, yes.

Q. And if he didn't do that, whose fault would that be -- never mind.

He had the information available to him to make an accurate report, didn't he?

A. Correct.

Q. Now, you were asked about Marcos Marchena. He was chair of the facilities and finance committee; is that right?

A. He was.

Q. And was he a -- a potted plant who sat around and didn't ask questions at the meetings where you attended where he was present --

A. No.

Q. -- and in charge?

A. He directed those meetings.

Q. And you were asked, did he prepare for the meetings and gather information in connection with those.

Do you recall that?

A. Yes.

Q. Isn't it true that at least 30 days ahead of every board meeting, that Marcos Marchena and the other trustees were provided with a package that gave them information about the things that they were going to consider during the upcoming board meeting?

A. As a matter of course, those packages were provided 30 days prior.

Q. And when the thing that was going to be considered was a project that was being funded, would that include information related to the funding sources for that particular project?

A. The board packets?

Q. Yes.

A. They -- if it were under the -- the -- the things that we provided, yes.

Q. And did the board members have the opportunity of -- in advance of and during the meetings to ask questions?

A. Yes, they did.

Q. Do you know of anyone at UCF who ever hid anything from the trustees concerning Trevor Colbourn Hall?

A. I don't.

Q. Do you know anyone at UCF who ever hid anything from the trustees or tried to disguise in some way of funding source for any project that was being done at UCF?

A. I don't.

Q. Was a package that was provided to the trustees in advance of the meetings -- was that package also

provided to the general counsel?

A. That package would normally go through a number of -- of parties. It would go through finance and accounting if there was finance on it. It would go through the CFO. It would go through the vice president in charge of government affairs. It would go to the chief audit officer. And it would go to general counsel prior to the -- to going to the trustees.

That is my understanding.

Q. And with respect to the Trevor Colbourn Hall project, would information have went through each of those departments that included information concerning the funding source for the project?

A. It's my understanding, yes.

Q. And so Scott Cole, the general counsel, would have had information showing that E&G was used to construct Trevor Colbourn Hall?

A. Yes, and he also would have had it as part of the university budget committee.

Q. And did Scott Cole readily attend the university budget committee?

A. Yes, he did.

Q. And was carry-forward -- the balance carry-forward and the demand to spend that down that were being relayed by the state to UCF, were they the

subject of discussion at those meetings?

A. My understanding was that's a regular agenda item.

Q. Did Scott Cole or anyone from the general counsel's office ever tell y'all that it was wrong to use E&G to construct the new building?

A. No.

Q. Did Scott Cole or anyone from the general counsel's office ever tell y'all about BOG Regulation 9.009?

A. No.

Q. Did anyone from the general counsel's office ever tell you that there were any -- they had any concerns of that -- or that there was anything wrong with the way that Trevor Colbourn Hall was being funded?

A. No.

Q. If you had thought that there was something illegal or in direct violation of the statute of rule concerning Trevor Colbourn Hall, would you have reported that?

A. I absolutely would have.

Q. You, in fact, throughout your tenure at UCF, reported things that you thought were wrong when they came to your attention, didn't you?

A. I did. And changes were often made because of

it.

Q. There's been much ado made about some of the reports that your office prepared that said the trustees don't say E&G, they say UCF internal funds, nonrecurring funds, and similar terms.

Were those funds -- were those funds used in any way to disguise the fact that E&G was used to fund Trevor Colbourn Hall?

A. No. It said internal funds. That's what we knew. Because we don't control fund sources. All we knew was that the university was funding it. So we would have said university funds or internal funds.

Q. Is there anyone who could possibly know about the finances of -- of UCF the way that the chairman of facilities and finance committee should, the way a chief budget officer should?

Is there any way they possibly could not understand that the term "carry-forward" included E&G?

A. Not if they were doing their jobs, no.

Q. Because isn't it true that carry-forward was composed primarily of leftover E&G?

A. I believe so, yes.

Q. And so the lingo that y'all used internally -- nonrecurring funds, UCF funds, carry-forward -- were all of those funds used by y'all to -- to -- with the

understanding, at least as you understood it, to include E&G?

A. Yes.

Q. And do you think that the persons that you had conversations with using those terms had a similar understanding?

A. I do.

Q. The audit ding you were in -- in a meeting where Bill Merck told President Hitt that there may be an audit comment or an audit ding, something of that nature; is that right?

A. Correct. Yes.

Q. Now, when that was said, did Bill Merck tell President Hitt or did President Hitt tell Bill Merck or did anyone say that they thought they were going to receive an audit ding because they were violating a rule or statute?

A. No.

Q. Did either of them, Dr. Hitt or Mr. Merck, indicate that they thought they were doing something illegal?

A. No.

Q. Did you think they were doing something illegal?

A. No.

Q. Did you feel that there was an emergency that

justified the action they were taking?

A. I did.

Q. Was there an emergency at Trevor Colbourn Hall?

A. There was.

Q. Why? Or at the old Colbourn Hall. Why?

A. I had -- the engineers do the reports. The engineers said to me, "You might be able to get by with this building for a couple of more years. I can tell you your building is standing, but I can't tell you how it's standing. And in a strong wind, I would evacuate."

Q. When the engineers told you that you had about two years, did they tell you you had about two years before the building fell?

A. They did.

Q. And how long would it take to construct a new building?

A. It would take me that long to design and construct a new building.

Q. Now, going back to the audit ding comment, was it uncommon for UCF to receive audit comments?

A. No. I think -- we often invited audit in. I invited audit into my mix because that was the way that I would learn how we could do things better. And there were audit comments on other audits in the past. I had heard our general counsel say on other issues, Well, we

might take an audit ding, but we're going to do it anyway. I think UCF saw it as -- we're either going to disagree with this and we'll -- you know, we need to know about it. We'll disagree with it. Or we'll see it as a way to improve.

Q. So audit dings were not uncommon?

A. No.

Q. Would you agree with the statement that the fact that somebody thinks there's going to be an audit ding does not mean that they think that their actions would be found to be illegal?

A. That's correct.

Q. And were -- the fact that somebody said there's going to be an audit ding, did that, to you, profess an understanding that, Hey, we're going to get looked at very closely here and we're going to have to explain?

A. Yes.

Q. You didn't -- you were asked about the allocation of E&G funds to various departments.

You didn't have the authority to allocate those funds, did you?

A. No.

Q. I think you testified you did not even know that the PO&M funds you were allocated originated from E&G?

A. I didn't. I was always told those were PO&M

funds.

Q. You testified about conversations with Chris Kinsley. He's from the board of governors, isn't he?

A. He is.

Q. He's a staff member?

A. He's staff.

Q. He was a liaison between UCF and the state as well as other universities in the state?

A. As well as others, yes.

Q. And did he give you conflicting guidance on the permissible uses of the funds that were allocated to UCF?

A. He did. On some occasions, he would say, yes, can do that. On other occasions, he would say, no, you can't spend it for that. On some occasions, he said it was our decision. And every time I asked for guidance, there was no guidance.

Q. Did you ask for written guidance?

A. I did.

Q. Did they refuse to give it to you?

A. I don't know if it was a refusal, but they never did give it to us.

Q. If you had had written guidance that clearly told you about Regulation 9.009 or otherwise told you that the use of E&G for Trevor Colbourn Hall might not be

appropriate, would you have reported that somewhere?

A. I would have followed it and I would have reported it.

Q. Were the trustees -- without going through all the detailed information -- but the slides and everything that were attachments to letters that I sent to the board of governors on a couple of occasions, did you have a chance to review those?

A. Excuse me?

Q. Did you review the slides and other information that were attached to letters I sent to the board of governors?

A. Yes, I did.

Q. That reported -- that included some of the information that was given to the trustees about Trevor Colbourn Hall?

A. Yes.

Q. Were the trustees specifically given information that showed that E&G was used to construct Trevor Colbourn Hall?

A. They were.

Q. Would one of the instances where they were given that information include when Marcos Marchena, during a transcribed meeting in September of 2014, was expressly told that carry-forward was being used for Trevor

Colbourn Hall?

A. He was.

Q. Is there any -- knowing Marchena and what he knew in your other discussions with him, is there any way that he could not have known that the carry-forward being used to construct TCH included E&G?

A. No.

Q. I'm just briefly, on the Burby report, you were asked about whether you disagreed with it. Let me just ask you a few quick questions so we can wrap this up.

Do you believe the report of Joseph Burby downplays his stint of Whittaker's knowledge and participation in the Trevor Colbourn Hall project?

A. It definitely does.

Q. Does the Burby report inherently contradict itself when it uses a letter from Tracy Clark to attribute a guilty mind to Bill Merck, yet absolves Whittaker, who was also copied on that same email?

A. He was on the same email, yes.

Q. Does Joseph Burby's report at all reference Whittaker's handwriting on the E&G budget carry-forward that's attached to one of the emails I showed you earlier?

A. It does not.

Q. And you know that he had that because I sent that

to him before the report was prepared?

A. He had it.

Q. Does Joseph Burby's report reflect a misunderstanding of how the terms carry-forward and nonrecurring funds and UCF internal funds were used interchangeably with E&G?

A. I believe it does.

Q. As a person who was fired as a result of the Burby report, do you think it was fair that Marcos Marchena, who was within scope of the possible targets of the investigation, drafted the scope of the investigation for Joseph Burby?

A. I have stated on a number of occasions that it wasn't right or fair.

Q. As a person who was fired as a result of the Burby report, do you think it's fair that Scott Cole, who is called "the boy" to Dale Whittaker, had a chance to review and revise that report before it was finalized?

A. It was not fair.

Q. Switching gears. The capital outlay budgets and the capital improvement plans, there's been mention of those in the Burby report and questions here today.

Did you in any way try to conceal or disguise or hide anything that was a subject of those reports when

you reviewed them?

A. No, I didn't.

Q. Did you instruct anyone who worked under you to hide or use those to disguise anything?

A. No, I didn't. And anyone working for me, even now, not working for me, would tell you that I have always told them to tell the truth.

Q. And did you fill out those forms to the best of your ability --

A. Yes.

Q. -- as you understood them?

Did -- by the way, did Dr. Hitt or Bill Merck review those forms?

A. They did.

Q. After they were done?

A. Yes.

Q. Did they instruct you -- either of them instruct you as to what to put on the forms or to change anything on them, to your knowledge?

A. No. And nor did Scott Cole, our general counsel, who also reviewed them.

Q. You said that Whittaker told you that he had been coached as to how to respond to the investigation; is that right?

A. I said that he had -- yes, that he had been

coached as to how to respond to what had come out from the auditor, yes.

Q. And he -- when he said that he had been coached, he said that he was initially going to tell the investigators that there was a sick building and that UCF was trying their best to take care of it. Is that what he said?

A. Along those lines, yes.

Q. And you believe -- do you believe if he had said that, that would have been the truth?

A. Yes, I do.

Q. But he said he had been coached to say something else?

A. That's correct.

Q. He had been coached to -- to blame other people rather than the sick building?

A. I agree.

Q. Is that what -- is that what he said?

A. I believe that -- what he said was that he had been coached to admit wrong, to say that our CFO took full credit to admit wrong, to pretty much let the university take its licks to -- to show that he was going to be open and transparent.

Q. Did he ever tell you who had coached him to tell this story?

A. He didn't.

Q. Part of the coaching was that he downplayed the emergency that existed because of Trevor Colbourn?

A. That is correct.

Q. And the emergency that the Burby report also downplays?

A. That is correct.

Q. Have you been forthright here today?

A. I absolutely have.

Q. Have you been forthright throughout this investigation?

A. Yes, I have.

Q. Do you feel you were wrongfully terminated?

A. I do.

Q. Why?

A. Every day I have done the best I can do with what I have to work with. I have saved the university millions of dollars. When we start talking about taxpayer money, I have saved the university millions of dollars through efficiencies, through energy savings measures, through cost avoidance in contracting, through any number of -- of measures. We've made that an efficient organization.

We know that we have additional areas that we need to work on. We tried to work on those. Some of

them we work on with -- without the funds to be able to do that.

I have a number of employees and my direct reports, who are the best and brightest because I have hired the best and brightest and allow them to do their jobs.

I believe that I was scapegoated by Marcos Marchena and now Dale Whittaker with him. Dale because he was put in place by Marcos Marchena. The very trustees who aren't being investigated and who are leading the course of the investigation are the ones who put Dale in place, and who also were operating outside of the sunshine and putting him in place.

The general counsel, who also should be investigated, is -- is providing -- is selecting the law firm that's doing the investigation, is corresponding with the outside investigator through -- through the process.

And so people who should have been investigated are: Dale Whittaker, driving the investigation; Scott Cole, leading the investigators; the trustees, who are -- who do know are all covering themselves by scapegoating people at lower levels.

And so I do believe that it's wrongful termination. The report in there nowhere says that I

was guilty of misconduct, and yet that's what they have said, that they are firing me for misconduct. They then also gave me the opportunity to resign or go to predetermination hearing, which means that it's not yet settled, and yet my name is all over the media. And Dale Whittaker is further saying horrible things about the four of us.

And I have not even gone to predetermination yet.

Q. Let's just make that clear, and then I'll stop.

You were given the option to either be fired for misconduct or to resign so that the misconduct would not be on your record; isn't that right?

A. They said I could resign and it would not go on any of my records, or I could go to predetermination hearing.

Q. And then you were given five days to make that decision, weren't you?

A. That's correct.

Q. And then the very same day the university, through Dale Whittaker, announced publicly that you and the three others who were fired were fired for misconduct?

A. That's correct.

Q. That was before you had the opportunity to weigh that decision of the five days that had purportedly been

given to you?

A. That's correct.

Q. Is there anything else you want to say to the investigators?

A. (Shakes head.)

MR. GREENE: That's all I have, Don.

MS. MITZ: Don stepped out because he had a meeting. So I'm the lone soldier left.

Madam Court Reporter, I think for this time we can say that the depo has been concluded and we can go off the record.

(Whereupon, Exhibit 7 was marked for identification.)

(Whereupon, Exhibit 8 was marked for identification.)

(Thereupon, the proceedings concluded at 1:48 p.m.)

CERTIFICATE OF OATH

THE STATE OF FLORIDA)

COUNTY OF ORANGE)

I, the undersigned authority, certify that PRISCILLA LEE KERNEK personally appeared before me and was duly sworn on the 12th day of February, 2019.

Signed the 1st of August, 2018.

Jazzmin Alicea Musrati

JAZZMIN ALICEA MUSRATI, RPR
Notary Public - State of Florida
My Commission No. FF984627
My Commission Expires: April 21, 2020

CERTIFICATE OF REPORTER

THE STATE OF FLORIDA)
COUNTY OF ORANGE)

I, JAZZMIN ALICEA MUSRATI, RPR, certify that I was authorized to and did stenographically report the ^ deposition ^ sworn statement ^ examination under oath ^ statement of PRISCILLA LEE KERNEK, Pages 1 through 188; that a review of the transcript was requested; and that the transcript is a true and complete record of my stenographic notes.

I further certify that I am not a relative, employee, attorney, or counsel of any of the parties, nor am I a relative or employee of any of the parties' attorney or counsel connected with the action, nor am I financially interested in the action.

DATED the 1st of August, 2018.

Jazzmin Alicea Musrati
JAZZMIN ALICEA MUSRATI, RPR

ERRATA SHEET

DO NOT WRITE ON TRANSCRIPT-ENTER CHANGES HERE

IN RE: UNIVERSITY OF CENTRAL FLORIDA INVESTIGATION
DATE: 02/12/2019
DEPONENT: PRISCILLA LEE KERNEK

PAGE NO.	LINE NO.	CORRECTION & REASON
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Under penalties of perjury, I declare that I have read the foregoing document and that the facts stated in it are true."

_____

DATE PRISCILLA LEE KERNEK

02/15/2019

PRISCILLA LEE KERNEK
c/o CHARLES M. GREENE, Esq.
Charles M. Greene, P.A.
55 East Pine Street
Orlando, Florida 32801

In Re: 02/12/2019, Deposition of PRISCILLA LEE KERNEK

Dear PRISCILLA LEE KERNEK:

This letter is to advise that the transcript for the above-referenced deposition has been completed and is available for review. Please contact our office at (800)275-7991 to make arrangements for read and sign or sign below to waive review of this transcript.

It is suggested that the review of this transcript be completed within 30 days of your receipt of this letter, as considered reasonable under Federal Rules*; however, there is no Florida Statute to this regard.

The original of this transcript has been forwarded to the ordering party and your errata, once received, will be forwarded to all ordering parties for inclusion in the transcript.

Sincerely,

JAZZMIN A. MUSRATI, RPR
Orange Legal, Inc.

cc: CHARLES M. GREENE, Esquire
CARINE L. MITZ, Esquire

Waiver:

I,_____, hereby waive the reading and signing of my deposition transcript.

_____ _____
Deponent Signature Date

*Federal Civil Procedure Rule 30(e)/Florida Civil Procedure Rule 1.310(e)

Exhibits

021219_P.Kernek_ Exhibit 01 3:10 40:14

021219_P.Kernek_ Exhibit 02 3:11 57:10

021219_P.Kernek_ Exhibit 03 3:12 77:1

021219_P.Kernek_ Exhibit 04 3:13 94:6

021219_P.Kernek_ Exhibit 05 3:15 102:7

021219_P.Kernek_ Exhibit 06 3:16 119:3

021219_P.Kernek_ Exhibit 07 3:18 184:12

021219_P.Kernek_ Exhibit 08 3:19 184:14

$

$1.98 151:9

$15 149:3

$17,000 50:20

$18 142:20

$19 148:10

$20 96:21

$260 113:24 142:1 143:11

$29 115:11

$38 85:17 134:17

$5 45:8

$500,000 89:12

$6,500 43:14

$75,000 41:11,14

$85 140:22 142:3

$9 114:21

0

003 40:11

1

1 40:14 45:10,12 92:5,6,7

1/2 92:12

10 29:11 89:15 136:8

10,000 59:18

100 37:23

10:54 57:8

10:57 57:9

11 149:10,11

116 140:16

12 28:6 149:11,12

12:42 133:7

12:45 133:8

13 28:6 76:23

130 142:18

135-6 97:3

14 17:6 96:1,20 113:6 147:4 148:13

146 140:19,20

15 17:6 27:13 96:5 113:6 126:19 134:23 137:3 146:4 149:1

15th 130:11

16 51:17 87:20 95:25 96:20 113:6 143:20

16-'17 87:18

164 140:21

17 89:5 93:23 95:25 96:8 97:15 113:6

17,000 50:25 51:1

17th 134:25

18 89:15 96:5,10 98:8,13 142:20,23 143:20

19 148:22 149:3

1:00 60:4

1:48 184:17

2

2 42:2,3 57:10 89:16

20 87:18 96:6,25 97:1

200 140:16

2007 6:11 158:6

2013 79:5 113:6

2014 16:18 28:7,16 64:17 88:17 93:24 96:24 97:1 114:19 130:9 131:4 144:16 146:23 147:11 148:8 176:24

2015 16:18 27:24 28:9 64:18 99:11 102:2 106:1 110:9, 12 111:25 125:24 132:10 136:3,4 140:15 165:6

2016 88:17 96:23 137:4 145:25 152:20 153:10 165:2,24

2017 21:24 68:23 92:3 98:14 99:12 121:3 164:25

2018 98:13 104:3

2019 158:7

20th 103:4 146:4

22 96:9 97:15

23 96:10 98:8,13

25 96:8 106:1 128:9

26 128:9

26.8-gross-square-feet 152:22

260 143:4

262,704 44:24

27 96:21 142:12

27th 114:19

3

3 45:12 53:23 59:8 77:1

30 20:6 83:2 167:21 168:2

300,000 44:22

30th 141:20

31 96:9

35 20:6

37 102:3 142:12

38 88:11 135:1

4

4 50:24 51:1 94:6 140:6 149:9,10

40 20:7

48 104:6

5

5 102:3,7

50 144:12

50-something-page 126:13

50-year 144:13

500 20:5

500,000 140:6

51 118:25 119:2

52 118:25 119:2,7 134:21,23 149:1 150:5

55 120:6

5:00 60:4

6

6 45:12 118:24 119:3

7

7 57:14 92:12 142:19 184:12

8

8 184:14

80,000 97:2

83,000 136:8

9

9 115:11

9.007 27:2

9.009 170:10 175:24

90-second 57:5

9:39 4:3

A

a.m. 4:3 57:8

aback 125:6

abandon 145:12

abilities 154:9

ability 152:2 179:9

aboard 29:25

absolutely 86:17 125:16 158:18 170:21 181:9

absolve 73:25

absolves 177:17

abused 58:7

academic 30:5,10

academics 151:2

academy 78:8,20

access 64:24 112:25

accompany 62:3

accomplish 80:6

account 37:9,22,24 39:13 40:3 58:25

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Orange Legal
800-275-7991

ORANGE LEGAL
Orange Legal
800-275-7991

138:17,23 139:1,2

accountable 86:15

accounting 21:21 37:7 39:21,24 82:21 104:15,16,24 112:12 139:5 169:4

accounts 38:18

accreditation 44:16,20

accumulated 38:16

accurate 49:9 68:4 100:12,17 162:1,4 167:4

accurately 100:5 160:6,10 166:23

accusing 62:24

Acorn 78:9

act 11:20 19:23 99:12,13,24 151:3 162:8

acted 82:13

acting 29:8

action 159:11 173:1

actions 80:21,23 174:10

activities 38:19 52:19 110:24 121:17

actual 10:6

add 127:4 136:5 153:14 157:11

added 85:10,11 98:12 102:25 108:18 109:14,22,24 142:20

adding 91:6

addition 40:19 51:2

additional 5:25 20:8 54:25 55:12 101:14 181:24

address 33:25 50:2 66:15,16,25 130:25

addressed 29:5 57:19,20 61:19

adds 99:1

admin 30:24 31:5 37:7

administration 7:23 44:25 57:21 76:13 91:14 142:23

admit 124:17 180:20,21

ado 171:2

adopted 26:12 87:19 93:24 98:14

advance 168:12,25

advise 17:13 75:17

advised 28:14 83:19 91:20 92:11

advising 75:18 154:22

affairs 79:8 82:22 105:2 169:6

affect 19:24

affidavit 62:3 156:7

affirm 4:6

affirmed 4:12

afternoon 59:5,8

agenda 15:25 84:14 123:15,16 132:1 170:2

agree 27:19 80:16 157:1,9,11 174:8 180:17

agreed 60:12 80:17, 20 145:17

ahead 16:2 33:15,17 62:23 79:21 167:21

airport 70:12

Alex 14:16

allocate 163:1,3 174:20

allocated 39:2 90:4 114:22 174:24 175:11

allocation 112:6 114:3 126:8,23,24 153:18 174:18

allowed 23:4,9 34:20 37:25 40:3 43:5 138:10 141:12

amazing 151:6

amend 109:12

amended 26:7,8

amendment 108:1 139:13

amendments 90:22 107:9,17,20,23 108:4

America 25:19

amount 44:12 97:3 113:9 152:18

amounts 113:4

analyses 48:1,2,5 145:4

analysis 123:1,7

and/or 6:15 12:24 94:13

announced 69:6 183:20

annual 22:1 82:16 89:22,23 118:1

annually 158:9

answering 148:3

answers 62:12,16 156:16 160:17,20,21

anymore 98:21

apiece 20:7

apologizing 126:2

apparently 114:22

appeared 14:22 15:14 65:23 74:6,7 94:4

appears 74:9 79:19 166:14

applicable 26:1 73:14 158:23

applied 55:7

apply 45:17 69:15

appreciated 25:9

61:25 156:13

approached 33:19

appropriation 99:12,23

approval 87:25 88:4,19,22 99:9,15

approvals 88:18

approve 89:10 99:22

approved 28:7 56:23 72:11 87:12 89:3 90:5 94:2 99:11,17 131:5 145:20,23

approving 63:9 87:15 101:5 127:14

approximating 5:9

April 130:9,11 136:3 140:15 147:4,11

apt 20:16

architect 13:20 129:6

architectural 129:5 149:20

area 14:12 24:10 29:13 48:5 89:17

areas 24:4,7,10 26:13 68:14 181:24

arms 23:2 152:12

aspect 28:11

assist 106:4

assistance 20:16,25 22:6

associate 7:1 162:17

assuming 73:11

assumptions 54:11, 13,15 76:19 123:6

athletic 25:5,17

athletics 23:7,23 25:22 34:17,18,21 38:12 103:13 117:9

attached 60:20 134:22 176:11

177:22

attachments 134:24 176:6

attempt 56:14 64:14

attend 14:7,10 31:10,12 169:20

attended 14:9,13 167:11

attention 24:8,10 40:8 57:3,13 76:22 78:15 118:24 119:6 170:24

attorney 5:23

attorneys 26:17 33:25 107:19 114:14 159:25

attribute 177:17

audi 155:8

audible 4:24

audio 64:12

audio-visual 64:21

audit 16:23 17:3,18 19:23 20:3 23:24 24:3,5,8,18 34:7 35:2,5,11,16 39:8 67:12 75:20 82:23 83:20 105:3 116:7, 16 155:4,10 169:7 172:8,10,16 173:19, 20,21,22,24 174:1,6, 9,14

audited 13:25 24:15

auditor 34:24 35:6 52:6 54:3 105:6 114:23 115:19,20 124:9 180:2

auditor's 86:1

auditors 34:24 115:13,21

audits 24:6,16 173:24

August 54:25 105:9 112:10 142:10

authenticate 62:3

authority 18:19

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Orange Legal
800-275-7991

19:2,6 39:4 81:8 89:10,13,16 103:9 163:1,5 174:20

authorization 88:16,17 150:24

authorize 89:3 101:22

authorized 13:18 18:7,10 27:3 71:20

autonomy 8:3

auxiliaries 52:12,21 53:5

auxiliary 44:11 52:10,11,14,25 72:23 95:12 104:5 105:19 109:14

availability 157:16

avoidance 17:10 181:21

avoiding 156:19

award 139:23

aware 13:4 26:25 27:4 33:10,12,18 49:19 52:4 75:19 85:23,25 91:25 99:17 111:18 113:4 143:15 157:24

B

back 10:21,23 32:23 38:24 41:1,2 42:10 52:5 53:7,9,10,17,25 54:5 70:9 71:18 78:5,10 79:3,4,6 80:4,5,7,21 81:5,22 82:1,9 89:22 99:21 100:2 106:3 111:16, 17 114:8 115:16 116:21 123:17 125:8 126:2 134:21 140:20 141:12 145:11 146:22 150:13 155:5 173:19

backdated 143:21

backdating 143:15

backdoor 71:9,12

background 57:25 58:4

bad 139:21

balance 40:3 169:23

Balfour 139:16

band 44:14,15

bank 58:25

Barnes 10:5

bars 121:22

base 80:9 128:11 150:3

based 17:8 42:12 45:2 94:17 101:8,16 115:1 125:13 126:3, 7 140:2 141:21 144:19,20 150:9 153:3

basically 27:2 62:15

basis 140:2

beam 44:8,13

began 4:3 52:6 69:7 121:11 162:2

begin 121:9

beginning 11:7 70:14 105:12 156:11

begun 126:20

belief 33:8

believed 101:8 111:14,19

benefit 156:5

benefits 136:11

Beth 10:5

Bev 20:22 66:3

bias 17:24

bicycles 42:21

bid 71:22 140:6

big 126:13 128:2

bigger 122:20 123:12

Bill 7:22 16:8 17:16 26:16 27:16 28:14 31:6 34:14 42:9,10 55:3 63:21 70:20 71:7,11 74:5,8 78:16 80:19 90:9 91:25 92:2 93:5 102:20 121:16 146:19 172:9,13,14 177:17 179:12

Bishop 18:21

bit 8:10 16:25 22:15 63:10 65:19 82:7 115:4 125:19 141:2 153:22

black 99:1

blame 180:15

blocked 81:8

board 10:11,22 12:18,25 14:5,7,11 18:17 19:4,17 20:13, 22 21:5 56:5 63:14 64:12 72:16 83:3,10, 11 85:1 88:16,18,19, 22 90:19 91:1,11 93:3 94:1 96:16,17 97:23 99:6 103:25 107:10 108:5 118:4, 18 121:21,22 124:15 126:2 129:17 130:10 131:3,22 132:12 134:1 144:15 145:5, 10,24 146:1 147:4, 16,17,18,19 148:8,15 164:21 165:22 166:19,24 167:22,25 168:7,11 175:3 176:7,11

BOB-1 103:10

BOB-2 96:15,20,21, 23 98:13 99:3,7 100:15,18 101:2,13, 22 103:10,22 104:4, 12 128:8 133:18,19

BOB-2S 150:13,16

BOG 26:3,7 42:5 66:8,9 75:25 86:13 91:9 92:4 101:2,5 110:19,21 112:10,21 123:21 142:4,9 143:4,7 148:10,13 155:3 170:9

boiler 139:18,20

boilers 41:13

bond 72:23

bonds 100:17

books 80:12

boss 12:21,24 13:4, 10 155:5

boss's 21:7

bothered 109:11

bottom 40:12 77:16

bought 140:15

box 69:2

boy 178:17

brand 23:12 106:4

brand-new 76:3,5

break 57:5,8 95:21 121:23 132:21 133:1,3,7 154:16

briefed 16:10 132:2 133:11

briefing 16:6

briefings 16:4

briefly 75:24 110:8 177:8

brightest 182:4,5

bring 26:15,20 43:20 58:16,19 71:20 102:20 129:6 132:11 157:23

bringing 18:7

brought 24:9 26:13, 16 43:17 48:2 53:4 78:15 106:3 157:12

Brown-neal 53:20 113:2

Bryan 6:13 33:25 60:12,24,25 73:12 159:25

budget 21:3,6,10 22:1,9,11,12,25 23:2 30:7,8,14 31:11,12, 16,19,24 32:19,22 33:13 40:6 51:9 63:23 64:1,3 68:10 72:19 73:5 80:9 82:13,17,18 84:9,15 87:4,15 88:7 89:23, 24 118:1,7 119:21, 25 120:3,13,19,21,24 121:2,10,17 144:20 148:25 149:3,19,23 151:11,17,19 152:5 161:10,23 162:3,6 165:23 166:22 169:19,21 171:16 177:21

budgeted 22:13

budgeting 21:8,18, 19 22:8,22 30:12

budgets 30:13 72:15 74:2 82:8 85:24 86:20,22 149:6 151:13,14,15 154:25 178:21

build 97:12 129:17, 22,24 144:5 146:22 147:1 152:13,15

building 12:13,16 13:15 28:5,7 29:8,16 44:10,14,15 45:8,11, 12,13,17 46:3,5,7,14, 22 49:15 50:6 72:15 76:4,5 78:2 88:7 89:3 92:11,18 93:1, 9,10 94:2 95:1 96:15 97:6,12,13,16,19 98:4,12 99:11,15,18, 25 100:19,20,24 101:3,18 107:22 108:13 111:10,14, 20,25 124:11 126:4, 6,16 127:4,12,14,17, 22 128:5,11,25 129:1,18,22 131:4,7 139:19 141:6 142:3 143:10 144:9,13 145:9,13,18 146:7, 17,23 147:1,8 149:16,17 150:10 152:21,23 153:1,2 170:6 173:8,9,13,16, 18 180:5,16

buildings 80:14 100:22 101:25 103:23 112:14,16 129:9,15 141:23

Orange Legal 800-275-7991

143:10 146:6

buildout 45:13,18 46:4,6,9,12,13 50:5, 6,10 51:3

buildouts 45:22 46:24

built 47:16 54:8,9 162:20

built-in 150:1

bunch 112:3 137:8, 9,14,15 139:21

Burby 34:9 58:6 60:6 61:13 62:12 114:14 115:8 177:8, 11,15 178:9,12,16,23 181:5

Burby's 177:20 178:3

bureaucracy 84:3

business 37:3,9,20 39:15 52:12,13 58:24 59:12 71:4 138:22 142:7,15

buy 140:24

buying 143:1

C

cabinetry 47:1

cabinets 148:1

CAFA 46:9,12 76:12,16

calendar 102:2,4

call 9:23 13:11 46:9 52:8,16,20 76:15,16 92:9 126:6 138:25 143:1 156:7

called 11:12 39:16 67:10 76:12 82:11 126:16 138:24 145:22 153:17 178:17

calls 156:20

campaign 69:1

campus 47:16,20

78:3 79:25

Cap-ex 21:6,8,10, 11,13,16,17 22:6,22

capacity 15:16

capital 21:2,4,5 22:1 33:10 72:15 75:14, 16 76:9 82:8,13,17, 18 84:6,11 85:6,24 86:19,21,22 87:4,8 89:11,22,23 90:6 93:23 94:4 102:5,16 104:1,3 108:16 109:15 119:7 134:24 141:25 148:21 149:4,7,22 150:14 152:6 154:24 165:21 166:1 178:21,22

care 180:6

careful 125:2

carefully 39:7

cares 77:21

Carine 16:19 114:8

carry 40:3

carry-forward 6:14 16:16 30:17 35:24 37:1 44:25 49:14,18, 21 52:5 72:12 75:13 105:18 112:3,5,7 121:19 122:8 133:14 135:12,15,16,20 137:7,13,22 138:3, 16,24 143:17 154:15,18 161:14 163:17 169:23,24 171:18,20,24 176:25 177:5,21 178:4

carry-forwards 142:10

case 8:6 13:1 46:18, 24 47:1

cash 40:6 122:6,8

categories 94:16,23 112:19,21

category 94:15,21 95:6

caught 98:20

Cave 6:13 33:25

60:24,25 73:12 159:25

Cave's 60:12

caveat 73:17

cell 59:17

center 45:5,7 50:4,6

central 6:10 37:1 44:23 47:21,24 52:5 133:14 143:16

certification 54:1

certified 54:7

cetera 72:23

CF 104:5 109:13

CFAUX 105:18

CFO 7:23 82:22 104:25 163:20 169:5 180:20

chair 13:6 14:4,14, 15,16,17,18 15:9,15 16:15,22 17:11,17, 23 18:4,6 19:17 20:19 22:17 63:7 70:11 71:17 72:5 75:13,20 96:17,18 121:14,19,23 131:5 132:6 147:5 167:7

chair's 71:3,9

chaired 32:14 64:2

chairman 171:14

chairmanship 15:22

chance 8:5 25:7 118:25 120:6 176:8 178:17

chancellor 66:10,13

change 39:10 90:25 91:2,3,4,5,7 104:14, 17,19 110:2 153:13, 15 164:7 179:18

changed 7:14 26:12, 23,24 31:2 67:18,19, 25 97:3 102:25 104:14 107:24 126:10

changing 35:3 67:21

109:12 127:2,3

characterized 142:3

charge 64:16,17,19 162:3 167:14 169:6

charged 123:10

chart 119:7

Chase 29:17,20

check 133:4

checked 32:4,8

chief 10:4,5,21 11:17,21 12:21,24 13:8 16:5 18:22 64:22 67:12 82:23 104:20 105:2 109:6 125:7 151:11 161:23 166:22 169:7 171:15

chiefs 10:13,20

chilled 44:8,13 122:22 123:9

choose 139:24

Chris 36:6,15 42:2, 5,8,11 43:8 46:6,8 48:9,14 49:20 61:5 70:22 71:8 75:25 76:20 91:19,25 92:7, 11,22 93:4 94:18 97:22 99:4 100:18 101:8,17,19 109:9 110:21 111:11,13, 16,19 127:15 133:22 151:25 152:8 154:14 175:2

Christian 78:8,20

Christina 9:5 67:11, 20

Christy 53:20 112:13 159:15

Chuck 62:6 151:4 157:10,11

CIP 103:3,5 104:12 116:3

CIPS 96:16 97:8

circling 166:15

circular 155:2

circulate 84:9

circulated 84:5

clarification 68:2

clarified 125:21

clarify 22:4

clarifying 49:9

Clark 9:5 21:18 22:7 27:7 28:13 30:1 52:8 114:19,23 115:18 119:15 159:15 162:8 165:4,9 177:16

Clark's 64:3

clean 66:5,6 90:18

clear 48:18,19 131:12 134:10 183:9

clears 49:23

close 8:5 9:25 20:1 59:12

closed 156:18 157:8

closely 8:2,4 9:5,7, 21 10:8,9 11:8,9,10, 14 23:17,23,24 174:16

clusters 45:15,18

co-gen 47:23 122:21

coached 124:14,15, 22 125:2,11 179:23 180:1,3,12,15,20,24

coaching 125:12 181:2

coincidence 123:15

Colbourn 6:15 12:9 13:19 16:12,14 25:2, 3 27:10,11,17 40:20 52:7 53:18 54:8 56:22 59:20 61:3 65:20 68:5 72:13 75:21 85:17 87:23, 25 88:19 89:14 91:13 94:3,13 95:6 96:21 97:10,13 98:9 104:4 110:10 111:6, 19 113:21 114:22 126:4,5,16 130:13, 14 132:1 134:13 136:1 142:20,24

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA

Orange Legal
800-275-7991

ORANGE LEGAL

Orange Legal
800-275-7991

144:8 146:11,14,16 148:11 161:20 162:12 163:6,9,12, 18,23 164:1,12,15,18 165:10,14 166:7,16 168:16 169:10,17 170:15,19 171:8 173:3,5 175:25 176:16,20 177:1,13 181:3

Cole 32:14,15,18 34:6,15 56:24 70:21 74:19,22 83:19 107:19 109:5 144:14 169:15,20 170:4,8 178:16 179:20 182:21

Cole's 26:17

college 23:6 38:12 44:23

colleges 23:3,23 92:12

collusion 140:5

column 85:12,13,15, 18 108:18,19

columns 85:11 88:12 119:10

combination 132:8

combined 28:8 38:23 125:25 135:1 136:11 142:22

combining 141:24

comfort 44:9 132:21 133:1

comfortable 15:5

comma 67:22

commended 158:14

comment 34:7 75:20 117:6 125:13 172:10 173:19

comments 173:20, 24

commission 124:25

commitment 32:5 112:4,6 114:2,4

commitments 69:4

committed 31:24 32:1 49:8 138:7,9,21

committee 14:10, 14,24 17:21 18:3,18 22:10,11,12,25 30:14 31:11,13,14, 15,17,19,24 32:4,8, 16,19,22,24 33:13 42:18 43:7 56:4 60:2,4 64:2 72:19 73:5 83:1 104:2 119:21,25 120:1,3, 13,19,21,25 121:3 147:3,5 148:2 151:17,19,24 152:5 157:12,16 161:10 162:6 167:7 169:19, 21 171:15

committees 74:3

committing 29:9

communicate 11:22,23 156:6

communications 13:7

community 158:15

companies 139:16

company 18:1,4 43:17,18 74:20,22 139:15 141:22

compete 129:12 140:1

competent 148:12

competently 158:20

competing 65:8

competition 140:3

complained 70:11

complaint 65:1 70:10

complaints 69:8 70:16,19

complete 22:22 93:10 126:5 144:11

completed 110:9

completely 11:2 124:2 125:4

completing 83:8

completion 46:4

compliance 18:22 19:1,5 23:24 58:16 67:8,12 128:17 155:17

compliant 116:15

comply 158:22

component 109:15

composed 171:21

compounded 42:21

comprises 39:18

computers 42:22

conceal 55:22 56:2,3 63:8 163:21 164:11, 14,18 178:24

concealed 164:9

concentrated 30:10

concentrates 106:14

concept 127:13,14

concerned 17:23 56:1

concerns 67:10 170:13

conclude 19:11

concluded 184:10, 16

conclusions 73:18

concurrency 106:15

conditions 111:18

conducted 69:1 164:5

conference 76:14

conflicting 154:13 175:10

conformity 128:20

confront 67:4,7

confused 68:18

confusing 63:1

confusion 135:9

connected 164:11, 15,18

connection 159:19 167:17

conscious 5:14

considered 104:1,3 136:7 159:5,8 168:4

consolidated 39:19

constant 127:7

construct 72:12 76:3 163:9,22 164:1 169:17 170:6 173:15,18 176:19 177:6

constructed 40:19

construction 6:15 7:10 13:17,21 17:13 30:23 36:24 37:8,22, 24 40:25 42:2,4 65:14 88:19 117:14 136:19 138:12 144:4,24 146:10 149:8 162:23

consultants 18:23 129:7

consultation 163:20

contact 8:12 9:9 20:13,16 39:23 58:12

contacted 20:19,21, 22 33:19 71:5

context 34:3,11 35:5 116:8 117:14 122:16 152:23 157:6

continue 127:3

continued 59:23 67:18

continuing 64:25 137:21,23 138:2,10, 11,12,13 139:3,17

contract 37:16 137:23 138:3,6,8,21 139:11,13 140:11

contracting 138:13 181:21

contractor 138:10 140:4

contractors 138:18 140:1,8 149:24

contracts 17:9 77:12 80:25 138:11 139:2,9

contradict 177:15

control 25:23 151:15 171:10

convened 23:1 31:7

conversation 35:12 49:11,12 76:24 77:7 82:12 105:24 115:2, 5,15 116:13 127:7 134:17 136:16

conversations 12:3 13:2,5,10,14 30:3 48:9,11,13,21 49:24 53:15 92:7 109:9 111:11 132:18 133:22 156:20 172:5 175:2

convince 13:21

copied 177:18

copies 59:17 60:17 61:20 75:3 112:22 113:3 156:13

copy 25:7 58:17

correct 9:2,3 22:8 33:21,22 35:7,24 51:7 68:7,10,21 72:4 76:4 94:5,17 97:1 100:3,6 110:18,20 118:2,3 126:14,17 130:19 131:2,14 136:12 137:25 147:6 150:2 158:8 161:8, 15 165:18 166:17 167:5 172:12 174:12 180:14 181:4,7 183:18,23 184:2

corruption 77:22

cost 17:10 18:11 72:2 136:9,13,23 148:22 150:3,6 181:21

costly 146:13

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Orange Legal
800-275-7991

ORANGE LEGAL
Orange Legal
800-275-7991

costs 12:16 136:19 144:20,24 147:15

counsel 23:24 26:2 32:18 39:8 54:12,17 58:18 60:6 74:16,18 75:17 78:17,19 79:12 80:25 82:23 105:3 154:11,21 155:4,9,10 159:2 169:1,7,15 173:25 179:20 182:14

counsel's 26:9 33:9 55:8 85:21 170:5,9, 12

counseled 55:25

counsels 54:12,17

county 79:7,9 81:11, 13,14,18,19

couple 33:5 51:14 66:8,9 119:9 149:24 152:3 164:24 173:8 176:7

court 4:4,24 5:2,12 184:9

cover 5:17

covered 125:21

covering 182:22

create 61:7,8

created 30:1,9 34:21 61:9 64:3 74:2

credit 63:23 65:24 68:4,13,15 180:21

creek 81:3

Creole 50:19,20,21, 24 51:5

critical 106:13

cross-examination 157:2,7,22

crossed 109:13

curious 46:3 86:5 128:21 133:17 144:7

current 103:3,5 104:1,12 150:3,6 153:4

curriculum 63:22, 25

cut 131:9,10

cutting 8:9

CV 67:19,20,25 68:3, 10,19

D

daddy 124:25 145:2

daily 30:3 119:18

Dale 9:17 21:18 31:1 33:6,8 45:15,19 51:3,4,5 65:2 67:18 73:25 74:13,19 117:25 118:14,17 120:2,22 145:20 146:9,15,18,19 153:3 161:2,7,10,16, 22 164:20 165:4,12, 19 166:21 178:17 182:8,12,20 183:6, 20

dash 85:18

dated 134:25 143:24 164:24

Dave 20:20,21,23,24 21:7,15 22:20 23:9, 14 66:4 67:8

David 147:14

day 58:12,14 63:12, 14 121:21 123:15, 16,20 141:2 181:16 183:19

days 69:6 83:2 121:22 148:19 167:21 168:2 183:16,25

deans 103:15 153:23

debt 95:15,16 103:9

deceived 63:16

December 107:10, 11,12 108:5 110:2

decide 145:1 149:25 163:8

decided 17:17,23 18:16 46:15 51:24 108:22 111:8,17 137:4

decision 28:8 45:19 113:17 116:8,19,20, 23 126:3 128:22 145:12,15 146:5,6, 22 154:19 163:11, 16,17,19 175:16 183:17,25

decisions 24:21,23 31:16,20 74:2 105:16

declined 24:19

deferred 85:9 112:15,16 113:5,9, 11,14,18,22,23 138:24,25 140:15,22 141:13,18,24 142:4, 12,19,22 143:5,11

Dejesus 134:23

delegation 89:9

deleted 102:25

deliver 59:11 60:5,7

delivering 13:15

delivery 13:14 71:21

demand 169:24

demands 153:16

demeanor 62:25

demolish 111:8,20 145:1,13,17 146:7

demolishable 111:15,24

demolishing 146:16

demolition 97:19 98:4 111:12 136:9 137:3 145:6,7 146:8

demolitioned 111:14

demonstrate 72:10, 18

demonstrated 155:25

department 7:19 13:24 17:18 20:4 24:19 31:4 35:23 39:3,11,12,14,22 40:2 44:16 52:5 163:2 165:3,8

departments 7:7 23:16 24:14 35:21 153:7 164:2 169:12 174:19

depending 103:17 157:16

depo 184:10

deposition 4:16 61:8 70:15 100:8 156:15 157:5

Depot 151:9

describe 7:24 9:18 10:25 11:6 15:12 16:24 62:11 136:10 138:5

describing 125:11

deserve 69:21

design 65:14 128:23 129:3,4 144:22 146:9 162:23 173:17

designate 163:5

designated 39:13 161:3

desire 13:18

desk 65:10 67:21

detail 138:5

detailed 176:5

details 55:15

determination 23:1

determine 41:15 42:18 116:8 148:20

determined 31:17 41:10 45:15 71:20 148:17

determining 43:19 60:19

develop 17:9 39:8 91:10

developed 17:20 107:9 128:12

developing 105:25 127:11

development- 50:9

deviated 160:23

Diane 29:20

difference 40:6 149:2

differences 149:5

differently 124:14

difficulty 60:19

digging 54:4 109:20

diligent 151:10,12, 15

diligently 161:22

ding 34:7 35:2,16 172:8,10,16 173:19 174:1,9,14

dings 174:6

direct 31:6 40:8 57:2 71:21 76:22 90:20, 23 109:4 118:23 123:20,22 127:24 162:8 170:18 182:3

directed 41:17 42:9 108:25 109:7 167:15

directing 86:15

direction 134:8 155:2

directions 133:23

directly 30:2 64:4 131:13

director 106:3 128:13

directorate 39:16

disagree 73:17,18, 23 174:3,4

disagreed 15:5 34:25 35:6 177:9

disappear 98:10

disappoint 142:2,6

discrepancies 149:19

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Orange Legal
800-275-7991

discuss 27:14 46:6 65:1 151:21,24 156:15

discussed 8:20 28:3, 10 29:2 30:22 70:10, 19,20,21 72:14 88:23 96:16 115:7 116:4 117:13 121:4 130:15 148:2 153:4

discussing 29:22 113:20 122:1

discussion 13:23 29:14 67:14,16 86:8, 10 93:12 109:1 111:5 114:20 122:20 123:12,13,14 125:15 128:8,19 131:8,10 170:1

discussions 13:12 16:19 27:9 29:4,24 30:4 36:16 61:10 71:16 91:19 122:19 134:14 137:1 153:12 177:4

disguise 56:14 168:20 171:7 178:24 179:4

disseminate 26:6

disseminating 63:7

distinction 49:18

distributed 35:20

dive 73:16

division 38:7,11 79:13,15 81:1

document 10:20 37:5,6 40:17 57:3,14 76:23 89:5,7 93:22 102:3 104:6,7,22 105:1 108:7 118:24 120:6 126:13,18,20 128:2,5,15 135:2,4, 8,24 147:21 149:3

documentation 70:3

documents 10:16,17 11:12 12:2,5,6,8,10, 14 21:1,14 27:15 40:9 59:7 60:8 64:21 72:10,17 74:7,9 75:2 78:10 80:23,24 81:6 89:2,4 109:20,25 113:6 119:13,19,20 127:21 136:21 158:1

dollar 139:22 142:12

dollars 92:13 113:5 181:18,20

Don 15:21 119:8 184:6,7

donated 78:12

donations 95:15,16 100:17

donor 95:1,3

downplayed 181:2

downplays 177:12 181:6

downtown 31:25 45:8 47:10,16,21 48:12 50:4,5 81:17, 19 121:20,25 153:8, 9,13,15,24

draft 75:3 103:3,5

drafted 178:11

drain 80:8

draw 57:13

driving 182:20

dropped 59:9 65:10

DSO 34:21

DSOS 34:19 117:9, 11

duct 139:20

duly 4:12

duties 7:6 118:13 158:17,19 166:22

duty 67:23

E

E&g 6:14 27:3,10,22 28:11 30:23 31:24 32:5 33:11 34:18 35:23 36:21 37:1 40:18 41:11 42:8 48:21,23 49:18,19 52:5 53:18,25 54:8 56:6,9,16,21 63:9 72:12,23 73:24 75:13 76:4,8 95:11 100:14,20,21,23,24 101:2,6,17,18 105:6 109:13,16 115:12 117:13 121:19 133:18,20 134:1,4,5, 13,17 135:1,13,17,18 151:22 154:5 155:19 161:3,14,18 163:9, 17,22,25 165:14 166:7 169:16 170:6 171:4,7,18,21 172:2 174:19,24 175:25 176:19 177:6,21 178:6

earlier 20:12 102:15 116:13 117:3,24 119:9 126:3 160:13 177:23

early 10:5 34:13 35:9 53:10 123:4 152:11

earnings 137:8,14

economic 136:11

edit 10:16

editing 10:18,19

edits 10:23

educate 35:21 84:25

educated 120:1

education 78:14 152:10

educational 103:18 152:4

effect 34:6 56:21 116:10

effectively 157:7

efficiencies 141:10 181:20

efficient 147:1 181:23

effort 106:5

elaborate 157:22

electric 121:20

element 106:7,9,11, 12,13,16,17,21

elements 127:9

eleven 32:5

Elliot 77:10,11,24 78:4,6,10,15

email 58:15 59:9 66:15,18,19,23,25 67:1,2 113:7,8 134:22 135:24 140:4 145:19,21 146:3 177:18,19

emails 12:6 66:9,10 143:19 152:20 164:24 177:22

emergency 7:19 77:12 172:25 173:3 181:3,5

Emerging 45:6,7

employed 6:7,12 9:4 158:6

employee 66:2

employees 65:7,9 182:3

employment 6:9

encompassed 30:6, 8

encumber 138:5

encumbering 138:3

end 5:20 79:2 87:23 89:20 115:15 138:15 141:19 156:9

energy 7:11,14,15 38:24 44:8 47:21,24 181:20

engaged 16:2

engineering 123:3 129:5,6 139:18 144:16 162:23

engineers 48:1 144:22 173:6,7,11

enrollment-type 50:9

ensuring 37:21

entail 46:13,23

enter 138:6

entered 115:9

entire 30:6,8 67:25 134:17

entitled 119:7

environmental 7:16 81:3,4

equipment 44:18,19 45:25

essentially 162:19

established 144:17

estate 77:13 78:6 80:25

estimate 141:18 150:6

estimating 5:8

ethics 58:16 65:1 67:9,12 69:21

evacuate 173:10

evaluate 17:25 18:17

evaluated 158:9

event 10:19

exact 116:12

EXAMINATION 4:14 158:4

examined 4:12

exchanged 12:6

Excuse 176:9

executive 118:14,15

exemplary 158:13

Exhibit 40:14 57:10 77:1 94:6 102:7 119:3 184:12,14

existed 181:3

existing 45:7

exit 86:6,8 105:7,8,9

expand 153:8

expanded 120:12

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Orange Legal
800-275-7991

ORANGE LEGAL
Orange Legal
800-275-7991

expansion 153:13, 15
expansions 50:21
expect 63:3 166:21
expected 144:9
expenditure 21:6
expenditures 21:12 34:17
experience 20:15
explain 34:11 40:6 61:17 62:17 149:2 174:16
explained 24:5 49:14 85:6 149:15 152:8
explaining 152:6
explanation 43:10
explicit 148:8
expressed 13:16,17 132:10
expressly 72:11 176:24
external 19:16 121:1
extraneous 128:20
extremely 111:1 132:14

F

facilities 7:2,10 14:9,15,17,19 16:24 17:12 18:18 21:19 22:9,12,25 23:3,7,13 31:10,12,16 32:19, 21 37:2,9,20 39:15 41:21,23 45:18 46:2 49:11 63:24 65:14, 19,22 73:14 82:19 83:1 92:3 96:17 104:2 106:2,8 107:17 117:10 119:21,24,25 120:19,24 121:2 125:24 130:12,13 131:6 132:3,5,16 136:4 142:7,15 143:16 146:9 147:3 151:1,17,19 152:5, 13,14 153:20 161:9 162:5,18,22,25 163:3 167:7 171:15
facility 13:22 14:13 22:8 41:25 42:7 43:13 64:3 92:10 148:10
fact 42:12 56:25 68:5,9,10 95:6 163:22,25 170:22 171:7 174:8,13
facts 9:1 157:24
faculty 30:6 45:15, 18 127:4 153:4,15, 22
failing 80:13
failures 74:14
fair 11:5 157:2 178:9,14,16,20
fairly 35:9
falling 41:14
false 63:8,11
falsifying 65:2
familiar 26:1 72:14 107:25 150:18
fast 5:12 113:13
faster 122:17,18
fault 167:1
feasible 144:19
February 51:17 89:4 126:15 128:3
feed 21:12,13
feel 5:17 8:21,22 63:6 69:20 117:20, 21 160:16 172:25 181:13
feeling 58:7
feelings 9:2,12
feet 97:2 136:8,24
fell 173:13
felt 10:18 23:8 34:25 54:13 62:25 111:13 160:13
figure 44:4 83:15 104:7 105:15 126:12 129:23 143:14
file 69:8
filed 65:1 68:19 69:9 70:10 143:4 147:25
filing 147:22,25
fill 84:18,20 86:23 112:18,20 113:14 133:22 179:8
filled 84:22,23 112:20 153:24
filling 91:12
final 68:24 112:10
finalized 178:19
finance 7:23 14:9, 13,15,17,19 18:18 21:21 30:24 31:5 37:6,7 39:20,23 44:25 57:21 76:13 82:20 83:1 104:2,15, 16,24 112:12 125:24 130:11 131:6 132:3, 5,16 136:4 142:18 147:3 167:7 169:3,4 171:15
finances 171:14
financially 48:3
financing 74:6 96:17
find 28:23,25 29:10 32:23 45:1 53:8 54:4 59:4,19,24 74:20 102:18 109:20 111:6 147:22,23 151:2,16
finding 87:7
findings 86:1,2
fine 5:5 95:22 122:2 138:2
finish 16:19
finished 64:9
fired 178:8,15 183:10,21
firing 183:2
firm 6:13 17:12 129:6 182:16
firmed 149:20
firms 138:12,13
fiscal 87:18,23 141:19
fit 43:19 80:9
fitting 62:16
five-year 23:2
fix 141:12
fixing 143:2
flip 40:11 120:5
floor 44:20
Florida 6:10 66:8 150:22
flow 102:16
focus 24:3 73:20
folks 23:22 44:20 67:19 71:22 146:11
follow 15:22 83:10 129:22
foot 150:4,9
football 69:2
forcing 160:21
foremost 4:21
forest 149:16
form 22:9 41:3 42:17 83:8 86:11,12 91:9,10 94:11 96:15 112:19 119:9 133:18,19,23 142:20 143:4 150:22 152:6 162:7
formation 32:3
formed 11:19 17:21 64:1,2 78:19
forming 162:5
forms 33:16 86:22 96:21 103:7,8,11 119:11 120:10,12 152:6 179:8,13,18
forthright 124:3 125:14 181:8,10
Fortier 93:6
forward 10:17 11:12 12:15 37:19 54:12,16,19 68:1 72:1 82:21 87:24 99:8 104:15 107:18 112:9 136:7
found 78:7,11 81:3 109:24 110:10 139:20,21 146:12 149:5,19 174:11
fourth 111:24
frame 55:2
frames 93:16
free 117:20
frequent 48:21
frequently 56:17
Friday 58:14 59:5,8
front 88:7 108:4 147:21 157:15
fudge 113:25
fulfill 158:17,19
fulfilling 166:22
full 14:10 74:12 98:8 110:9 131:3 139:5 144:8 147:4 157:2 180:21
fully 37:15 111:18
fume 46:17 154:16
fund 29:8 31:16 47:25 49:13 87:8 92:14 93:11 122:17, 18 163:17 171:7,10
funded 31:17 33:10 37:16,25 91:20 134:13 161:17 166:8 168:4 170:15
funding 12:13 16:15 17:4 25:5,18 28:14 29:16 30:3,5,10,15, 16,22,25 31:1,3,19 33:20 34:17 47:14 48:25 49:2,12 51:4,5 52:7 56:1,22 59:21

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Orange Legal 800-275-7991

63:13,16,20,23 64:5 72:20 74:2 88:22 91:15,24 93:20 94:19 95:3,7 100:14, 20 101:6,18,25 103:20 104:5,11,21 106:16,18 107:24 108:12 117:9,11 119:8,11 120:1,10, 12 123:13 130:11, 14,17,20,25 131:8,14 134:3,24 135:15 136:17 139:8 152:1 155:20 161:2 162:9 164:8 165:5,10,13, 20,25 166:6,15 168:5,21 169:13 171:11

funds 6:14 16:11,16 20:8 27:3,10 29:9 30:17 31:24 33:11 34:22 35:20,24 36:11,23 37:1,8,10, 11,21 38:1,16,23,25 39:10,13 40:18 41:8, 18 42:8,15,19 43:5,8 44:12 45:17,20 46:8 48:6 49:14 51:24 52:10,11,14,22 53:6, 10,18,21 56:6,8,12 72:12 75:14 76:4,8 87:11 89:11,21,24, 25 90:3 92:19 95:1, 4,9,11,13 114:25 115:13 120:20 121:19 124:10 133:15 134:13,15 137:7,12,22 138:4,7, 16,20,23 139:1,6 148:2,17 151:22 154:6 163:1,3,5,9, 12,22,25 171:4,5,6,9, 12,24,25 174:19,21, 24 175:1,11 178:5 182:1

furniture 42:23 45:25

future 101:22 156:10

G

gather 165:24 167:17

gathered 165:4,9

gave 37:5 87:16 93:13,15 142:17,18 161:1 164:21 166:4, 18 167:23 183:3

GC 140:3

gears 178:21

general 23:24 26:2,8 32:18 33:9 39:8 55:8 58:17 74:15,18 75:17 78:17,19 79:12 80:24 82:12, 23 85:21 99:11,12, 23 103:16 105:3 138:13 140:3 154:10,21 155:4,9 159:2 169:1,7,15 170:4,8,12 173:25 179:20 182:14

general's 115:20

generally 64:20 89:22 144:12 158:12

generic 46:21

gentleman 18:5

Gina 83:5 84:18 90:8 98:18 102:16 108:14,18,20 109:8, 17,21 133:21

give 4:7 5:20 19:19 30:21 34:11 48:3 49:7 57:25 58:4 63:2 78:5 80:4,5,7,21 81:5,22 156:6 160:21 162:9 163:14 175:10,20,22

giving 13:2 81:25 166:3

glad 143:13

Global 43:11,13,16 44:3

good 95:20 109:1 122:7 136:13 142:14,25 156:21 158:14

governed 159:12

government 24:1 79:8 81:20 82:22 105:2 106:14 169:6

governors 63:15 83:10,12 85:2 90:19 91:11 97:23 99:6 124:15 175:3 176:7, 12

governors' 93:4

grasp 136:13

great 23:8 57:7 123:5,25 133:5

greatly 156:13

Green 132:24 156:6

GREENE 8:8 57:5 61:12,17,23 62:5,7 64:9 95:22 132:21 133:1,5 156:22 157:1,20 158:5 184:6

Grindstaff 20:21

gross 97:2 153:2

ground 4:19

group 76:11 93:11 106:7,9,17,21 110:13,15 129:5 136:18 153:17,20,21 154:8

groups 106:8 110:17

growth 153:7

guess 16:23 60:11 87:19 88:17 94:2 143:8 145:24

guessing 25:13 43:25 52:17

guidance 36:6,18,20 49:3 76:21 86:18,19, 21,23 94:17 99:21 101:8,16,19 154:10, 13 159:2 175:10,16, 17,18,23

guilty 5:11 177:17 183:1

guy's 140:6

guys 7:25 8:15,20 26:9 91:10 141:5 157:9

H

H-U-T-S-O-N 107:13

Hall 6:15,16 12:9 13:20 16:12,14 25:2, 3 27:11,12,17 40:20 52:7 53:18 54:8 56:22 59:20,21 61:3 65:20 68:6 72:13 75:22 85:17 87:23, 25 88:19 94:3 95:6 97:11,13 104:4 110:10 111:6,19 113:21 114:22 126:4,6,16 130:14 142:21 144:8 146:12 161:20 162:13 163:6,9,12,18,23 164:1,12,15,18 165:10,14 166:7,16 168:17 169:10,17 170:15,19 171:8 173:3,5 175:25 176:16,20 177:1,13

hand 4:4 141:25

hands 83:22 166:10

handwriting 166:13,14 177:21

handwritten 60:17

happen 19:20,22 22:22 94:25 148:14

happened 9:2 20:11 25:11 51:22 65:24 67:17 68:15 72:6,7 84:2 92:1 115:25

happening 81:9 102:19 123:14 144:24

hard 71:22 154:7

hardscape 47:18

Harris 20:19

hate 5:12

head 138:22 184:5

headed 165:4,9

health 7:16

hear 23:7,10 52:18 56:20 87:13,14 105:5 113:20 121:18 160:22

heard 22:5 34:5 54:18 56:24,25 100:11 173:25

hearing 183:4,15

heat 38:23

held 6:24 7:3 58:3 59:13 123:19

helped 101:20

helpful 32:11 108:23 111:1 140:23,24 157:20

helping 19:18 21:9

helps 54:20 95:19 99:20 128:16 150:12

hey 98:24 109:21 142:11 174:15

hid 168:15,19

hidden 66:7 140:4

hide 178:25 179:4

high-level 69:3

higher 78:14

higher-ups 73:21

Hill 18:14,15 72:6

hire 18:16 77:12 129:4

hired 17:25 77:12 107:4,5 128:10 182:5

hires 153:5,6

hiring 18:23 117:10

historical 84:22

history 125:19 128:7,19

Hitt 9:16,19 12:1 15:9 27:9,14,19 28:8,10,15 33:3,5,6 69:6 72:11 73:2,22 75:20 91:16 145:15, 17,20 172:9,14,19 179:12

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Orange Legal
800-275-7991

ORANGE LEGAL
Orange Legal
800-275-7991

Hitt's 10:25
hold 52:3 129:18 147:2 148:9,16,19
holding 86:15
hole 145:3
holes 44:19
home 45:16 151:9
homeless 80:13
honest 4:21 6:21 124:2 135:6
honestly 77:17 158:17
hoods 46:17 154:16
hook 122:22
hoop 110:25
hopes 86:25
hoping 35:21
horizontal 47:6
horrible 183:6
host 106:14
hostilely 160:14,23
hot 85:9
hours 117:3
housed 64:22
housing 50:16 103:14
HR 67:13 70:2
huge 154:11
human 125:7
hundred 140:19
husband 59:1 60:5
Hutson 107:5,12,13 128:10
HVAC 41:13

I

idea 43:15 49:19 62:15 70:6 109:2 144:10
ideas 129:13
identification 40:15 57:11 77:2 94:7 102:8 119:4 184:13, 15
identified 10:14 54:23 76:8 91:14 131:14
identify 56:5
IG 137:25
ill 108:8
illegal 159:7,8 170:18 172:21,23 174:11
illegality 77:22
immediately 118:3 121:12,15 162:2
immoral 159:5
important 5:18,21 61:15,22 88:14 124:12
impression 62:18
improve 84:25 85:4 174:5
improvement 7:17 21:2,4 82:8 84:6,11 86:21 90:6 93:24 94:4 102:5,16 104:1, 4 109:15 148:21 149:4,7 150:14 152:6 178:22
improvements 108:16
inaccurate 123:7
incidents 155:15
include 149:14 161:20 165:9 168:5 172:1 176:23
included 46:17,18 74:16 94:13,14 95:14 96:14 109:16 128:8 162:12 169:12 171:18 176:14 177:6
includes 149:16
including 16:12 123:22
incorporate 106:10
increasing 146:15
indication 30:22
individual 106:6 132:18 138:19 139:23
individuals 71:17
inefficient 141:4
infer 136:12
inflate 149:8
inflated 149:9
inflating 149:11
inflation 150:1
influence 159:18,22
information 5:16, 25 12:13,24 21:20 22:7,17,21 26:6,9 34:3 39:21 40:22 55:6,15 58:11,23,25 60:10,22 61:5 64:15 65:12 68:3 70:24 71:9,12 74:23 75:12 103:5 121:24 161:2, 7,11,12,13 162:9 164:21 165:4,9,12, 24 166:5 167:3,17, 24 168:5 169:11,12, 16 176:5,10,15,18,23
informed 151:17
infrastructure 47:17,19
inherently 177:15
initial 117:5 124:10
initially 180:4
initiative 17:15,16 130:1
initiatives 7:13
input 90:11 163:11, 14
inquire 37:17 55:9
insisted 37:23
instance 155:12
instances 176:22
institutions 153:19
instruct 84:18,23 179:3,17
instructed 55:14,20 91:12 100:18 164:14,17
instructing 86:15
instructions 83:6
instrumental 74:1
insubordination 58:3 59:13
intend 156:17
intended 142:23
intent 54:2,3
intentionally 56:5 96:11
interaction 14:3
interactions 15:8, 12,14,16,18 24:13,14 151:25
interchangeably 178:6
interest 36:11 79:7, 10 81:12,23 137:8, 14
interested 18:6 77:16 123:25
interim 57:21
internal 19:15 56:12,14 89:25 90:3 95:9,11,14 115:21 121:1,5 133:15 134:6 148:25 149:3 171:4,9,12 178:5
internally 37:25 95:7 164:1 166:8 171:23
international 43:13
interrogation 62:11
interrupt 79:20
interrupted 38:8
interview 6:19 33:24 58:8 62:11,18, 19 63:5 86:6,8,9 105:8,9 116:6 123:17,19 160:4,11 164:23
interviewed 6:13 159:24
interviewing 114:15
invested 165:19
investigated 182:10,15,19
investigation 5:22 8:16,17,19 9:14 27:1,5,11 36:22 41:4,12,15 45:3 46:10 59:12 61:15 74:17,21,22,23 76:16 124:8,9,23 154:5 156:8,18 157:4 159:20 160:19 178:11,12 179:23 181:11 182:11,16,20
investigative 60:13
investigator 182:17
investigators 160:16 180:5 182:21 184:4
investment 27:15 48:4 116:3 123:5 145:8
invitation 17:19
invited 86:6,7,9 173:21,22
invoices 139:10
involved 19:16 25:21,22 29:24 48:16 53:12 68:6 70:13 71:4 118:21
involvement 40:25 43:12 44:6 47:11,13 50:19 68:13 71:10
Iowa 65:4,9 68:19,25 69:4,11,12
Isis 113:23 141:22 143:12
issue 24:12 25:18 27:1 28:3 34:16 64:13 127:25 155:17

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Page 1217
800-275-7991

ORANGE LEGAL
Orange Legal
800-275-7991

issues 80:14 81:4 92:10 117:7 131:22 173:25

item 86:7 170:3

items 132:2,6

ITN 17:25

J

January 6:11 28:9 134:25 137:3 146:4 158:6

job 25:25 61:6,10 69:15 107:8 158:24 161:23 162:19

jobs 20:9 151:7 154:9 171:19 182:6

Joey 58:6 60:5

John 9:16 10:6

joint 92:9 145:12

jokes 151:4

Joseph 177:11,20 178:3,12

jotted 34:1 114:18

journals 60:18

Judith 134:23

July 98:14 103:25 105:4 141:20 143:20,24

jumbled 117:4

jump 110:25

June 104:2 105:4 126:19 141:20 143:24 145:25

Jung 154:19

junior 26:18 107:19

justified 173:1

justify 142:23

K

K-E-R-N-E-K 6:6

Kathy 41:6 53:6,19 54:16 59:6 109:5 116:16 117:14

Ken 110:20,21

Kernek 4:11,16 6:6 154:2 156:22 157:6 158:3

Keyser 66:13

kids 44:17

Kim 111:16

kind 9:23 15:12 20:12 40:21 46:23 48:5 54:4 62:15 69:17,20 73:16 82:12 83:24 100:10 102:10 116:4 126:18 128:5 129:18 136:16 138:6

kinds 12:14 39:11 47:19 59:1 63:4 105:1 119:19 144:25

Kinsley 36:6 42:5,11 45:22 46:6,8 48:9, 22,25 49:9 61:5 70:22 71:8 75:25 76:20 94:18 109:9 110:13 111:12 127:16 133:22 142:9,11 151:25 154:15 175:3

knew 20:7 31:2 38:21 46:11 56:13, 15 58:9 59:6 87:24 100:20 102:17 105:16 109:21 132:9 134:4,5,8,14,18 135:10 166:23 171:10,11 177:3

knight 67:19

knowing 48:20 153:5 156:5 177:3

knowledge 35:13 40:1 72:18 73:19,21, 24 74:1,12 78:22 84:20,22 87:5,6 177:12 179:19

knowledgeable 14:23

Korosec 11:20

L

lab 46:22

labs 46:18,19,21

lack 85:8

lady 128:10

lands 79:13,15 81:1

landscape 7:12 47:18

language 78:12,21

large 93:11

larger 99:14,15 152:21

Lashanda 53:20 113:2

lastly 156:14

late 110:9

law 26:1,3,4 159:12 182:15

laws 86:16

lawsuit 157:3,21

lawyer 151:4

lawyers 61:9

lax 86:14

lead 18:7 31:15

leader 106:18

leaders 21

leading 182:11,21

leaned 19:17

learn 21:9 36:21,22 173:23

learned 18:21 65:5

learning 86:12

lease 50:14 78:20,22, 23 79:23

leased 50:12

leases 78:7 82:2

leave 58:15 64:6

leaving 16:7

led 13:24 60:16 74:15,18 106:5 117:5 118:9

Lee 4:11 6:6 15:21 18:14 30:19 68:18 125:9

left 8:13 9:10 17:24 61:13 96:11 184:8

leftover 171:21

legal 139:24 155:17

legislature 86:13 99:2,8,11,17,22,24 124:16 142:5

letter 57:17,18,22 58:1 59:9,15,16 60:7,21 62:10,14 63:6 64:25 70:9 72:9 76:6 177:16

letters 176:6,11

level 24:13 74:10 86:14 116:15,18,23

levels 182:23

levers 143:23

liability 80:14

liaison 175:7

licks 180:22

lies 124:25 125:1

life 124:12 144:9,13

lightning 44:17

limitations 48:20 151:21

limited 30:5 35:12, 13 157:4

line-throughs 90:14

lines 180:8

lingo 171:23

list 7:8 25:4,5,6,7,16 32:6 92:14 93:14 99:3 100:1,2 103:23 104:10 106:23 108:16 109:15 112:18 113:3,15,18, 22 114:2,3,4 117:7,8 142:17,18 148:22 152:17,18

listen 87:13

listing 68:5 126:8,23

listings 126:24

lists 99:7 112:4,6,15, 22

lives 27:18

loaned 38:18,23 50:12

local 75:3 106:14

located 43:16 45:8

lone 184:8

long 17:6 26:20,21 35:15 36:12 38:2 70:6 81:21,23 141:13 164:23 173:15,17

long-term 138:6

longer 80:2 107:2 119:23 120:3,6,20 144:19

looked 36:25 47:22 83:21 90:21 123:4 130:10 174:15

losing 44:15

lost 147:12

lot 5:15,16 8:3 25:21 36:6 45:14 48:16 49:22,23 54:20 58:23 60:13 68:3 69:3 72:2,14,24 79:22 81:1 86:3 99:20 101:20 105:22 109:8 122:6 128:14, 16 141:9 144:23 149:19 150:12 152:10 154:13 155:2

lower 182:23

lump 47:10

M

Madam 4:24 184:9

made 17:8 23:1,9

ORANGE LEGAL

Orange Legal
800-275-7991

24:21 28:8 31:20 34:8 45:19 74:4 85:3 90:18 91:1,3 99:14 104:13,17,18 106:9 110:3 113:17 125:14 126:3 128:22 157:23 163:12,16,19 170:25 171:2 181:22

magic 74:8

mail 66:7

main 101:22 139:13

maintain 70:7 77:20 80:10 151:1

maintained 9:9

maintaining 36:3

maintenance 7:11 36:1,4,14 42:15 85:9 101:23 112:15,17 113:5,10,12,14,18, 22,24 138:24 139:1 140:16,23 141:5,11, 19,24 142:4,13,19,22 143:5,12 150:16,25 162:24

make 13:4 17:22 49:17 50:7 53:10 69:3 90:25 93:14,17 99:7 102:23 111:24 116:8,20 140:8 167:3 183:9,16

makes 49:22 82:4 92:24 95:18 105:12

making 31:15 75:20 85:20 93:17 117:6 124:4 137:13 166:15

management 7:12, 14,16,17,19 13:17 39:17,18 138:12

management-type 107:3

manager 13:22

managers 18:8,12 20:5,6

managing 20:5,6

manner 164:4

March 89:4 164:25

Marchena 13:7 14:4,14,18 15:9 16:15,23 17:11,17, 23 18:5,6 21:16 22:17 63:7 70:12 71:13,17 72:6 75:13 121:19,23 122:2,9, 17 131:5,9,15 132:2, 7 133:10 147:5 167:6,22 176:23 177:3 178:10 182:8, 9

Marchena's 15:15, 22 19:23 75:21

marching 44:17

Marcos 21:16 167:6, 22 176:23 178:9, 182:7,9

Maria 106:5 107:2

mark 90:11

marked 40:14 57:10 77:1 94:6 102:7 119:3 184:12,14

market 149:8

marking 53:7 90:12, 15

Martin 55:3

Martins 14:17

master 105:23 106:1,6,10 107:6,9, 20,21 108:13,16 109:14,16 128:17,20

material 60:13

materials 10:10,12

matter 55:16 64:13 81:24 168:1

matters 9:13 14:23 15:5 162:3

maximum 144:19

Mcgladrey 17:3

meaning 51:9

means 115:9 183:4

meant 88:10 100:24 135:11,13 137:9,15

measure 44:8

measures 17:10,14 181:21,22

mechanical 129:16, 24,25

mechanically 128:25

media 45:6,7 183:5

meet 13:11 42:3 53:9 119:17

meeting 19:17 22:19 28:11,13,20 29:1 34:14,15 41:7 51:3 53:11,13 58:6 59:5, 6,8 64:12 93:2 96:18 102:3,4,10,14 103:4, 6 114:18 119:21 120:25 121:3,11,21 123:19,21,23,24 124:7 125:24 128:23 130:8,12 131:4,6,8 132:3,10 135:12 136:3,4 137:6,22 140:14 145:6 146:1 147:12,17 154:14,17 157:13 167:22,25 172:8 176:24 184:8

meetings 9:21 10:1 14:5,8,10,11,14,20 15:10,19,24 16:1,2, 3,9,13,18 20:13 21:5 23:22 29:6 30:2,20, 25 31:4,5,11,13 45:2 48:15,16 53:3,14,20 54:23 56:5 60:1 61:9 64:17,20 72:24 76:15 83:3 88:23 90:21 91:2,21 119:16,17 120:22 121:13,15,16,22 130:10 131:16,18 132:5,16 133:11,12 134:1,15 136:15 144:16 146:9 147:18,20 151:17, 18,19,21,25 152:3,11 167:11,15,17 168:12,25 170:1

member 31:14 32:15,16 175:5

members 18:3 46:12 131:22 132:12,19 168:11

memo 93:18 149:15

mental 10:25

mention 178:22

mentioned 60:25 107:4 114:16,18,23 137:6,21

Merck 7:22 8:12 13:7 16:5,8,10 17:16 19:2 26:16 27:9,16, 21 28:10,20 31:6 34:8,14 42:9,10 56:20 63:21 70:20 71:7,11 74:5,8 78:16 80:16,19,20 82:11 89:9 90:9 92:4 102:21 104:18 105:5,11 114:20 115:16,23 118:18 121:12,18 122:1,5, 16 126:1 128:23 130:3,16,22,23 131:13 132:2,15,17 133:11 137:6 145:20,21 146:19 148:3 155:8 159:15 172:9,13,14,19 177:17 179:12

Merck's 123:20

message 77:7

messages 60:15

messes 100:8

met 30:15 34:22 54:13 64:4 76:14 118:18

method 26:5 71:21 164:7

methodology 83:7

methods 13:15

Mickey 20:20 93:4

million 29:12 42:2,3 45:8,12,13 50:24 51:1 85:17 89:15,16 92:12 96:21,25 97:1 113:24 114:21 115:11 134:17 135:1 136:8 139:22 140:16,22 142:1,3, 12,18,20,24 143:5, 11,20 148:10,22 149:3,4

million-6 44:4,7

millions 181:18,19

mind 49:17 117:4 156:3 167:2 177:17

minimal 154:22

minor 42:4

minus 136:8

minute 86:10 105:23 136:4

minutes 57:7 133:3, 6

mischaracterize 148:7

misconduct 183:1, 2,11,22

misdirection 154:5

missed 91:8

missing 64:12 82:5

misspell 136:1

misspent 124:10

mistake 97:4,5

Misty 57:20 60:9

misunderstanding 178:4

misuse 154:5

Mitchell 41:6 53:6, 19 54:16 59:6 109:5 116:17 117:14

MITZ 4:15 8:11 16:21 19:10 22:3 24:17 25:24 28:19 31:9 32:12 33:1 35:18 39:1 40:16 44:2 47:9 50:1,18 51:20 52:24 54:21 57:6,12 61:18,25 62:9 64:10 66:22 69:23 73:10 75:11 79:14 114:10,12 117:19 119:5 121:7 125:17 132:24 150:20 154:1 156:25 184:7

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Orange Legal
800-275-7991

ORANGE LEGAL

Orange Legal
800-275-7991

mix 173:22
moment 52:3 73:20
Monday 59:12,25
money 19:16,19 34:18 36:1,2,3 38:13,18 39:2,5 42:16 44:8 49:4,5,8 51:22 53:1,25 54:4,5 55:5,6 72:2 80:8,10 85:8 93:8,9 94:19 98:19,25 100:16 113:12,21 124:12 129:14 137:8,13,24 141:7,12 143:24 145:3 146:16 151:1 181:19
moneys 45:2
monies 28:6 36:14 42:6 140:12
monitor 144:2
monitored 39:12
month 30:15
monthly 161:11,16
months 46:1 105:4 146:2
morning 8:25
motivation 77:20
motive 131:24
move 12:17 93:14 111:20 143:24 153:24
movement 39:13
moving 34:18,22 37:19 43:11 45:5 53:25 87:24 136:7
multiple 70:11 126:7 165:16
music 44:16

N

nail 73:1
narrative 160:24
narratives 63:8,11
natural 7:12
nature 156:23 172:11
necessarily 135:11, 13
needed 10:18 13:21 20:3,7,8,14 21:20 22:21 24:8 28:15 31:17 38:2 42:3 45:15,17 66:5 78:17 80:21 88:3 92:12 111:17 123:9 126:5 136:20
needing 21:5
negative 40:3
negotiate 17:20
net 136:8
newly 64:2
Newman 106:3 128:12
news 66:8 67:19 75:3
night 41:2 45:1 93:17
nonfeasibility 144:17
nonrecurring 171:4,24 178:5
nonstate 94:24 95:3, 13
noodling 129:8
normal 12:20 37:3
Norvell 147:14
notation 101:2 116:6
note 115:8 120:5 122:12
notebook 59:24
notebooks 60:18 147:20
notes 33:24 34:3,4 58:10,11,13,17,19,25 59:4,24 60:23 61:1, 7,8,9,13,19,21 62:19 70:2,5 71:19 114:13, 17 116:6,9 123:17, 18,25 130:10 145:5 147:18,19 148:18 154:20 156:12 160:3,6,9 166:15
notice 22:19 69:25 85:4 97:23 101:14, 15 125:7 130:8
noticed 41:23 97:25 98:11 115:7 125:8 130:11,22
noticing 101:9
November 134:23
number 17:8 19:13 36:7,16,17 39:18 40:11 48:11 70:20, 21 82:24 83:22 95:10 104:22 113:22 115:6,14 141:19 142:13,22 143:3 149:5,23 157:18 169:2 178:13 181:22 182:3
numbers 140:20 144:4 149:8,20

O

OARS 72:1
oath 6:18
objections 143:7,9
obligate 138:16,20
observe 74:11 115:8, 17
obvious 77:21
occasion 112:13
occasions 70:11 175:13,14,15 176:7 178:13
occupants 44:9
occupiable 152:22
occupied 153:1
occur 42:19 102:10
occurred 17:1 28:24,25 52:6 114:19,21 133:25
occurring 123:23,24
October 148:9
odd 87:17 88:2,6
offense 58:18
offering 122:16
offhand 12:11
office 12:8,15 19:1,6 26:9 30:11 33:10 37:9,20 39:16 51:22 55:8 59:10 64:22 65:9,15,20 79:9 80:25 85:21 114:20 115:20 116:16 133:4 138:23 142:7,15 150:5 161:1,6 170:5, 9,12 171:3
officer 18:22 63:23 67:12 82:23 105:3 121:10 125:7 151:11 161:24 165:23 166:22 169:7 171:16
official 53:12
oftentimes 56:12 94:20 121:22
Ogletree 110:20
okayed 42:5,8
omissions 125:1
omit 55:15
one-on-one 48:13
one-on-ones 115:6
one-page 76:24
ongoing 101:7 156:9 165:5
Op-ex 21:13
open 86:11 124:18 125:4 180:23
opened 140:7
operate 151:1
operating 84:8,15 182:12
operation 101:23 150:16
operational 21:12
operations 7:11 11:21 35:25 36:4,14 39:19 52:12,13 71:4 141:5,10 150:25 162:23
opportunities 71:23 75:4 102:24
opportunity 5:20, 23 14:19 108:21 128:24 157:2,7 168:11 183:3,24
opposed 13:16 38:21 71:24
option 183:10
options 122:2,3,24 136:19,20,22,24 146:15 147:2,14,16
order 16:3 17:9,22 20:9 23:2 38:14 52:22 61:6 96:4 139:19 140:7
orders 39:10
ordinarily 157:21
organization 23:20 181:23
original 146:11
originally 123:2 124:8
originated 174:24
Orlando 70:12 78:3 79:25
Osceola 92:11
ostensibly 142:22
OUC 47:25 122:23 123:11
outlay 21:3 22:1 72:15 82:8,13,17,18 85:24 86:19,22 87:4, 8 89:23 154:25 178:21
outsource 106:11
outweighed 145:7
oversaw 7:7,18 23:17

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Orange Legal 800-275-7991

oversee 23:19 162:20,22

overseeing 47:16 70:13

oversees 43:7

oversight 30:13

owner's 13:18 18:7, 10 71:20

P

P-O-T-T-E-R 77:14

p.m. 57:9 133:7,8 184:17

package 167:23 168:24,25 169:2

packages 168:1

packet 57:3,14 76:23 118:24

packets 16:2 33:14 82:21,25 83:1,2 104:23 168:7

pages 59:22 127:22

paid 38:24 139:9 147:9

paper 60:9

parameters 17:20

part 25:25 42:6,12 51:23,25 53:19 64:15 67:14 81:5,12, 18 98:20 111:20 123:12 124:7 129:2, 11 154:11 161:9 162:19 169:18 181:2

participants 121:2

participate 145:12 159:11

participated 23:14

participation 177:13

parties 111:3 169:3

partly 124:24

partnership 81:18 149:17

parts 73:16

pass 39:20

passed 71:5 83:22 119:24

past 11:10 20:17 30:9 124:3 126:22 173:24

patience 82:10

pay 43:23 44:1 53:8 54:5 119:6 138:17 148:20

payback 51:24,25 91:24 92:1,3,5,8,17 93:21 123:10

paying 91:17 138:8, 9

payments 50:8

PECO 88:9,10,11 91:17,23,25 92:8,14, 15,18 94:14 137:7, 12 148:11,21 149:4

peer 110:17

people 17:25 23:10 29:4,7,10 30:11 42:23 54:22 55:24 67:5 69:3 70:1,12 76:12 80:13 82:24 83:21 93:2 104:22 110:19 128:3 133:13,14 135:10 142:18,21 146:25 152:4 154:8 180:15 182:19,23

people's 27:18

percent 37:23 149:9, 10,11,12

percentages 145:7

perfect 105:12

perfectly 5:4

perform 24:6

performance 158:10

performances 158:12

performed 17:3

performing 118:13

period 69:9 81:23 137:2

permissible 41:11 175:11

permission 21:7 76:1

permits 25:22

permitted 48:22

permitting 25:21 117:10

persist 71:17,25

persisted 71:18

person 11:19 30:11 67:13 107:1 118:11 121:13 162:3 178:8, 15

person's 71:1

personal 58:15,23, 24

personally 8:22 55:23

persons 172:4

pertained 13:13,14

pertinent 59:11,17, 19,24 73:13

Pete 106:3,5 128:12

Peter 110:22

phone 9:23 58:20, 21,22,23 59:17,19,23 60:16 77:8

physical 36:3

physically 125:6

pick 9:22 15:11

picked 67:19

piece 60:8 82:5

piping 47:18

place 6:9 17:15,25 31:13 44:18 72:1 94:18 141:10 182:9, 12,13

places 152:8,9

plan 21:2,4 36:14 38:23,24 42:12 84:6, 11 90:6,22 93:24 94:4 101:22 102:5 104:1,3,4 105:12 106:1,6,10 107:9,20, 21 108:13,16 109:14,16 128:17,20 148:21 149:4,7,21 150:15,16,25 152:21,25 153:14

planned 16:12 28:6 153:2,5

planner 106:4

planning 7:10 17:12 107:6,7 110:24 111:2 146:10 153:18

plans 82:9 86:22 102:16 105:23 150:14 178:22

plant 35:25 36:4 47:21,23,24,25 103:18 110:8,9,11, 23 111:23 121:20,25 123:8 167:10

play 162:5 163:8

plugged 11:2

PO&M 36:8,9,21,23 49:21 80:9 85:5,8 98:20 103:10 135:21 137:24 138:15 150:24 154:15,18 174:24,25

point 16:22 19:24 23:15 53:4 60:15 69:14 74:4,12 85:4 90:12,15 98:1 108:22 112:25 113:8 140:13

points 157:23

poking 145:3

Police 7:18

policies 39:7,9

pops 156:4

population 80:3 103:16

portion 77:16 78:6 95:4 153:1

POS 139:11

position 6:24 7:3,20 8:22,23 11:3,19 30:1,9 33:7 34:19 35:1 64:3 65:8

positive 158:12

possibilities 129:8

possibility 26:7

possibly 12:21 25:21 34:8,18 48:3 94:25 128:14 171:13,17

pot 35:23

potted 167:10

Potter 77:11

power 38:23

practice 17:14

predetermination 183:4,8,14

predetermined 160:20

preparation 126:20 166:2

prepare 156:7 167:16

prepared 14:23 15:24 16:1,3 20:14 70:3 82:19 90:8 135:23 151:16,20 156:12 171:3 178:1

preparing 27:16 69:15 82:16 90:7 147:13,16

presence 75:21 153:9

present 10:2 22:21 23:3,6 27:8,13 29:3, 13,14 148:13 157:13 167:12

presentation 13:2 129:12 137:22 166:3,5,19

presentations 23:9, 10

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Orange Legal 800-275-7991

presented 21:1 87:11 110:2 114:1,5 120:13,16 122:24 145:9 146:14,18 147:3 148:10

presenting 23:11 130:12

presidency 11:1

president 7:1,23 9:15,19 10:25 11:6, 18 12:1 13:9 15:9,17 18:25 19:5 27:9 28:21 33:3,4 46:15 57:21 63:7 64:22,23 68:1 72:11 73:22 76:12,13 80:18,20 82:22 89:2,6,10 90:10 91:16 101:1 102:23 103:1 105:2 109:6 114:6 115:17, 24 116:15 118:14,16 123:18 124:1 125:15 127:13 145:23 146:20 162:17 163:19 169:5 172:9, 14

president's 69:2

presidential 24:23, 24 116:18

presidential/ president 116:23

presidential/vice 116:18

presidents 32:21 56:17

pretty 70:23 131:25 142:25 148:8 180:21

previous 35:5 104:9

previously 65:1

price 140:10 149:3

primarily 35:25 95:10 171:21

primary 117:8

printed 59:22

prior 6:18 17:2 28:11 29:6 37:24 38:2 49:12 80:1 83:2 96:18 151:18 168:2 169:8

priorities 152:14

prioritize 31:18

prioritized 23:14

priority 91:4,5,7 93:14

Priscilla 4:11 6:6

private 66:18 78:7, 20

privy 60:11

problem 21:11 24:25 25:18 26:13 27:17 114:24 116:24 117:1 139:22 154:11

problematic 24:22 38:22 132:17 139:18

procedures 39:7,9

proceed 123:8

proceedings 4:3 184:16

process 17:11 23:12, 13 37:18 54:6 65:15 67:18,25 69:7,14 101:6 110:25 139:5 160:11 182:18

procurement 37:18

produce 122:22 123:9

profess 174:14

professional 15:14 67:23

program 30:23 72:15 89:4 126:4,16 127:12,15,17,23 128:11

programs 89:3 153:24

project 18:8,12 20:5,6 28:8 29:22 36:12 37:15,19 38:14 40:4,25 41:20 42:1,4 43:9,12 50:2, 16 51:6 56:23 75:22 87:1,25 88:4 91:2,6, 13,20 92:20 97:3 107:3 115:11 119:8 122:17,19 123:15 125:25 132:8 135:1 136:11,14 137:2 139:4,6,7,12,14 140:12 145:12 148:13 168:4,6,21 169:11,13 177:13

projects 16:7,11 17:4 20:5,7 31:25 32:6 33:10,21 36:11, 24 38:18 40:19,22 41:10 47:10,12,14, 15 48:10,12,17 53:17 54:9,13,25 55:12 63:9 68:12 70:13 71:21 72:1 75:14,16 76:9,18 89:10,11 92:2 94:10, 20 102:19 103:13 113:21 134:24 138:19 139:23 142:3 149:22 150:6 152:2, 7 161:17 162:10,20 164:5 165:5,8,21 166:1

promotion 118:9

prompted 58:1

proof 72:10

properties 80:8

property 34:20,23 50:12,13 78:5,8,11, 13 79:2,7,22 80:11, 13,15 81:12,19 82:2

proposals 18:1,24

protection 149:17

Protonmail 66:7,16

proven 123:6

provide 12:1 26:9 34:2 44:9 55:15 58:11 64:15 65:13, 16 70:23 103:6 106:22 127:18 161:6

provided 10:15 22:18 33:23 40:9 60:20,24 61:1 65:16 112:15,21,23 113:3 119:14 136:20 150:5 165:12 166:5 167:23 168:2,10,24 169:1

providing 62:13 119:19 182:15

provost 11:7,16 15:17 22:6 29:8,9, 17,21,23 33:7 51:9 63:20 73:21 74:5 90:10 91:15 101:1 102:22 114:2,3 117:25 118:12,14,15 119:14 121:9,12 127:3 153:19,21 161:23

provosts 11:10,14 30:10 56:18 114:5

provosts' 51:22

public 78:14

publicly 144:14 183:20

published 89:4

pull 115:8

pulled 53:19 143:23

pulling 134:15

pulse 8:18

punctuated 157:25

purchasing 17:21

Purdue 107:5,8 150:19

purportedly 183:25

purports 40:18 160:3

purpose 34:21 52:11 87:3 101:22 102:13 155:14 156:20 157:4

purposes 43:6 78:14

pursued 161:23

push 71:25

put 6:18 17:14,19 22:10 31:13 33:16 38:1 42:25 43:3,4 44:24 54:17,18 55:25 56:12 73:20 83:4,5,12 85:5 88:6 91:20,25 92:13,16 93:13 94:18 95:2 99:4 100:14,21,23 102:17 103:1 104:23 107:17 108:4 128:7, 13,15 129:11,14,18 138:23 139:1,11 140:12 141:9 142:19 143:3,4 146:25 148:8,16 152:9 155:13 179:18 182:9,12

putting 42:7 47:19 72:1 85:7 93:8 94:16,22 95:5 98:3, 23 100:1 108:12,24 113:20 148:19 182:13

Q

qualifications 140:2,9

qualifications-based 71:24

quality 7:16

quarter 111:25

question 5:15,19 11:25 15:15 44:24 61:12 103:24 116:20 117:21 130:16 141:3 154:24,25

questioning 52:7

questions 5:24 6:1 10:14,17 15:2 16:20 20:14 22:14 26:3,4 35:22 36:7 49:20 61:4 62:13 63:2 93:3 103:17,22 112:3 117:22 119:9 124:21 130:23 131:23 148:4 154:22,23 156:15,23 158:3 167:11 168:13 177:10 178:23

quick 177:10

quote 46:16 140:3

quoted 136:5

quotes 140:4

R

Raise 4:4

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA

Orange Legal
800-275-7991

ORANGE LEGAL

Orange Legal
800-275-7991

ran 64:21
ranging 82:12
rat 145:3
rated 18:2
rating 111:9
reach 102:17 127:19
reached 73:19
react 132:13 160:23
reaction 124:10
read 66:23 73:11,13 85:1 86:2
readily 169:20
reading 87:7 148:18
ready 6:2 144:5
real 77:13 78:6 80:25 134:10 144:7
realized 146:24
reapproved 99:23
reason 11:13 39:5 56:10 93:16
reasonable 5:4
reasons 82:3
rebuild 124:18
recall 4:18 10:4 12:5,10,12,14 13:12 25:10 29:23 32:22 34:9,15,16 35:15 36:25 38:15,17 51:12 76:10 89:23 90:24 91:2 94:16,22 99:19 104:11 108:12 110:11,12,14 115:1 116:10 121:25 122:5,9,12 123:23, 24 124:4 131:15,18 135:4,8 140:18 147:8,10,11,13,15,17 148:17 159:16 160:1 161:4 164:22,23 165:3 167:19
receive 74:25 172:16 173:20
received 33:14 40:17 52:8 60:10 76:20
receiving 74:23 89:19
recently 9:16 75:2 113:23
recognize 44:5 57:15 77:5 96:3
recollection 34:2
recommendations 31:18
recommended 19:12
record 6:5 105:25 106:20 142:25 183:12 184:11
recorded 35:11
recording 64:12,17 147:12
records 81:7 142:7, 14 183:14
recruited 33:6 43:16
red 90:13 98:16,18, 25 110:3
redoing 12:8
reference 177:20
references 128:8
referred 21:6 115:18
referring 34:7 115:19 121:9 125:10
reflect 160:6,10 178:3
reformed 64:1,2
refund 105:5
refunding 52:18 105:12
refusal 175:21
refuse 175:20
reg 26:7,8
regard 75:21 158:2
regular 30:16,20 39:23 132:4,16 170:2
regularly 64:4 73:5 76:14 118:18
regulates 85:24
regulation 26:4,25 27:2,4 42:5 48:20 83:10,12,16 85:2 170:9 175:24
regulations 26:1 86:16 127:24 158:23 159:12
reinstituted 30:14
rejected 66:9,10
related 9:13 12:7,8 36:12 47:17 48:12 51:1 61:3,4 161:13 168:5
relating 12:16
relations 24:1
relationship 7:24 9:18,22,25 11:6 12:18,20 15:12 19:24 20:1 33:3 81:13 159:14
relay 12:24,25
relayed 12:4 169:25
relevant 14:11 127:25
relied 74:5
remember 5:4 25:15,17,22,24 44:5 77:25 88:25 90:22 93:1 108:6 140:20 145:22
remembering 93:16
remind 121:5
removed 139:6
renewal 141:25
renovate 97:12 128:24 145:1,8 152:15
renovated 144:9
renovation 6:14 25:3 27:11 28:5 45:9 46:2 94:13 97:11,18 98:3 129:18,25 144:8,11,17,18 146:14,25 148:9,11, 14,23
renovations 36:9 42:14 48:24 50:22 76:2 162:21
reorganize 17:14 20:8
repairs 48:24 139:19
repay 52:22
repeated 99:24
replacement 36:10 76:2
replied 66:25 67:2
reply 66:24 67:2
report 7:20 18:14,15 19:11 30:1,20 53:17 54:1 60:25 61:13,19, 22 64:4 66:2,3 72:6 73:12,23,25 74:12, 14 75:4 78:16,17 79:12 112:8,9 117:18 153:19 155:23 162:9 165:20 166:23 167:4 177:8, 11,15,20 178:1,3,9, 16,18,23 181:5 182:25
reported 7:22 34:5 71:10 115:23 116:14 155:17,21 164:1,4,5 170:19,23 176:1,3, 14
reporter 4:4,24 5:2 184:9
reporters 5:12
reporting 59:21 117:16 155:13,15,19 164:8
reports 31:6 123:3, 20,22 141:21 142:4, 10 148:25 153:21 165:16 166:9 171:3 173:6 178:25 182:4
representatives 13:19 18:7,10 76:7
reps 71:20
request 94:23 99:14 129:2 148:11 149:4
requested 20:10 65:13 98:19
requesting 91:23
requests 72:5 99:13
required 25:25 86:23
requirements 34:22 53:9
research 45:10,12, 14,16 46:14,15,23,24 78:14 92:5,6,7 128:15 154:16
researchers 46:20
reserve 37:1 133:15
reserves 44:23 122:6,8
resides 39:16
resign 183:3,11,13
resource 7:17 39:17, 18
resources 7:12 125:7
respect 169:10
respond 59:14 124:14,22 157:17 179:23 180:1
responded 59:16 116:25
responding 27:21
response 57:22 58:1 71:1 122:10
responses 4:23 6:21
responsibility 37:21 63:8 68:9 89:18 118:10 131:1 165:20
responsible 7:1 82:16 83:15 90:7 105:25 106:18

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Orange Legal
800-275-7991

118:1,6 130:17 162:17

restate 38:10

result 18:9 67:15 71:22 79:2 178:8,15

resulted 18:1

results 24:15

retained 60:6

retirement 69:6

retrofit 41:12,15

return 27:14 48:4 116:3 123:5

reuse 43:2

revamp 20:4

revamped 30:11

reverted 79:3,4,6

review 18:23 75:5 107:18,20 108:4 176:8,10 178:18 179:13

reviewed 82:20 83:4 104:16,24,25 105:1 108:6 123:18 179:1, 21

reviewing 114:13 149:6 156:3

revise 178:18

Rhonda 18:21

Rick 10:6,7 20:20

rid 78:21,23

rising 12:16 136:18 144:20 149:9,10

risk 13:17,22 24:24 27:19 44:15 92:16 115:13 116:24,25

Robert 67:12

role 11:20 107:3 150:16 151:11 162:5 163:8

roles 63:9

Ronnie 11:20

room 32:20 67:13 93:2,5,6 115:9 121:23,25 124:20 134:19

rooms 147:22 154:16

Rosen 20:19

routine 24:7

routinely 119:14

RUBOTTOM 8:9 15:21,23 16:17 18:13 19:8 21:22 24:2 25:14 28:2,18 30:18 31:22 32:17 35:4 36:19 43:22 45:21 48:8 50:11 51:16 52:15 57:7 62:2,6,8 66:12 68:17 72:21 75:6 79:1,17 94:8 95:20,23,24 102:9 117:12 120:15 122:15 125:18,23 132:22,25 133:2,6,9 150:23 157:10

rule 157:18 170:18 172:16

rules 4:19 144:25 157:11 158:22 159:12

run 52:11,13 53:5

running 18:6 69:21 81:3

résumé 65:2,3,5,17, 23 67:18

S

safety 7:2,16 16:24 23:8 37:9,20 39:15 82:19 106:2,8 107:18 124:12 142:7,15 162:18,24 163:4

salaries 30:6

sale 43:5

sales 43:5

sat 33:13 42:21 54:23 76:16 167:10

satisfactory 110:10 111:7,9,25 112:1

save 8:24 44:8 129:14

save-the-dale 69:1

saved 181:17,19

saves 105:22

savings 38:24 181:20

scan 58:21

scapegoated 8:23 182:7

scapegoating 182:23

scary 69:17

scene 9:24

schedule 24:6

Schell 10:6,7

scope 178:10,11

Scott 26:17 32:14, 15,22 33:13 34:5,14, 25 56:24 70:21 71:3, 6 74:19,22 83:19 93:5 107:19,20 109:5,10 169:15,20 170:4,8 178:16 179:20 182:20

Scott's 34:19

screenshots 59:23 155:14

Seabrook 83:5 90:8 108:15 133:21

Seay 20:22 66:4

section 128:17

sections 73:13

secured 91:15

seek 16:23 60:12 159:1

seeking 19:23 150:25

seeks 73:25

seldom 8:17

selected 68:1 140:1, 9

selecting 182:15

selection 17:22,24 60:2,3 69:7 129:13

selections 71:24

self-funding 92:8

sell 42:20

Seminole 92:25

send 10:10 66:15,16 67:1 90:19 108:7 155:5 157:14

sending 93:18

sense 49:22 82:4 92:24 95:18 99:14 105:13 111:24

separate 16:13 85:11

separately 84:9 140:7

September 28:13,16 52:17 54:25 114:19 121:3 123:21 134:16,18 144:15 148:13 176:24

Sera 67:11 70:1

serve 60:3

service 23:19 43:24

services 7:15 36:5 137:23 138:2,11,12, 13,14 139:3,17

sessions 152:4

set 9:23 22:11 30:2 54:12 119:16,17 160:18

sets 27:2

settled 183:5

shakes 184:5

share 62:20 129:15

sheets 45:1

shelf 152:22 153:7

shell 45:14

Shepherd 57:20

shop 140:5

Shorelight 43:18,23

short 131:10

shortage 137:7,12

shorten 100:10

shorter 120:17,18

shortly 111:7 145:25

show 40:18 61:22 87:8 90:2,3 102:3 108:20 120:9 124:15 142:8,15,21 155:14 164:24 180:22

showed 18:10 65:12 72:2,20 75:3 78:20 88:12 89:24 96:20 108:15 123:7 165:13 166:6,8 176:19 177:22

showing 98:18 136:22 139:13 161:17 169:16

showroom 41:21,23 49:12

shows 88:9,11 96:24, 25 104:5 109:13 134:25 148:22

shy 15:1,4

sick 180:5,16

side 74:3 93:4,6 121:22,25 141:11

sidenote 43:15

sign 39:10 60:9 74:8, 11 89:8

signature 114:5

signed 89:6,7 126:15 128:2,3

significant 61:14,16

signs 74:10

similar 53:22 76:21 116:11 171:5 172:5

simply 122:21

sir 124:22 125:3

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Orange Legal
800-275-7991

158:21

sit 23:10 48:15

site 47:20

sitting 64:20 113:24 121:14 124:21 138:17

situation 34:12

size 146:15

skip 125:20 130:6

skipped 114:9

slide 23:5

slides 176:5,10

slowly 5:14

smaller 97:13 152:16

smart 111:20 123:8

soldier 184:8

someplace 146:25

sort 12:5

sounds 53:24 68:3 72:4,5 131:12 136:10

source 16:15 44:11 47:13 48:6 49:1,2 63:16 89:24 100:14, 19,21,23 101:6 104:5,11,21 107:24 130:20 136:17 139:8 148:17 164:8 165:10,13 166:6 168:21 169:13

sources 16:11 30:22 31:16 45:1 54:5 63:13 66:8 72:20 87:8 94:14,24 95:12 97:21 98:10 101:9 102:18 103:20 108:12 120:20 121:5 130:18 134:15 135:17 148:2 152:1 159:2 165:20 166:1, 16 168:5 171:10

South 78:3 79:25

SPA 153:17

space 12:7 42:13 46:16 50:9,10 107:6, 7 126:8,22,24 153:2, 7,13,16,17,23

span 144:9,13

speak 5:12,14 10:3 21:16 38:20 67:10

speakerphone 8:5

speaking 38:20 71:23 127:15 156:17 157:13

specific 46:22,23 131:19 134:2 138:9

specifically 13:11 17:3 25:17 75:25 107:8 110:6 161:3, 13 165:13,24 166:6, 9 176:18

specifics 55:6

spell 6:4

spend 11:11 21:9 39:10 46:11 54:3 94:19 113:12 122:7 169:24 175:15

spending 95:9 117:13

spent 30:16 41:8 53:4,18 65:19 92:19 142:16 153:21

spin 55:23 124:24

spoke 21:7 67:11 70:1 127:15

spoken 17:16 76:6

spot 93:15 111:16

spreadsheet 40:12 41:9 119:23 120:23

spreadsheets 53:21 54:24 72:20,22 73:3 161:17

spring 87:20

square 97:2 136:8, 23 150:4,9

staff 10:4,5,13,20,22 11:17,21 12:22,25 13:8 16:5 20:9 26:3, 6 55:19 63:13,15 64:23 67:9 72:24 75:17 82:24 99:6 104:20 109:7 154:12 155:3 175:5,6

Stairlifts 78:9

staking 162:2

standard 83:7 144:25

standards 77:21

standing 173:9,10

start 40:24 100:7 181:18

started 6:3 41:6,8 53:3 55:2 81:15,22 90:12,15 101:4 108:24 121:13,14 153:12 160:18

starting 37:24 87:22 121:8

starts 57:14 93:23

state 6:4 11:1 34:24 41:7,24 52:6 53:3, 11,12,14,15 60:2 65:4,9 68:20,25 69:5,11,13 78:5,12 79:13,15 80:4,6,7 81:9,22 82:1 87:10, 15 90:4 92:12,25 94:14,23 95:2 97:21, 25 98:10 101:9 111:15,21 115:20 122:5 137:25 149:16 154:10 169:25 175:7,8

stated 62:12 140:14 178:13

statement 38:10 74:4 116:9 124:4 157:15 174:8

states 72:9

status 22:24

statute 85:23 87:7 170:18 172:17

statutes 158:23

stay 39:21 66:4,6

step 124:11

stepped 125:8 184:7

stint 177:12

stop 102:21,22 103:1 183:9

storage 41:24 42:1, 14

store 44:19

story 63:15 97:8 98:2 180:25

strike 87:17 88:2,6

strive 158:17,19

strong 173:10

student 50:4,6,8

students 43:14,16, 19 50:7 69:21

study 18:9 20:10 144:17

studying 46:1

stuff 46:16 60:14 63:21 114:9 139:21 156:4,7

subject 117:5 134:10 170:1 178:25

submitted 65:4 84:12 107:10

successful 43:21

successor 33:8

suggested 55:18 109:10,23

suggestion 27:21

suite 65:20

summarizing 100:4

sunshine 69:2 182:13

supplement 112:11

support 23:20,21 47:19

supposed 26:11 36:2 59:25 75:17,18 153:6

surfaced 75:2 78:4

surplus 41:21,23 42:1,6,16,17,19,20, 24 43:8 49:11,14 52:14

surprise 86:2 132:7, 10

surprised 86:3 132:7,14

survey 93:15,18 103:18 110:8,9,11, 12,13,15 111:16,23

surveys 81:2,5 110:16,23

Susan 107:13

sustainability 7:11, 13,14 162:24

Suzy 107:5,12 128:10

swear 4:6

sweeping 52:21

swing 42:13

Switching 178:21

sworn 4:12,22

system 127:23

T

table 55:25 129:14

tack 124:13

Taft 67:13 70:1

takes 63:23

taking 52:9,21 68:4, 15 70:2,5 98:3 127:13 130:7 173:1

talk 5:24 8:17,19 9:1 13:3,19 28:21 30:15, 25 45:22 48:25 55:11 76:17 88:15 102:4 103:8,12,18, 20 105:5,23 109:17 110:8 115:10 124:25 152:11

talked 8:14,15 9:13 21:5 24:21 26:16 36:10 48:19,21 49:23 54:24 65:6 66:3,4 67:5,7 71:13

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Orange Legal 800-275-7991

ORANGE LEGAL
Orange Legal
800-275-7991

75:24 76:20 88:16 115:14 116:11 117:2 122:1,25 123:13 134:15 137:12 141:1 145:6 155:9 156:11

talking 25:2 29:7,11, 14 31:1 36:6 48:17, 23 93:7,11 100:7 101:12 102:15 108:2,14,15 112:8 116:2,3,13 120:7 123:2 125:25 126:9, 18 128:9 133:10 134:20 136:17,18,19 137:24 144:12 146:6,12 181:18

talks 137:7

Tant 9:6 53:20 112:13 159:15

targeted 28:7

targets 178:10

taxpayer 181:19

TCH 89:4 161:2 177:6

team 106:8 111:23 128:23 129:3,4 136:25 144:22 146:9,10,12

telling 34:9 52:20 59:10 97:9 125:3 140:5

tells 49:4 74:11 83:14

template 127:11 128:12

ten 20:5 26:21

tendency 5:11,13

tenure 170:22

term 56:16 171:18

terminated 181:13

termination 182:25

terms 73:24 139:11 171:5 172:5 178:4

territory 162:2

testified 4:13 174:23 175:2

testimony 4:6 134:12

text 60:15 76:24 77:7,17,23

texts 59:17,18 60:23 61:21

then-president 73:22

then-provost 33:3

thick 127:21

thing 34:4 47:19 109:13 116:12 147:1 154:20 168:3

things 5:17 19:19 23:8 24:9,11 25:17,22 34:1 39:11 41:2 42:6,20,22,24 47:6, 22 49:16,23 50:7 55:4,25 59:1,4 63:1, 4,24 68:4 70:7 74:5, 10 81:2 87:6 88:14 93:13 95:10 98:23 107:4 108:20 114:16 116:4,14 124:24 125:19,20 126:7 130:6 133:14 137:8, 10,14,16 141:13 143:2 144:24 149:13 151:6 155:11,18,23 156:1 158:2 160:7, 10 167:24 168:9 170:23 173:23 183:6

thinking 48:23 97:11

thinks 174:9

thought 8:1 23:23 24:11,22 44:10 61:14 73:14 88:1,3 102:25 116:14 117:16 123:3 133:17,20 140:19 155:15,16 158:23 159:11 170:17,23 172:15,20

thousand 59:22

threatening 62:25

three-hour 157:22

tie 128:25 129:25

tied 153:20

Tim 154:19

time 5:25 7:18 11:11 14:16 16:2 17:6,17 20:6 21:9,15,17 22:5 24:18,20 25:12 26:21 27:16 29:8,9, 18 30:19 33:15,17 34:16,19 38:1,17,25 41:14 46:15 50:22 52:10 53:22 55:2 56:4 60:6 65:8,19,25 67:23 70:3 71:6,18, 25 77:11 81:16,21, 23 86:24 93:15,18 94:3 100:10 103:19 105:22 108:10 112:1,17 113:13 114:3 115:11 118:8 119:22 120:16 122:25 125:2 126:5, 10,21,25 128:4 131:17,19 137:2 140:17 141:4 147:5 148:16 150:11 152:18,25 153:22 157:16 158:9 159:4, 10 166:4 175:16 184:9

timeline 144:15

times 36:17 70:20,21 71:19 84:12 86:18 117:23 128:4 130:22 133:16

timing 68:18

Timouri 106:5 107:2

title 85:15 162:15

today 5:17 25:2 116:13 154:4 156:1 178:23 181:8

told 5:6 16:16 18:5 24:23 27:6,7,16 33:5 36:18 42:10,11 46:8 56:21,24,25 58:2,7, 12,20 63:13 66:4 67:9 68:25 71:3,8 74:8,19 75:13,15 78:16 80:18 83:9,11, 16 87:10 99:4 101:10,11 113:23 114:23 116:16,17 123:21 134:8 141:6 145:22 152:8 156:1 172:9 173:11 174:25 175:23,24 176:25 179:7,22

tone 62:24

Tony 29:19 121:14

top 23:4 98:9

topic 85:9

topics 30:16 115:6, 15

total 121:1 144:19 148:22

totally 141:2

touch 117:24

touched 20:12 65:3 70:14 75:25

touchy 134:10

Tracy 9:5 21:18 22:7,11 27:7 28:13 30:1,19 52:8 53:19 64:3 73:7 74:3 104:18 105:5,10 114:19,22 115:9,18 119:15 120:1,2,22 121:12,16 130:16, 20,23 134:18 148:3 151:19 152:10 159:15 162:8 165:3, 9 177:16

trades 138:14

trailer 44:18,19

training 154:21

transcribed 176:24

transcripts 87:13

transfer 37:8 41:18 51:17 89:11

transferred 37:2 40:18 89:14,21

transfers 52:4 89:17,20 143:16,25

transparent 123:22 124:19 125:4 180:23

transportation 106:12

treated 160:13

Trevor 6:15 12:9 13:19 16:12,14 25:2, 3 27:11,17 40:19 52:7 53:18 54:8 56:22 59:20 61:3 65:20 68:5 72:12 75:21 85:17 87:22, 24 88:19 89:14 91:13 94:3,13 95:6 96:20 97:10,13 98:9 104:4 113:21 126:4, 16 130:14 132:1 134:12 142:20,24 146:15 161:20 162:12 163:6,9,12, 17,22 164:1,12,15,18 165:10,13 166:6,16 168:16 169:10,17 170:15,19 171:8 173:3 175:25 176:15,19,25 177:13 181:3

tri-gen 47:24 122:21 123:2,8

trouble 124:11

true 13:6 23:2 37:14 63:17 124:25 167:21 171:20

trust 58:8,9,19 124:18

trustee 20:24 22:5, 16,23 55:11 73:2 101:1 131:9

trustees 10:11 12:17,19,20 13:3 14:4 18:17,22 20:13, 15 21:17,25 33:6,14 55:16 56:18,21 67:8 68:25 69:2 74:15 75:18 82:25 85:6 87:12,14 88:1 90:5, 13,16,17,20,23 103:2,25 110:1,5 137:2,18 154:12 164:21 165:22,25 166:3,19,24 167:23 168:16,20,24 169:8 171:3 176:4,15,18 182:10,21

Orange Legal 800-275-7991

trustees' 96:18
truth 4:7,8,22 160:17 179:7 180:10
truthful 4:23 6:22 64:7
Tuesday 146:3
turn 8:6 58:20 80:11 81:13
turned 29:21 42:23 130:20
turnover 29:18
twelve 32:6
tying 129:9,15
type 126:20 150:10
typed 57:17
types 10:12
typical 131:25
Typically 84:16

U

UBC 32:13,14,15
UCF 6:12,25 7:18 8:13 9:4,10 26:5 34:13 35:20 43:11, 13,16 44:3 50:6 58:9 60:12 65:24 67:8 69:15 70:13 74:15 78:7 79:22 81:12 83:2 142:2 153:20 154:6 158:6,15 159:4,10 162:2,16, 21 163:21 164:2,5 165:6,21 168:15,19, 22 169:25 170:22 171:4,14,24 173:20 174:2 175:7,12 178:5 180:6
uh-huh 5:1 82:6 84:17 87:21 93:25 96:7 97:14 99:16 105:14 129:19 130:24 148:24
uh-uh 5:1
ultimately 22:16
unable 21:13,20
uncommon 173:20 174:6
underground 47:17
understand 9:20 16:22 17:17 35:19 38:16 45:25 46:2 50:17 54:6,7 73:17 75:7 84:2 88:5 91:22 99:2,20,25 101:12, 21 108:9,11 109:17 111:22 112:19 113:1,16 120:20 121:16 126:11 127:5,7 128:3 133:13 135:22 141:8,14,16 144:18 146:24 147:2 151:13 171:18
understanding 21:1 31:23 32:2,9,10 35:10 36:13 40:1 55:19,21 80:1 87:3 92:14,15 93:20 95:8 100:4,13 131:21 169:9,14 170:2 172:1,6 174:15
understood 87:10 110:1 150:15,17 172:1 179:11
undertake 17:18 19:14 20:2
undertaken 17:15 165:21
undertook 19:14 80:21
undetermined 45:14
unhappy 115:13
uniformity 127:22
universities 36:15 46:10 53:16 76:7,10, 14,17 127:20 133:19 175:8
university 6:10 22:10 23:21 30:7,8, 13,14 31:19,23 33:13 34:20,23 42:25 43:23 50:13, 14 54:7 63:22 64:1 68:16 69:20 72:19 73:5 84:8 86:14 89:25 91:15,24 92:19 106:22 110:19 120:2,13,21 121:9, 10 133:15,18 141:1, 17 165:23 169:19,20 171:11,12 180:22 181:17,19 183:19
university's 68:10 118:1,7
Unlike 153:19
upcoming 167:25
update 119:8 134:25
upfront 96:5
upset 58:7
utilities 7:15 36:4,5 47:25 141:11

V

Valencia 92:25
valuable 60:24
Vanessa 93:6
vendors 117:11 139:3
venue 40:24 41:1,12
verbal 70:17,19 76:21
verbatim 65:17
verified 95:3
verify 142:11
version 120:3,7,17, 18,20
versus 123:10 145:1
vice 7:1,22 24:23,24 32:21 46:14 57:21 76:12,13 82:22 105:2 116:15,22 118:14,15 162:17 169:5
violated 159:11
violating 172:16
violation 170:18
vitae 63:22,25
volunteer 92:23
vote 18:17,18 19:4
voted 18:20 90:21,22 129:17
voting 15:4 31:14 32:15,16
VP/PRESIDENT 116:7

W

wait 86:10 136:3
waited 59:3,5,7
Waldrop 29:19 91:16 114:2 121:14
walked 65:9
walking 125:19 141:5
Walsh 20:20,21,24 21:7,15 22:5,16,20, 23 66:4 67:8
wanted 46:16 53:16 62:15 71:10,19 80:3, 5,7,11,12 90:13,18, 25 127:3 136:21,23 141:3 160:22,24
wanting 81:19
warehouse 41:24,25
watch 23:11,13
water 122:22 123:9
ways 29:15 101:16, 19 122:17,18
week 36:10 59:15 76:1 105:24 107:5
weekly 30:2 119:16, 17
weeks 82:11
weigh 183:24
whichever 122:3
whispered 19:18
Whittaker 9:17 11:7,14,16 12:2 15:16 21:18 22:7 29:23 30:21 32:13 33:4,6 45:15 51:5 63:7 65:2 67:4 72:11 73:2,4,22 74:1,13,19 91:16 92:4 102:4 103:6 109:6 114:3 117:25 118:15,17 119:14 120:22 121:9 123:18 124:1 125:15 136:5,13 145:11 150:15 151:10,16 153:14 161:2,7,10, 16,22 164:20 165:4, 12,19 166:21 177:18 178:17 179:22 182:8,20 183:6,20
Whittaker's 67:18 109:6 166:14 177:12,21
wind 173:10
withdraw 69:4
withdrew 69:11,12
word 134:6
words 62:25 133:13, 20 134:1,3,7 135:10
work 7:25 8:2 9:5,7, 15 10:8 11:8,9 19:21 46:18,21,24 47:1,4 59:23 65:18,21 67:22 138:18 139:20 143:14 158:14 181:17,25 182:1
worked 6:10 8:1,4 9:8,16,20 10:9,12 11:9,13 22:8 23:17, 23 39:7 74:3 107:14 112:5 127:10 179:3
working 12:18,20 18:22 21:19 24:3 33:2 51:2 67:21 74:21 77:11 79:8,9 81:13,16 107:7,16 112:14 127:11 144:22,23 147:13 149:22,24 153:22 154:8 179:5,6
works 106:8 132:8 153:9

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA
Pages (legal)
800-275-7991

workshop 92:3 148:10

workspaces 47:6

wrap 154:2 177:10

write 135:25

writing 39:3 54:15

written 36:17 70:17 106:6 154:10 157:15 175:18,23

wrong 72:4 117:17, 18 124:17 155:1,16, 20,24 170:5,14,23 180:20,21

wronged 8:21,23

wrongful 182:24

wrongfully 181:13

wrote 57:18,23 62:19 74:19 77:23, 24

Y

y'all 81:25 126:6 170:5,9 171:23,25

ya' 136:2 155:7

year 6:11 25:10 29:1 35:8 42:22 52:17 83:23,24 85:25 87:14,19,23 89:15 90:4,24 94:10 96:22 102:5,11 104:9,16, 24 112:23 113:8 116:1 126:3 135:16 138:15 141:20 143:21,22 149:9,10, 11,12

year's 99:23

years 11:1 25:13 26:21 36:7 51:15 80:1 81:24,25 96:14 99:18 109:22 138:1 144:12 149:24 152:13,15 173:8,12

you-all 99:2 111:7 131:13 133:25

you-all's 129:2

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS
KERNEK, PRISCILLA

Orange Legal
800-275-7991

FW: Creol Roof
Gina Seabrook
to:
Lashanda Brown-Neal
05/28/2019 01:59 PM
Cc:
Nester Garcia
This message may be forwarded to Google recipient(s)
Hide Details
From: Gina Seabrook <Gina.Seabrook@ucf.edu>
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Cc: Nester Garcia <Nester.Garcia@ucf.edu>

Here is another email
Gina Seabrook
Business Systems Analyst I
407-823-5894
UNIVERSITY OF CENTRAL FLORIDA

From: Frank Ballentine
Sent: Monday, March 12, 2012 1:49 PM
To: Gina Seabrook <Gina.Seabrook@ucf.edu>
Subject: Creol Roof

The following items are what I suggest for Scope of Work to apply a spray coat over the existing single ply membrane roof system:

1. Check and tighten all drain collars prior to cleaning roof.
2. Clean roof with recommended product and procedures by Fibertite.
3. Check all roof area and identify any ponding areas and correct the discrepancy.
4. Remove large curb mounted sheet-metal caps, install iso-board(match existing) and single ply Fibertite membrane to match existing.
5. Remove existing coping stones. Install single ply membrane to extend up and over parapet and install brushed aluminum coping cap.
6. Remove all stucco and replace with Thermocromex. Provide alternate pricing to repair all stucco cracks, patch and paint to existing color with elastomeric paint.
7. Areas around curbs that roof system membrane is not adhered to curbs, apply new membrane in accordance with Fibertite details. Obtain details from Fibertite.
8. Check and repair all lightning protection cables, attachment devices, air terminals and down leads.
9. Check all sealant and backer rods for proper sealant and replace all areas as required.
10. Repair any gaps between mechanical equipment and curbs.
11. Remove any penetrations with improper approve sealant by Fibertite and re-seal with approved sealant by Fibertite.
12. Apply spray coating approved by Fibertite. This application must have a 10 year product warranty and a 5 year application NDL warranty.
13. Use Moisture Intrusion Evaluation completed by Gale Associates, Inc. dated December 16, 2011 (provided)

Frank Ballentine
QA/QC
O- 407-823-3579
C- 407-529-8427
F- 407-823-4394

BH_JOURN 4

Account	Acct Description	Alt Acct	Dept	Project	D/P	D/P Description	VP ORG	Fund	Amount	Journal ID	Date	Ledger Grp	An Type	Long Descr	Line Descr
781139	TSFR TO UNIV CONSTRUCTION	757000	02020710		02020710	FAC & SAF-CARRYFORWARD	Admin & Finance-Physical Plant	10001	57,200.00	0240052350	5/23/2012	ACTUALS		mharris - Facilities Improvements Project Fundin	FI 12053006
615001	TSFR FM E&G UNIVERSITY OPERATI	657000		91010070	91010070	FI PROJECT #12053006 N	Not Coded	51039	(57,200.00)	0240052350	5/23/2012	ACTUALS		mharris - Facilities Improvements Project Fundin	FI 12053006
112001	CASH INTERDEPARTMENTAL TFRS	112001	02020710		02020710	FAC & SAF-CARRYFORWARD	Admin & Finance-Physical Plant	10001	(57,200.00)	0240052350	5/23/2012	ACTUALS		mharris - Facilities Improvements Project Fundin	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001		91010070	91010070	FI PROJECT #12053006 N	Not Coded	51039	57,200.00	0240052350	5/23/2012	ACTUALS		mharris - Facilities Improvements Project Fundin	CASH INTERDEPARTMENTAL TFRS

BH_JOURNA 118

Account	Acct Description	Alt Acct	Dept	Project	D/P	D/P Description	VP ORG	Fund	Amount	Journal ID	Date	Ledger Grp	An Type	Long Descr	Line Descr
781139	TSFR TO UNIV CONSTRUCTION	757000	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	1,365,232.00	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800002		02800002	FO-OPERATIONS RESERVE	Admin & Finance-Physical Plant	10001	20,505.87	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800004		02800004	FO-UTILITIES	Admin & Finance-Physical Plant	10001	27,674.46	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800005		02800005	FO-SERVICE BLANKETS	Admin & Finance-Physical Plant	10001	575.32	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800006		02800006	FO-POM CIVIC THEATRE	Admin & Finance-Physical Plant	10001	396.00	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800007		02800007	FO-BURNETT HOUSE	Admin & Finance-Physical Plant	10001	544.68	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800008		02800008	FO-FSEC	Admin & Finance-Physical Plant	10001	709.11	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800010		02800010	FO-BUILDING SERVICES	Admin & Finance-Physical Plant	10001	8,740.71	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800013		02800013	FO-SHARED FLEET	Admin & Finance-Physical Plant	10001	7,914.56	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800014		02800014	FO-TRANSPORTATION	Admin & Finance-Physical Plant	10001	1,651.48	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800015		02800015	FO-MAINTENANCE	Admin & Finance-Physical Plant	10001	11,454.30	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800016		02800016	FO-ROOFING & CONTRACTED REPAIR	Admin & Finance-Physical Plant	10001	1,767.02	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800018		02800018	FO-SPECIAL PROJECTS	Admin & Finance-Physical Plant	10001	174.96	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800019		02800019	FO-CENTRAL RECEIVING	Admin & Finance-Physical Plant	10001	8,017.82	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800020		02800020	FO-POSTAL SERVICES	Admin & Finance-Physical Plant	10001	12,094.69	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800024		02800024	FO-WORK CONTROL CENTER	Admin & Finance-Physical Plant	10001	2,066.31	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800025		02800025	FO-LAKE NONA OPERATIONS	Admin & Finance-Physical Plant	10001	3,867.93	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800027		02800027	FO-SOLID WASTE & RECYCLING	Admin & Finance-Physical Plant	10001	9,686.16	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800036		02800036	FO-FILM AND DIGITAL MEDIA	Admin & Finance-Physical Plant	10001	10,277.29	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800039		02800039	FO-RDWY MAINT AND TRAFFIC SIGN	Admin & Finance-Physical Plant	10001	0.99	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02800703		02800703	FO-CARRY FORWARD	Admin & Finance-Physical Plant	10001	18,977.67	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02801110		02801110	FO-ROSEN OPERATIONS	Admin & Finance-Physical Plant	10001	28,900.08	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02830002		02830002	UES-ENERGY PROJECTS	Admin & Finance-Energy Sustain	10001	21,136.29	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02830701		02830701	UES-CARRY FORWARD	Admin & Finance-Energy Sustain	10001	13,760.88	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02850001		02850001	LAND & NAT RES-OPERATIONS	Admin & Finance-Land & Nat Res	10001	40,175.19	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02850003		02850003	LAND & NAT RES-CAMPUS ENHANCE	Admin & Finance-Land & Nat Res	10001	3,633.73	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02850701		02850701	LAND & NAT RES-CARRY FORWARD	Admin & Finance-Land & Nat Res	10001	5,026.69	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02020020		02020020	FAC & SAF-BUSINESS OFC	Admin & Finance-Physical Plant	10001	70,589.36	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02030001		02030001	DSEM-OPERATIONS	Admin & Finance-General	10001	100,659.74	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02400001		02400001	FAC PLN-OPERATIONS	Admin & Finance-Facilities Pln	10001	11,425.35	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02200002		02200002	EHS-CHEMICAL WASTE MGMT	Admin & Finance-Env Hlth & Sft	10001	1,178.22	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02200003		02200003	EHS-AIR QUALITY	Admin & Finance-Env Hlth & Sft	10001	809.43	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02200004		02200004	EHS-BIOLOGICAL SAFETY	Admin & Finance-Env Hlth & Sft	10001	3,006.06	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02200008		02200008	EHS-FIRE EXTINGUISHER MAINT	Admin & Finance-Env Hlth & Sft	10001	467.83	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02200010		02200010	EHS-RADIATION CONTROL	Admin & Finance-Env Hlth & Sft	10001	2,901.11	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02200011		02200011	UN COMPL ETHICS-DEPT INSUR	President-Univ Compli & Ethics	10001	8,979.19	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02200012		02200012	UN COMPL ETHICS-PROPERTY INSUR	President-Univ Compli & Ethics	10001	0.56	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02300001		02300001	UN POL-OPERATIONS	Admin & Finance-Police	10001	10,821.00	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
781139	TSFR TO UNIV CONSTRUCTION	757000	02020710		02020710	FAC & SAF-CARRYFORWARD	Admin & Finance-Physical Plant	10001	729,722.50	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR TO UNIV CONSTRUCTION
615001	TSFR FM E&G UNIVERSITY OPERATI	657000		91010070	91010070	FI PROJECT #12053006 N	Not Coded	51039	(2,565,522.54)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	TSFR FM E&G UNIVERSITY OPERATI
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	(2,565,522.54)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02020020		02020020	FAC & SAF-BUSINESS OFC	Admin & Finance-Physical Plant	10001	(70,589.36)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02020710		02020710	FAC & SAF-CARRYFORWARD	Admin & Finance-Physical Plant	10001	(729,722.50)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02030001		02030001	DSEM-OPERATIONS	Admin & Finance-General	10001	(100,659.74)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02200002		02200002	EHS-CHEMICAL WASTE MGMT	Admin & Finance-Env Hlth & Sft	10001	(1,178.22)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02200010		02200010	EHS-RADIATION CONTROL	Admin & Finance-Env Hlth & Sft	10001	(2,901.11)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02200003		02200003	EHS-AIR QUALITY	Admin & Finance-Env Hlth & Sft	10001	(809.43)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02200004		02200004	EHS-BIOLOGICAL SAFETY	Admin & Finance-Env Hlth & Sft	10001	(3,006.06)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02200008		02200008	EHS-FIRE EXTINGUISHER MAINT	Admin & Finance-Env Hlth & Sft	10001	(467.83)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02200011		02200011	UN COMPL ETHICS-DEPT INSUR	President-Univ Compli & Ethics	10001	(8,979.19)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02200012		02200012	UN COMPL ETHICS-PROPERTY INSUR	President-Univ Compli & Ethics	10001	(0.56)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02300001		02300001	UN POL-OPERATIONS	Admin & Finance-Police	10001	(10,821.00)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02400001		02400001	FAC PLN-OPERATIONS	Admin & Finance-Facilities Pln	10001	(11,425.35)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800002		02800002	FO-OPERATIONS RESERVE	Admin & Finance-Physical Plant	10001	(20,505.87)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800004		02800004	FO-UTILITIES	Admin & Finance-Physical Plant	10001	(27,674.46)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800005		02800005	FO-SERVICE BLANKETS	Admin & Finance-Physical Plant	10001	(575.32)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800006		02800006	FO-POM CIVIC THEATRE	Admin & Finance-Physical Plant	10001	(396.00)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800007		02800007	FO-BURNETT HOUSE	Admin & Finance-Physical Plant	10001	(544.68)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800008		02800008	FO-FSEC	Admin & Finance-Physical Plant	10001	(709.11)	0240062802	6/28/2012	ACTUALS		jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS

112001	CASH INTERDEPARTMENTAL TFRS	112001	02800010		02800010	FO-BUILDING SERVICES	Admin & Finance-Physical Plant	10001	(8,740.71)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800013		02800013	FO-SHARED FLEET	Admin & Finance-Physical Plant	10001	(7,914.56)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800014		02800014	FO-TRANSPORTATION	Admin & Finance-Physical Plant	10001	(1,651.48)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800015		02800015	FO-MAINTENANCE	Admin & Finance-Physical Plant	10001	(11,454.30)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800016		02800016	FO-ROOFING & CONTRACTED REPAIR	Admin & Finance-Physical Plant	10001	(1,767.02)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800018		02800018	FO-SPECIAL PROJECTS	Admin & Finance-Physical Plant	10001	(174.96)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800019		02800019	FO-CENTRAL RECEIVING	Admin & Finance-Physical Plant	10001	(8,017.82)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800020		02800020	FO-POSTAL SERVICES	Admin & Finance-Physical Plant	10001	(12,094.69)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800024		02800024	FO-WORK CONTROL CENTER	Admin & Finance-Physical Plant	10001	(2,066.31)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800025		02800025	FO-LAKE NONA OPERATIONS	Admin & Finance-Physical Plant	10001	(3,867.93)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800027		02800027	FO-SOLID WASTE & RECYCLING	Admin & Finance-Physical Plant	10001	(9,686.16)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800036		02800036	FO-FILM AND DIGITAL MEDIA	Admin & Finance-Physical Plant	10001	(10,277.29)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800039		02800039	FO-RDWY MAINT AND TRAFFIC SIGN	Admin & Finance-Physical Plant	10001	(0.99)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800703		02800703	FO-CARRY FORWARD	Admin & Finance-Physical Plant	10001	(18,977.67)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02801110		02801110	FO-ROSEN OPERATIONS	Admin & Finance-Physical Plant	10001	(28,900.08)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02830002		02830002	UES-ENERGY PROJECTS	Admin & Finance-Energy Sustain	10001	(21,136.29)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02830701		02830701	UES-CARRY FORWARD	Admin & Finance-Energy Sustain	10001	(13,760.88)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02850001		02850001	LAND & NAT RES-OPERATIONS	Admin & Finance-Land & Nat Res	10001	(40,175.19)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02850003		02850003	LAND & NAT RES-CAMPUS ENHANCE	Admin & Finance-Land & Nat Res	10001	(3,633.73)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02850701		02850701	LAND & NAT RES-CARRY FORWARD	Admin & Finance-Land & Nat Res	10001	(5,026.69)	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001		91010070	91010070	FI PROJECT #12053006 N	Not Coded	51039	2,565,522.54	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	70,589.36	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	729,722.50	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	100,659.74	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	1,178.22	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	809.43	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	3,006.06	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	467.83	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	2,901.11	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	8,979.19	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	0.56	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	10,821.00	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	11,425.35	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	20,505.87	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	27,674.46	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	575.32	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	396.00	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	544.68	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	709.11	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	8,740.71	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	7,914.56	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	1,651.48	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	11,454.30	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	1,767.02	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	174.96	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	8,017.82	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	12,094.69	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	2,066.31	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	3,867.93	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	9,686.16	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	10,277.29	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	0.99	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	18,977.67	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	28,900.08	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	21,136.29	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	13,760.88	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	40,175.19	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	3,633.73	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS
112001	CASH INTERDEPARTMENTAL TFRS	112001	02800001		02800001	FO-OPERATIONS	Admin & Finance-Physical Plant	10001	5,026.69	0240062802	6/28/2012	ACTUALS	jbutcher - Facilities Improvements Project Funding	CASH INTERDEPARTMENTAL TFRS

Purchase Order

Dispatch via Fax

Purchase Order	Date	Revision	Page
UCF01-0000249759	05/30/2012		1
Payment Terms	**Freight Terms**		**Ship Via**
Net 30	Not Applicable		Best Way
Buyer	**Phone**		**Currency**
Luis Aviles Cintron	407/823-5889		USD

University of Central Florida
Orlando Tech Center
12479 Research Parkway
Orlando FL 32826
United States

Vendor: 0000068058
Construction Moisture Consulting Inc
4508 Oak Fair Blvd Suite 200
Tampa FL 33610-7387

Ship To: FACIL_SAFE
Bldg 16 Libra Drive
Business Office
Orlando FL 32816-3640
United States

Bill To: 12424 Research Parkway, Suite 300
Orlando FL 32826-3249
United States

Tax Exempt? Y **Tax Exempt ID:** 85-8012703010C-9 **Replenishment Option:** Standard

Line-Sch	Item/Description	Mfg ID	Quantity	UOM	PO Price	Extended Amt	Due Date
1- 1	FI #12053006		1.00	LOT	57,200.00	57,200.00	05/30/2012

Schedule Total 57,200.00

Building 53, CREOL

Provide all labor, material, equipment, coordination and necessary supervision to investigate and evaluate/document existing roofing conditions to determine the appropriate course of work.

Affected areas will be returned to existing or better condition. All work shall be performed in accordance with UCF and as directed by a UCF representative. "As Built" drawings must be submitted upon completion of the project.

Item Total 57,200.00

Project ID: 91010070
****
The following information is provided for the requesting department.
Project Manager: Larry Chmura
Phone Number: 407-467-3167
Building: Facilities & Safety
Dept. Name: Facilities Planning & Construction
FAX No: 407-823-5141
****
In accordance with UCF Facilities & Safety Agreement For Building Envelope Services

Total PO Amount 57,200.00

Unauthorized



CMC
Construction Moisture Consulting, Inc.
Roofing/Waterproofing/Exterior Walls/Glazing
Complete Building Envelope Specialists

CMC EXECUTIVE SUMMARY FOR ROOF CONDITION SURVEY

PREPARED FOR:

UNIVERSITY OF CENTRAL FLORIDA

University of Central Florida
Center for Research and Education in Optics and Lasers (CREOL)
Building 53 Roof Renovation
Orlando, Florida
CMC Project No.: 12-05038

Prepared by:
Construction Moisture Consulting, Inc.
Jon-Eric Macias, RRC, RRO, RCI - President
May 17, 2012

4508 OAK FAIR BOULEVARD • SUITE 200 • TAMPA, FLORIDA 33610-7387 • (813) 623-2323 • FAX (813) 626-2637

CMC
Construction Moisture Consulting, Inc.
Roofing/Waterproofing/Exterior Walls/Glazing
Complete Building Envelope Specialists

May 17, 2012

University of Central Florida
Facilities Planning & Construction
P. O. Box 163020
Orlando, Florida 32816-3020

Attn: Mr. Frank Ballentine
UCF QA/QC Manager

Project: University of Central Florida
Center for Research and Education in Optics and Lasers (CREOL)
Building 53 Roof Renovation
Orlando, Florida
CMC Project No.: 12-05038

Re: CMC Executive Summary Report
for Roof Condition Survey

Dear Mr. Ballentine:

Construction Moisture Consulting, Inc. (CMC) recently completed a roof condition survey at the above referenced project in accordance with the University of Central Florida (UCF) directive to "inspect the roof system and recommend a roof system, renovation, or repair that meets UCF Standards and the Florida Building Code (FBC)." Accordingly, our survey included a detailed field investigation to evaluate roofing conditions, a nuclear moisture survey to determine the presence/ extent of subsurface moisture beneath the roof membrane and laboratory gravimetric analysis to determine the percentage of moisture within extracted roof core samples. CMC also reviewed the November 14, 2010 ICC Thermal Mapping & Surveying (ICC) report and applicable "Issued for Bid and Construction" drawings dated December 4, 1992 prepared by SchenkelShultz Architects (SSA). Additionally, areas of construction immediately adjacent to roof sections were reviewed to determine if conditions exist which are contributing to water intrusion within the facility. Further, CMC participated in a tour of the building interior and exterior led by Scott Wiles (UCF) who shared his knowledge of leak history and identified areas where water intrusion has occurred. Further, attachments include our roof moisture survey, the "2010 Florida Building Code, Energy Conservation" (FBC-EC) and a copy of an email correspondence from Sarnafil which are referenced within this summary.

1.0 SUMMARY

1.1 Construction/History

1.1.1 The existing low sloped roof sections are comprised of a single-ply thermoplastic roof membrane (FiberTite) mechanically fastened through rigid roof insulation (3 1/4" thick polyisocyanurate at non-tapered areas -

average R19) into structural concrete roof decks which are believed to be approximately 18 years old with 2 years remaining on the 20 roof warranty. The majority of the roof section's primary slope appears to be provided within the structural concrete deck in conjunction with tapered insulation to further divert surface water to drains. Emergency overflow drainage is typically provided via scuppers placed through perimeter cavity walls comprised of the base wall, an air space, dampproofing, brick cladding, etc. Perimeter roofing conditions along parapet walls, clerestory junctures, screen wall piers, etc., have integral wood blocking which are generally the full height of the roof membrane base flashing. The clerestory structure roof drainage is accomplished via slope to gutters. There are significant amounts of rooftop equipment, many of which are no more than 8" above the finished roof membrane surface and areas exist where new equipment has apparently been added since original construction impeding the original roof surface drainage scheme. Adjacent construction generally includes parapet walls capped with sheet metal flashing beneath precast concrete coping units, exterior walls and screen walls clad with standing seam metal panels and brick, windows, sealants within joint cavities, an access door leading to the main roof (threshold height is 5 1/2" above the roof membrane surface), and stucco wall cladding on the addition at the north elevation above the building expansion joint. Additionally, the small roof over the south elevation main entrance terminates into a glazed curtain wall sill condition and into surrounding metal wall panels resulting in base flashing heights ranging between 4 1/2" and 6". Further, the existing lightning protection system meanders throughout the main and clerestory roof levels, on rooftop equipment, on parapet walls, screen walls, etc. During our tour of the facility, Mr. Wiles (UCF) pointed out areas of repeated water leakage which correspond to rooftop equipment rather than the roof membrane assembly itself. Additional areas where water leakage has occurred typically correspond with clerestory windows, other windows within exterior walls and/or building sealants within various joint cavities.

1.2 Roof Condition and Adjacent Construction

1.2.1 As previously noted, CMC conducted a detailed field evaluation of all low sloped roof areas including visually inspecting the roof membrane, identifying current sources of water intrusion where possible, and conducting a nuclear moisture survey which entailed obtaining instrument readings at 5' grid intervals throughout each roof section. In summary, although the roof membrane system is nearing the end of its warranty period, it is generally performing well (no areas of membrane shrinkage or unusual deterioration observed) and there was <1% of overall roof area where moisture was identified beneath the roof membrane which is typically isolated to areas that appeared to have been mechanically damaged/

punctured. Additionally, several small areas were noted where the roof membrane and/or roof insulation has been damaged resulting in raised roof membrane attachment fasteners causing the membrane to "tent" and breach through the roof membrane (included within the aforementioned <1% areas). Reference the attached roof moisture survey for additional information. Further, several areas of ponding water exist on the roof surface which appears to be primarily resultant of rooftop equipment added since original construction.

1.2.2 Multiple areas of rooftop equipment include HVAC air handlers and ducts, laboratory fans, fan motors on vibration pads, perforated unistrut stands, etc., installed/fastened directly into galvanized sheet metal curb covers which solely rely on sealant/caulking for watertightness. Be advised, many of these areas have severely weather deteriorated sealant/caulking which correspond with locations of interior leakage as pointed out by UCF. Additionally, the sheet metal covers have been penetrated by tie-down eye bolts, conduit, pipes, fan motor fastening anchors, makeshift cuts/patches within sheet metal curb covers, etc., which also rely on sealant/caulking to prevent leakage. Further, sheet metal curb covers deflect when subjected to foot traffic often causing the sealant/caulking to shear resulting in seals failing and avenues for leakage. Also, tight conditions (<1") between the top of sheet metal curb covers and fan motors, etc., do not provide ample clearance for effective flashing and or sealing attempts. Further, until these conditions are redesigned and although repair attempts have been made (sealant/ caulking), UCF should anticipate such ongoing repairs whenever water leaks arise since these conditions do not allow for long term solutions (e.g., flashing, etc.). As such, replacing the adjacent roofing alone will not stop all the water leaks.

1.2.3 Other areas of adjacent construction observed in need of attention include weather deteriorated sealants within brick expansion joint cavities, windows and substantially fractured stucco along the north elevation above the building expansion joint. Although the precast concrete coping units have been set on sheet metal cap flashing on top of the brick for water penetration resistance, all coping joints have deteriorated sealant which need to be removed and replaced. Additionally, several areas around windows were pointed out by Mr. Wiles (UCF) as areas of water intrusion.

1.3 Conclusions/Recommendations

1.3.1 As noted within Report Item 1.2.2 above, the majority of water intrusion is related to rooftop equipment rather than the roof membrane itself. Additionally, the current conditions require structural and mechanical engineering design to incorporate the modifications needed to implement

long term solutions such as appropriate detailing, flashing, etc., rather than relying solely on mere sealant applications. More specifically, the sheet metal curb covers should be stainless steel and must be properly supported to eliminate deflection from foot traffic. Further, seal welded steel pipe stanchions of sufficient height with base plates and top plates must be provided to mount fan motors, tie-down eye bolts, etc., thin aluminum sheet metal duct cladding terminating directly onto sheet metal curb covers must be redesigned on elevated curbs, transition flashing between the sheet metal equipment curb cover and intersecting metal wall panels must be addressed, etc. Accordingly, it should be noted, damage to the roof membrane system should be expected as a result of construction traffic associated with these required modifications. Based on the above, we recommend this area of construction undergo an engineering study, redesign, etc., to ensure all such conditions are addressed and long term solutions are achieved before replacing the existing roof. Lastly, all redesign of rooftop mechanical equipment should be coordinated with future re-roofing design.

1.3.2 In our opinion, although the existing roof membrane assemblies are serviceable and should perform satisfactorily through the remaining duration of the warranty, damage to the existing main roof resulting from redesigned modifications to the rooftop equipment should be anticipated thus replacing the roof membrane system beforehand is not recommended. Once the roof system is replaced, adding an additional 3 1/4" of polyisocyanurate roof insulation appears to be generally required to meet the 2010 FBC requirements for thermal resistance of R-38 (reference attached FBC-EC "Envelope Prescriptive Measures for Renovations and Alterations"). Please note, Page 2 of the FBC-EC document reads "Renovations: Meet code for the components being changed where the work (over a one year period) exceeds 30% of the assessed value of the structure. Example: If the cost of the job is less than 30% of the assessed value of the building, the code is not applicable unless it is an addition, new building system, new conditioned space or change of occupancy type." As such, we interpret this to mean the current thermal resistance of R-19 is acceptable which should be reviewed with and confirmed by the building official. Accordingly, we believe this aspect of the roof renovation must be carefully considered since increasing the insulation thickness to achieve R-38 will require costly modifications such as addressing overflow scuppers within cavity wall construction with brick cladding, changing/raising the main roof access door height involving modifying the surrounding brick and the lintel above the door, raising fixed roof drains, increasing the height of most roof appurtenances, etc.

1.3.2.1 Once the existing roof is replaced, CMC recommends a high performance single-ply PVC roof membrane assembly due to the multiple roof appurtenances and since the original roof surface

drainage scheme has been impeded. During our research and in order to comply with the UCF Standard for a 25 year warranty with a 130 MPH "Wind Rider", the recommended replacement roof system is based on a 72 MIL Sarnafil mechanically fastened roof membrane system over 2 layers of 3 1/4" rigid polyisocyanurate insulation board (R-38) in accordance with the attached email message. Be advised, the PVC roof system is limited to the single roof manufacturer noted (Sarnafil) due to other PVC and KEE roof system manufacturers unwillingness to provide the aforementioned UCF standard roof warranty requirements. Lastly, we recommend applying a high performance fluid-applied coating over the small roof above the main entrance to avoid disrupting the intersecting glazed curtain wall and the adjacent metal wall panels.

Should you have any questions, please feel free to contact me directly at (813) 695-4048 at your convenience.

Respectfully,

CONSTRUCTION MOISTURE CONSULTING, INC.



Jon-Eric Macias, RRC, RRO, RCI
President

Attachments



CMC
Construction Moisture
Consulting, Inc.
Roofing/Waterproofing/Exterior Walls/Glazing
Complete Building Envelope Specialists

ATTACHMENTS

4508 OAK FAIR BOULEVARD • SUITE 200 • TAMPA, FLORIDA 33610-7387 • (813) 623-2323 • FAX (813) 626-2637



CMC ROOF MOISTURE SURVEY REPORT

PREPARED FOR:

UNIVERSITY OF CENTRAL FLORIDA

University of Central Florida
Center for Research and Education in Optics and Lasers (CREOL)
Building 53 Roof Renovation
Orlando, Florida
CMC Project No.: 12-05038

Prepared by:
Construction Moisture Consulting, Inc.
Jon-Eric Macias, RRC, RRO, RCI - President
Carey A. Hunt, LEED AP BD+C - Associate
May 17, 2012

4508 OAK FAIR BOULEVARD • SUITE 200 • TAMPA, FLORIDA 33610-7387 • (813) 623-2323 • FAX (813) 626-2637

May 17, 2012

CMC
Construction Moisture Consulting, Inc.
Roofing/Waterproofing/Exterior Walls/Glazing
Complete Building Envelope Specialists

University of Central Florida
Facilities Planning & Construction
P. O. Box 163020
Orlando, Florida 32816-3020

Attn: Mr. Frank Ballentine
UCF QA/QC Manager

Project: University of Central Florida
Center for Research and Education in Optics and Lasers (CREOL)
Building 53 Roof Renovation
Orlando, Florida
CMC Project No.: 12-05038

Re: CMC Roof Moisture Survey Report

Dear Mr. Ballentine:

Construction Moisture Consulting, Inc. (CMC) recently performed a roof moisture survey on existing low slope roofing assemblies utilizing a non-destructive nuclear roof moisture gauge to evaluate conditions beneath the roof membrane with respect to the presence and extent of subsurface moisture. CMC further extracted and analyzed roof core samples to qualify moisture gauge readings and to quantify moisture content (weight %) within underlying materials via laboratory gravimetric analysis. Our survey was performed on May 9, 2012 and May 10, 2012. A roof plan depicting moisture gauge readings/core locations and laboratory test results have all been included as attachments. We herein offer the following for your review and use.

1.0 ROOF MOISTURE SURVEY

1.1 Approach and Purpose

1.1.1 Our approach for identifying roof subsurface moisture combined both non-destructive and destructive test methods which included obtaining nuclear moisture gauge readings on a 5' grid pattern. Roof core samples were extracted for purposes of verifying roof assembly components, and conducting laboratory gravimetric analysis on insulation materials to qualify and quantify nuclear readings by obtaining weight percentage of moisture content within each core sample. The purpose of performing this roof moisture survey was to identify the potential extent and degree of roof subsurface moisture whereby an informed determination could be made with respect to locations of elevated moisture within the roofing assembly.

1.2 Nuclear Gauge Moisture Detection

1.2.1 CMC obtained nuclear readings utilizing a Troxler Model 3216 gauge to

evaluate hydrogen content beneath the roof membrane surface. Once nuclear baseline readings or "counts" of the roof assembly's normal hydrogen content contained within roof membranes, insulation, etc., are determined, higher nuclear counts will generally be associated with increased hydrogen associated with either subsurface moisture or increased amounts of membrane layers or underlying roofing materials of the type evaluated for this project. Reference attached Nuclear Moisture Survey Roof Plan.

1.2.2 Roof core samples were extracted at locations which produced low, medium and high nuclear gauge readings to evaluate moisture contents within underlying insulation materials over the range of nuclear readings obtained. This procedure entailed immediately placing each roof core sample in a sealed container followed by weighing the sample. The sample was then oven dried in a laboratory environment. Once the drying process had been completed, re-weighing the sample allowed for measuring and comparing the before and after drying weights whereby the percentage of moisture content (by weight) may be calculated. Reference attached Driggers Engineering Services, Incorporated (DES) report for results of gravimetric analysis and roof core information.

2.0 RESULTS

2.1 Roof Cores

Core No. (Nuclear Reading)	1 (33)	2 (30)	3 (11)	4 (14)
Polyisocyanurate Moisture Content (Weight %)	143.0	69.2	8.7	66.7
Physical Condition at Structural Concrete Deck	Wet	Wet	Damp	Dry
Polyisocyanurate Base Layer Thickness (Flat)	3 1/4"	3 1/4"	3 1/4"	3 1/4"
Additional Polyisocyanurate Layers Thickness (Tapered)	-	2 3/4"	1 1/2"	-
Total Core Thickness	3 1/4"	6"	4 3/4"	3 1/4"
Roof Membrane Layers (Single Ply Membrane)	1	1	1	1

Roof Cores (continued)

Core No. (Nuclear Reading)	5 (18)	6 (19)	7 (5)	8 (13)
Polyisocyanurate Moisture Content (Weight %)	94.3	57.6	.8	1.2
Physical Condition at Structural Concrete Deck	Dry	Dry	Dry	Dry
Polyisocyanurate Base Layer Thickness (Flat)	3 1/4"	3 1/4"	3 1/4"	3 1/4"
Additional Polyisocyanurate Layers Thickness (Tapered)	1 1/2"	-	-	-
Total Core Thickness	4 3/4"	3 1/4"	3 1/4"	3 1/4"
Roof Membrane Layers (Single Ply Membrane)	1	1	1	2

Core No. (Nuclear Reading)	9 (12)	10 (5)	11 (13)	12 (14)
Polyisocyanurate Moisture Content (Weight %)	.7	1.3	.7	1.4
Physical Condition at Structural Concrete Deck	Dry	Dry	Dry	Dry
Polyisocyanurate Base Layer Thickness (Flat)	3 1/4"	3 1/4"	3 1/4"	1"
Additional Polyisocyanurate Layers Thickness (Tapered)	1"	5 3/4"	-	-
Total Core Thickness	4 1/4"	9"	3 1/4"	1"
Roof Membrane Layers (Single Ply Membrane)	2	1	1	1

Core No. (Nuclear Reading)	13 (10)
Polyisocyanurate Moisture Content (Weight %)	1.1
Physical Condition at Structural Concrete Deck	Dry
Polyisocyanurate Base Layer Thickness (Flat)	3 1/4"
Additional Polyisocyanurate Layers Thickness (Tapered)	2 1/2"

Total Core Thickness	5 3/4"
Roof Membrane Layers (Single Ply Membrane)	1

3.0 REVIEW OF DATA

3.1 Results of laboratory analysis revealed polyisocyanurate roof insulation cores ranged from .7% to 143.0% moisture content by weight. As published in "The Manual of Low-Slope Roof Systems, Third Edition", the equilibrium moisture content (EMC) for polyisocyanurate insulation is 2.9% when stabilized at 75°F and 90% RH. Based on our observations and experience, it is our opinion that moisture content of polyisocyanurate insulation equal to or less than 10% (by weight) will adequately decrease when exposed to ambient conditions and allowed "drying time" during re-roofing activities and therefore replacement of insulation is not necessary.

3.2 Elevated nuclear gauge readings were obtained at isolated locations which did not correlate to elevated moisture content of the underlying polyisocyanurate insulation, specifically Core Nos. 12, 11 and 8. Likely sources of elevated readings at these locations appeared to be resultant of a combination of increased roof membrane layers and/or varying insulation thicknesses.

3.3 Additionally, several small areas were noted where the roof membrane and/or roof insulation has been damaged resulting in raised roof membrane attachment fasteners causing the membrane to "tent" and breach through the roof membrane. This insulation will require replacement prior to new roofing installation should a roof recovery system ("roof over") be a desirable option.

3.4 Based upon nuclear readings and gravimetric analysis, suspect "wet" conditions potentially exist within a small percentage, less than 1%, of the total roof area which are generally confined to the main roof. Polyisocyanurate insulation replacement will be required during any future roof recovery work ("roof over") should this option be selected which would require removal/replacement of approximately 400 square feet (SF) of wet insulation. Be advised, this quantity may increase over time should future damage to the roof membrane occur or should adjacent construction deficiencies exist.

Should you have any questions or wish to further discuss any aspect of this report, please do not hesitate to contact our office at your convenience.

Respectfully,

CONSTRUCTION MOISTURE CONSULTING, INC.

Jon-Eric Macias, RRC, RRO, RCI
President

Carey A. Hunt, LEED AP BD+C
Associate



CMC
Construction Moisture
Consulting, Inc.
Roofing/Waterproofing/Exterior Walls/Glazing
Complete Building Envelope Specialists

MOISTURE SURVEY
ROOF PLAN

4508 OAK FAIR BOULEVARD • SUITE 200 • TAMPA, FLORIDA 33610-7387 • (813) 623-2323 • FAX (813) 626-2637

CMC
Construction Moisture Consulting, Inc.
Roofing/Waterproofing/Curtain Walls

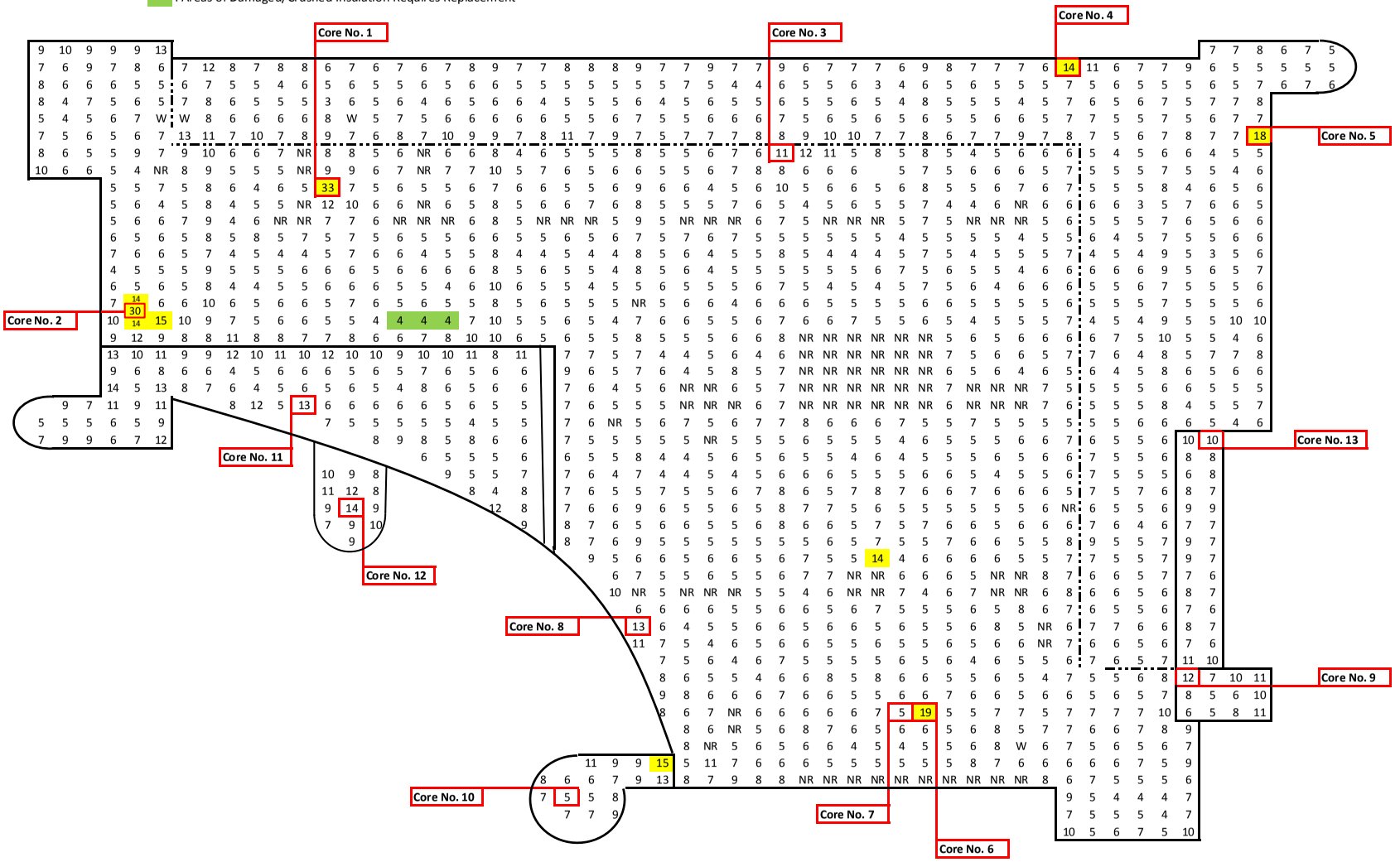
Nuclear Moisture Survey Roof Plan
UCF (CREOL) Building 53 Roof Renovation
CMC Project No.: 12-05038

N

Legend:
NR : No reading
W : Standing Water
: Areas of Suspected Elevated Moisture Where Insulation Requires Replacement
: Areas of Damaged/Crushed Insulation Requires Replacement

Survey Dates:
May 9-10, 2012

Technicians:
William Cowart
Carey Hunt





CMC
Construction Moisture
Consulting, Inc.
Roofing/Waterproofing/Exterior Walls/Glazing
Complete Building Envelope Specialists

DRIGGERS ENGINEERING SERVICES, INCORPORATED REPORT

4508 OAK FAIR BOULEVARD • SUITE 200 • TAMPA, FLORIDA 33610-7387 • (813) 623-2323 • FAX (813) 626-2637

DRIGGERS ENGINEERING SERVICES INCORPORATED
Geotechnical Engineering & Construction Materials Testing

May 17, 2012

Construction Moisture Consulting, Inc.
4508 Oak Fair Blvd., Suite 200
Tampa, Florida 33610-7387

Attention: Mr. Carey A. Hunt, LEEP AP BD+C
Chunt@CMCFlorida.com

RE: Gravimetric Analysis of Roof Samples obtained from
UCF - Creol Building 53 - Roof Renovation
Our File: L129088
Report No. 01

Dear Mr. Hunt:

As per your request, the roofing samples that you delivered to our office on May 11, 2012 were subjected to gravimetric analysis (moisture by weight testing) in accordance with ASTM Test Method D1864.

The components of each core sample were separated at the site and consisted of a layer of Polyiso foam insulation. Each component was individually placed in watertight plastic bags and delivered to our office for testing.

Each component was cleaned of debris and immediately weighed. "Wet" weights were recorded and tabulated in accordance with their respective labeling.

The samples were then oven dried for 48-72 hours at 100-110°F ±5°, reweighed, and the results recorded. After this weight measurement, all samples were placed back into their respective drying oven for one additional hour. At the completion of this one hour drying time, the dry weight was recorded and showed no additional loss of moisture.

Sarasota
Phone: 941.371.3949
Fax: 941.371.8962
saroffice@driggers-eng.com

Clearwater
P.O. Box 17839 • Clearwater, Florida 33762
Phone: 727.571.1313 • Fax: 727.572.4090
clwoffice@driggers-eng.com

Tampa
Phone: 813.948.6027
Fax: 727.572.4090
tpaoffice@driggers-eng.com

Moisture by weight was determined for each component (see appended data sheet). Results from gravimetric analysis can be used to calibrate the nuclear readings taken during non-destructive testing.

DRIGGERS ENGINEERING SERVICES, INC. is pleased to have had the opportunity to assist you with this project. If you have any questions pertaining to this report, please do not hesitate to contact this office at your convenience.

Respectfully submitted,
DRIGGERS ENGINEERING SERVICES, INC.

Paul Cramer
Senior Technician

Nicholas T. Korecki, P.E.
Senior Geotechnical Engineer
FL Registration No. 45529

PC:NTK/ljm
Copies: (3) Construction Materials Consulting, Inc.

Gravimetric Analysis (ASTM D1864)

UCF - Creol Building 53 - Roof Renovation

Sample No.	Material	Nuclear Reading	Percent Moisture (%)
#1	Polyiso Foam Insulation	N-33	143.0
#2	Polyiso Foam Insulation	N-30	69.2
#3	Polyiso Foam Insulation	N-11	8.7
#4	Polyiso Foam Insulation	N-14	66.7
#5	Polyiso Foam Insulation	N-18	94.3
#5A	Polyiso Foam Insulation	N-18	79.2
#6	Polyiso Foam Insulation	N-19	57.6
#7	Polyiso Foam Insulation	N-5	0.8
#8	Polyiso Foam Insulation	N-13	1.2
#9	Polyiso Foam Insulation	N-12	0.7
#9A	Polyiso Foam Insulation	N-12	0.7
#10	Polyiso Foam Insulation	N-5	1.3
#10A	Polyiso Foam Insulation	N-5	0.7
#11	Polyiso Foam Insulation	N-13	0.7
#12	Polyiso Foam Insulation	N-14	1.4
#13	Polyiso Foam Insulation	N-10	1.1



2010 FLORIDA BUILDING CODE, ENERGY CONSERVATION[1]

There have been several changes to the energy code of Florida, beginning with its name. Once again it is printed as a separate volume of the Florida Building Code; it will now be referred to as the *Florida Building Code - Energy Conservation (FBC, EC)*. The most noticeable changes are as follows:

- Reorganization of the code. Based on the 2009 International Energy Conservation code (IECC), the document now addresses most residential in Chapter 4 while commercial and high-rise residential are covered in Chapter 5.
    - Code compliance methods previously described as Method A (Performance) or Method B (Prescriptive) are now designated by code section numbers.
        - Prescriptive code compliance ("cookbook" approach):
            - Residential: Section 402, Form 402-2010 or UA Alternative
            - Commercial: Section 502, Form 502-2010
        - Performance code compliance (computer energy simulation approach):
            - Residential: Section 405, Form 405-2010
            - Commercial: Section 506, Form 506-2010
- Florida specific amendments. Efficiencies specific to Florida's climate and law have been integrated into the new base code, the most notable of which is an increase of 5% in mandated stringency above the 2007 code, making the Florida specific amendments 20% more stringent than the 2006 IECC.

Computer Software. The code no longer requires compliance with a specific program. All code compliance software has to be approved by the Florida Building Commission.

Reorganization of the Code

Since the current FBC, EC is based on the IECC, all of the previous formatting is gone. Accordingly, all design professionals, building officials, and inspectors alike need to be prepared to learn all new code references for evaluating plans and job inspections for code compliance. Below find the formatting for the FBC, EC and a breakdown of the changes in each chapter.

Chapter	*Title*
1	Administration
2	Definitions
3	Design Criteria
4	Residential Energy Efficiency
5	Commercial Energy Efficiency
6	Referenced Standards
Appendix A	Jurisdictional Data
Appendix B	Criteria for Computer Modeling
Appendix C	Forms

Chapter 1 – Administration

Chapter 1 contains the applicability criteria of Florida law.

Scope (101.2) – This is primarily a numbering change. As with past editions of the Energy Code, as it applies to residential and commercial buildings, the FBC, EC is a "uniform" code and cannot be changed to make it either more efficient or more lenient.

Existing Buildings (101.4.1): Existing buildings shall meet the criteria in Table 101.4.1.

1 DISCLAIMER – This piece is intended only to give the reader factual information that is current at the time of printing. This piece is not a substitute for professional advice and should not be used for guidance or decisions related to a specific design or construction project. This piece does not reflect the opinion of any of the entities, agencies or organizations identified in the materials and if any opinions appear they are those of the author and should not be relied upon in any event. Applicable to the 2010 Florida Building Code, Building, and Residential.

- Renovations: Meet code for the components being changed where the cost of the work (over a one year period) exceeds 30% of the assessed value of the structure. Example:
  - If the cost of the job is less than 30% of the assessed value of the building, the code is not applicable unless it is an addition, new building system, new conditioned space or change of occupancy type.
- Building systems: Meet code where new products are installed for HVAC, water heating, lighting and motors. New requirements:
  - Equipment sizing required for total replacement of evaporators and condensing units using approved nationally recognized sizing method. Block sizing is okay; no audit required.
  - Accessible ducts (30 inch clearance) inspected and sealed where needed at time of total replacement of evaporators and condensing units. Signed certification by contractor that this was done. No testing or investigation of duct is required.

Compliance (101.5) - Residential buildings not more than three stories above grade in height shall meet the provisions of Chapter 4. Commercial buildings and residential buildings greater than three stories shall meet the provisions of Chapter 5.

Chapter 2 – Definitions

The new edition of the code introduced some new terminology into the base code with which users of the Energy Code should become familiar.

ABSORPTANCE - The ratio of the total absorbed radiation to the total incident radiation; equal to 1 (unity) minus the transmittance.

***C*-FACTOR (THERMAL CONDUCTANCE) -** The coefficient of heat transmission (surface to surface) through a building component or assembly, equal to the time rate of heat flow per unit area and the unit temperature difference between the warm side and cold side surfaces.

DAYLIGHT ZONE

1. **Under skylights.** The area under skylights whose horizontal dimension, in each direction, is equal to the skylight dimension in that direction plus either the floor-to-ceiling height or the dimension to a ceiling height opaque partition, or one-half the distance to adjacent skylights or vertical fenestration, whichever is least.
2. **Adjacent to vertical fenestration.** The area adjacent to vertical fenestration which receives daylight through the fenestration. For purposes of this definition and unless more detailed analysis is provided, the daylight *zone* depth is assumed to extend into the space a distance of 15 feet (4572 mm) or to the nearest ceiling height opaque partition, whichever is less. The daylight *zone* width is assumed to be the width of the window plus 2 feet (610 mm) on each side or the window width plus the distance to an opaque partition or the window width plus one-half the distance to adjacent skylight or vertical fenestration, whichever is least.

***F*-FACTOR -** The perimeter heat loss factor for slab-on-grade floors expressed in (Btu/h x ft. x °F).

HIGH-EFFICACY LAMPS - Compact fluorescent lamps, T-8 or smaller diameter linear fluorescent lamps, or lamps with a minimum efficacy of:

- 60 lumens per watt for lamps over 40 watts,
- 50 lumens per watt for lamps over 15 watts to 40 watts, and
- 40 lumens per watt for lamps 15 watts or less

MULTI-SCENE CONTROL - A lighting control device or system that allows for two or more pre-defined lighting settings, in addition to all off, for two or more groups of Luminaires to suit multiple activities in the space, and allows the automatic recall of those settings.

NORMATIVE - Made an integral part of a standard or code.

STOREFRONT - A nonresidential system of doors and windows mulled as a composite fenestration structure that has been designed to resist heavy use. *Storefront* systems include, but are not limited to, exterior fenestration systems that span from the floor level or above to the ceiling of the same story on commercial buildings.

Chapter 3 - Design Criteria

General (301.1) - While the table indicates that only three counties (Broward, Miami-Dade and Monroe) are in climate Zone 1, and all other counties are in Climate Zone 2, there is no difference in the prescriptive envelope compliance criteria by climate zone. The performance-based code compliance methods are based on climate data from weather data collection stations nearest the building's location.

General (301.2) - All Florida counties are considered **warm humid counties.**

Insulation product rating (303.1.4) - The *R*-value (thermal resistance) of insulation shall be determined in accordance with the U.S. Federal Trade Commission *R*-value rule, CFR Title 16, Part 460, May 31, 2005.

Insulation Installation (303.2) - Insulation materials shall comply with the requirements of their respective ASTM standard specification and shall be installed in accordance with their respective ASTM installation practice in Table 303.2 in such a manner as to achieve rated R-value of insulation. Open-blown or poured loose-fill insulation shall not be used in attic roof spaces when the slope of the ceiling is more than three in twelve. When eave vents are installed, baffling of the vent openings shall be provided to deflect the incoming air above the surface of the insulation.

Exception: Where metal building roof and metal building wall insulation is compressed between the roof or wall skin and the structure.

Compressed insulation (303.2.1) - Insulation that has been compressed to 85% or less of the manufacturer's rated thickness for the product shall use the R-values given in Table 303.2.1. These values are to be used except where data was developed by an independent testing laboratory.

Substantial Contact (303.2.2) - Insulation shall be installed in a permanent manner in substantial contact with the inside surface. Flexible batt insulation installed in floor cavities shall be supported by supports no greater than 24 inches on center.

Exception: Insulation materials that rely on airspaces adjacent to reflective surfaces for their rated performance.

Recessed Equipment (303.2.3) - Lighting fixtures; heating, ventilating, and air conditioning equipment, including wall heaters, ducts, and plenums; and other equipment shall not be recessed as to affect the insulation thickness unless:

1. The total combined area affected is less than one percent of the opaque area of the assembly, or
2. The entire roof, wall, or floor is covered with insulation to the full depth required, or
3. The effects of reduced insulation are included in calculations using an area weighted average method and compressed insulation values obtained from Table 303.2.1.1.

In all cases, air leakage through or around the recessed equipment to the conditioned space shall be limited in accordance with Section 404.2.5 or 502.3.8, as applicable.

Insulation Protection (303.2.4) - Exterior insulation shall be covered with a protective material to prevent damage from sunlight, moisture, landscaping operations, equipment maintenance, and wind. In *attics* and mechanical rooms, a way to access equipment that prevents damaging or compressing the insulation shall be provided. Foundation vents shall not interfere with the insulation. Insulation materials in ground contact shall have a water absorption rate no greater than .3 percent when tested in accordance with ASTM C272.

Materials Testing and Thermal Properties (304)

304.1	Building material thermal properties, general
304.1.1	Commercial and residential high rise
304.1.2	Residential one- and two-family
304.2	Testing of Building Materials Thermal Properties
304.2.1	Single materials
304.2.2	Assembly U-factors
304.3	Calculation procedures and assumptions

Chapter 4 - Residential Energy Efficiency

With the new changes to mirror the IECC, it also applies to the individual chapters. Previously known as Chapter 13-6, the new Chapter 4 of the FBC, EC has a new format. The new format is as follows:

Section	*Title*
401	General
402	Building Thermal Envelope
403	Systems
404	Electrical Power & Lighting Systems
405	Simulated Performance Alternative

RESIDENTIAL - What's NEW

- **Air infiltration (402.4.2.1)** Blower door test to ≤7 ACH **or** checklist for inspection
- **Recessed lights (402.4.5)** Shall be IC-rated and labeled to meet ASTM E 283
- **Window limits (402.5)**
  - Prescriptive compliance: Maximum 20% of conditioned floor area; U-factor ≤0.65; SHGC ≤0.30
  - Performance compliance: Maximum weighted average SHGC 0.50 except if 4 ft. overhang
- **Heating, Ventilating and Air-Conditioning:**
  - **Equipment efficiencies and duct construction**: Referenced to Chapter 5
  - **Programmable thermostat**: Required for forced air furnaces. (403.1.1)
  - **Ducts.**
    - **Prescriptive compliance method:** Ducts must be in conditioned space, must be an R-6 (402.1.1), and tested by a Class 1 BERS Rater (403.2.2.1) to be substantially leak-free (Q_n=0.03).
    - **Performance compliance method:** All supply and return

ducts not completely inside the building envelope shall be insulated to a minimum of R-6 (405.2).
        - Supply ducts located in attics or on roofs shall be insulated to R-8 (403.2.1). Not applicable under prescriptive or performance method for new buildings.
- **Lighting:**
    - A minimum of 50% of the lamps in permanently installed lighting fixtures shall be high efficacy lamps (404.1). **Examples** of high efficacy lamps include:
        - Compact fluorescent lamps, T-8 or smaller diameter
        - Linear fluorescent lamps or lamps with a minimum efficacy of:
            - 60 lumens per watt for lamps over 40 watts,
            - 50 lumens per watt for lamps over 15 watts to 40 watts, and
            - 40 lumens per watt for lamps 15 watts or less
- **Residential Swimming Pools (403.9):**
    - Shall have an accessible on-off switch outside the heater to allow shut off without adjusting thermostat. (403.9.1)
    - Shall have time switches to allow for heaters and pumps to turn off on a preset schedule. (403.9.1.2)
    - Gas pool heaters will have to meet a new national standard of 82% thermal efficiency on April 16, 2013.
    - Heated pools shall have a vapor-retardant cover or a liquid cover or some other means to reduce heat loss.
    - Pool filtration pump motors shall:
        - Not be split-phase, shaded-pole or capacitor start-induction
        - Motors with ≥ 1 hp shall have capability of operating at two or more speeds; low speed no more than ½ the motor's maximum rotation rate
        - Motor controls shall have capability to operate at ≥2 speeds; default residential filtration speed with higher speed override capability--except can be higher for not to exceed 24 hours

        Exception: Solar pool heating systems during periods of usable solar heat gain.
    - In addition to the requirements contained in 403.9 the energy requirements for residential pools and inground spas shall be as specified in ANSI/APSP-15. The energy requirements for portable spas shall be in accordance with ANSI/APSP-14.

Residential - What's NOT New

- Florida "Standard Reference Design" (baselines) for mechanical equipment did NOT go to "same as Proposed Design" as in the IECC. The IECC does not give credit for higher efficiency systems. Florida follows federal law, which requires state codes with baselines to have equipment baselines at federal minimums.
- Florida's increase in overall stringency comes from a multiplier of 0.80 applied to the entire Standard Reference Design budget…which makes the code 20% more stringent overall than the baseline features.
- The requirements of Florida's prescriptive compliance method reflect a building that would minimally comply with Florida's performance-based code.
- Credits may be claimed as per previous performance-based code.

Chapter 5 - Commercial Energy Efficiency

With the new changes to mirror the IECC, it also applies to the individual chapters. Previously known as Chapter 13-4, the new Chapter 5 of the FBC, EC has a new format. The new format is as follows:

Section	*Title*
501	General
502	Building Envelope Requirements
503	Building Mechanical Systems
504	Service Water Heating
505	Electrical Power and Lighting Systems
506	Total Building Performance

COMMERCIAL - What's NEW

No prescriptive compliance method provided as an option to the performance compliance method. Performance compliance method must be used in all cases with exception to shell buildings, renovations and additions (see below).

Envelope Prescriptive Measures for Shell buildings (101.4.9)

- The building envelope shall meet the requirements of Table 502.1.1.1(1)
    - Roof: Absorptance ≤0.22, R-40

  - Walls: Absorptance ≤0.3, R-30
  - Windows: U≤0.45; SHGC ≤0.25 (0-40%WWR), ≤0.19 (40-50%WWR)
- OR Sec. 506, list all assumptions made about features not installed until later
- Either way, Sec. 506 must be submitted upon completion of the building

Envelope Prescriptive Measures for Renovations and Alterations (502.1.1.1(2))

- Changes to window SHGC to 0.25
- Roof: Absorptance ≤0.22, R-value (U-value) to ≥ R-38 (≤ U-0.027)
- Above Grade Exterior Wall R-value to ≥ R-19 (≤ U-0.052)
- Below Grade Exterior Wall - No Requirement
- Raised Floor Insulation - R-value (U-value) ≥ R-19 (≤ U-0.052)

Fan Power Limitation 2 (503.2.10.1(1)) - Added to clarify the intent of ASHRAE 90.1 Energy Cost Budget Method (ECBM) code compliance in case of fan power suggests this methodology to be the correct approach.

Pools (504.7)

- **Pool Heaters:** All pool heaters shall meet the minimum efficiency listed for that type of pool heater in Table 504.2 and shall have a readily accessible on-off switch that is mounted outside the heater to allow shutoff without adjusting thermostat (504.7.1).
  Additional Exception: Where pumps are powered exclusively from on-site renewable generation.
- **Pool Covers** - Heated swimming pools and inground permanently installed spas shall be equipped with a vapor retardant cover on or at the water surface or a liquid over or other means to reduce heat loss (504.7.3).
  Exception: Outdoor pools deriving over 70% of the energy for heating from site recovered energy or solar energy source computed over an operating season.

Calculation Software Tools (505.6 B-2.3) - Provision given to the FBC to approve additional software tools that can meet the provisions laid out in this chapter.

Requirements specific to credit options (506.3.3) - Credit claimed in the compliance calculation for technologies that meet the criteria for various options below.

- **Vegetative Roofs (506.3.3.1)** - Credit may be claimed in whole building performance method calculations for the area of a proposed building's roof that is covered with a vegetative roof that is designed and installed in accordance with ANSI/SPRI VF-1, with a minimum growth media depth of 4 inches. The credit shall provide a 45% reduction in the heating and cooling roof heat flux rates for the roof area covered with the vegetative roof. Minimum roof/ceiling insulation levels shall be code minimums as per Section 506.2.1.
- **Enthalpy Recovery Ventilation System Credit (ERVs) (506.3.3.2) -** Credit may be claimed in whole building performance method calculations for Enthalpy Recovery Ventilation systems used in the proposed building. The credit for buildings in Climate Zone 1 is 6%; Climate Zone 2 gets 4% if:
  - Every HVAC system has a design supply air flow < 5,000 cfm, or
  - One or more HVAC systems have a design supply flow ≥ 5,000 cfm but outdoor air < 70% of design air flow for the system.

Resources:

2010 *Florida Building Code*, International Code Council, Inc. Accessible online at: www.FloridaBuilding.org

Information on all aspects of the updated 2010 Florida Building Code is available at:
http://www.floridabuilding.org/fbc/thecode/resources.htm

Energy Code Software:
Residential UA Alternative, US Department of Energy: RESNET http://www.energycodes.gov/rescheck/

Florida Building Commission approved Energy Code Compliance Software:
http://www.floridabuilding.org/fbc/committees/energy/Energy_Code_Compliance_Software.html

Florida Solar Energy Center
Residential (405):
http://www.energygauge.com/usares/default.htm
Commercial (506):
http://www.energygauge.com/flacom/default.htm

Building Codes and Standards Office/Florida Building Commission: 850-487-1824 or www.FloridaBuilding.org

January 2012

ENERGY CODE GUIDELINES FOR EXISTING BUILDING REPLACEMENT SYSTEMS

SUBJECT	RENOVATION[3]/ALTERATION
BUILDING SYSTEMS[1,2,3]	
HVAC equipment replacement	
Duct sealing	**RESIDENTIAL:** **At the time of total replacement of HVAC evaporators and condensing units**, all accessible (min. 30" clearance) joints and seams in the air distribution system shall be inspected and sealed where needed; certified by contractor. 1. Inspection through observation. 2. Not an inspection through investigation or testing 3. Only joints and seams that are observed to need sealing (i.e. loose joints) should be sealed. **COMMERCIAL/RESIDENTIAL:** This provision does not apply to partial replacement of equipment (i.e. where the air distribution system is not unique to the partial replacement of equipment)
Sizing calculation	An a/c contractor or licensed Florida PE shall submit a nationally recognized method based sizing calculation to the code official at the time of permit application **for total replacement of the condensing and evaporator components of HVAC systems** in accordance with Florida law and the provisions of Sec. 403.6.2.2 or 403.6.2.3. **RESIDENTIAL:** 1. Several "recognized" sizing calculation methods for existing buildings are available from HVAC equipment manufacturers and ACCA accredited software that are subject to approval by the ode official. 2. Per Section 101.5[4] of the *FBC-EB*, original systems installed on buildings constructed under the 1993 Energy Code or later have already been sized for the building and, without changes to the building, may be assumed to have been sized per code. 3. If a copy of a previous sizing calculation is provided, it is deemed to meet code. **COMMERCIAL/RESIDENTIAL:** This provision does not apply to partial replacement of equipment (i.e. where the air distribution system is not unique to the partial replacement of equipment)
Duct testing[8]	**RESIDENTIAL:** Replacement or extension of an existing air distribution system is not required to be tested.
RENOVATIONS[1,5,7]	
Windows	If cost of job exceeds 30% of assessed value of structure, meet Sec. 402 requirements. If cost of job does not exceed 30% of assessed value of structure, don't have to meet Energy Code requirements.
Pool filtration pumps[6]	If cost of job exceeds 30% of assessed value of pool structure, meet Sec. 403.9.4 requirements If cost of job does not exceed 30% of assessed value of pool structure, don't have to meet Energy Code requirements.

In general, Florida law trumps what's in the code. Florida law has been incorporated into the *FBC-Energy Conservation* in Table 101.4.1.

1. Section 553.903, *Florida Statutes*, Applicability, states: "This part shall apply to all **new and renovated buildings in the state, except exempted buildings**, for which building permits are obtained after March 15, 1979, ***and*** **to the installation or replacement of building systems and components with new products** for which thermal efficiency standards are set by the Florida Energy Efficiency Code for Building Construction." [NOTE: 2 clauses]
2. Section 101.4.7 of the *FBC-Energy Conservation*, states: "Thermal efficiency standards are set for the following building systems **where new products are installed or replaced in existing building** and for which a permit must be obtained. New products shall meet the minimum efficiencies allowed by this code for the following systems: Heating, ventilating or air conditioning systems; Service water or pool heating systems; Electrical systems and motors; Lighting systems."
3. Section 202 of the *FBC-EC* defines HVAC SYSTEM as "The equipment, distribution systems, and terminals that provide, either collectively or individually, the processes f heating, ventilating, or air conditioning to a building or portion of a building." It further defines a SYSTEM as "A combination of equipment and auxiliary devices (e.g., controls, accessories, interconnecting means, and terminal elements) by which energy is transformed so it performs a specific function such as HVAC, service water heating, or lighting". **Commercial buildings where the system is comprised of multiple air handlers, chillers, evaporators and/or condensers do not constitute "replacement of the building system with new products" unless the whole system is replaced.**
4. Sec.101.5, *FBC-Existing Building*, provides the following exception for repairs and alterations: "Subject to the approval of the code official, alterations complying with the laws in existence at the time building or the affected portion of the building was built shall be considered in compliance with the provisions of this code unless the building is undergoing more than a limited structural alteration.
5. Sec. 553.902, *Florida Statutes,* defines RENOVATED BUILDING as "a residential or nonresidential building undergoing alteration that varies or changes insulation, HVAC systems, water heating systems, or exterior envelope conditions, **provided the estimated cost of renovation exceeds 30 percent of the assessed value of the structure**." Section 202 of the FBC-*Energy Conservation*, further clarifies that the cost shall be cumulative **over a 1 year period**.
6. Pool filtration pumps are not a pool heating system.
7. An existing building or portion thereof may not be altered such that the building becomes less energy efficient than its existing condition.
8. FORM 402 - 2010
   Ducts & AHU installed substantially leak free per Section 403.2.2.1. Test by Class 1 BERS rater required.
   Exception: Ducts installed onto an existing air distribution system as part of an addition or renovation; duct must be R-6 installed per Sec. 503.2.7.2

From	"Robert Ganues" <ganues.robert@us.sika.com>
To	jmacias@cmcflorida.com
Cc	chunt@cmcflorida.com
Subject	Re: UCF CREOL Blgd. #53 (TIME SENSITIVE!)
Attachments	Attachment 1, Attachment 2, High Wind brochure.pdf, Test of Time brochure.pdf

Date: Tue 5/15/2012 1:11 PM
View: **HTML** | Text | Header | Raw Content

This message was sent with High importance

Mr. Macias:

Sarnafil can provide a 25 year NDL, 130 mph Wind Warranty for the UFC CREOL Building.
The Engineered system using minimum 72 mil S327 over fastened AC Foam IV insulation.
The Sarnabars will be placed at in rows 5' apart in the field, 3' apart in the perimeters and 2' in the corners.
Fasteners are to be spaced 12" oc through the Sarnabar into the concrete deck, a cover strip of membrane welded over the Sarnabar.
This is provided the fastener pull test and the structure also meet the design standards needed to secure the roof system.

The Engineered specification will be sent in a separate email.

Please call me if you have any questions about the system.

Thank you for considering Sarnafil
Robert Ganues
Technical Sales Representative
Sika Sarnafil
A Division of Sika Corporation
15275 Collier Blvd., #201-298
Naples, FL 34119-6750

Tel: 239-348-2171
Cell: 954-249-9192

Ganues.robert@us.sika.com

www.sikacorp.com

Sika® Sarnafil®
How can we help protect the climate?
Find answer on our new jubilee website and browse through 100 years innovative ideas.
Innovation & Consistency since 1910 sika.com/experience

From: "Jon Macias" <jmacias@cmcflorida.com>
To: <ganues.robert@us.sika.com>
Cc: <chunt@cmcflorida.com>
Date: 05/08/2012 11:30 AM
Subject: UCF CREOL Blgd. #53 (TIME SENSITIVE!)

Robert:
This is the project I discussed with you last week is the University of Central Florida (UCF) "CREOL" Building No. 53 in Orlando, Fl. UCF has adopted the latest Florida Building Code and there are structural concrete roofs decks. UCF has "Design Standards" which mandate a 25 year "Full System No-Dollar-Limit Warranty" which must include a 130 mph "Wind Rider" and a min. 60 MIL membrane. Please email Mr. Carey Hunt (see Cc) with what information you need to determine if you can provide the warranty with the mandates noted and what system is recommended. This is time sensitive so we need this information asap.

Thank you,

Jon-Eric Macias, RRC, RRO, RCI
President
Construction Moisture Consulting, Inc.
4508 Oak Fair Blvd., Ste. 200 ~ Tampa, Florida 33610-7387
(813) 623-2323 Ext. 25 ~ Cell (813) 695-4048 ~ FAX (813) 626-2637
jmacias@CMCFlorida.com ~ www.CMCFlorida.com

CONFIDENTIALITY NOTICE:
This electronic message and all attachments originate from Sika Corporation and may contain confidential information intended solely for the use of the intended recipient or entity. If the reader of this message is not the intended recipient, you are hereby notified that any reading, disclosure, dissemination, distribution, copying or other use of this message and/or its attachments is strictly prohibited. If you have received this message in error, please notify Sika Corporation immediately by responding to the sender and delete this message as well as all attachments and all copies and backups from your system. Electronic mail transmission cannot be guaranteed to be secure or error free. The sender therefore does not accept liability for any damage which may arise as a result of this electronic mail transmission. Thank you.

University of Central Florida

Facilities Improvement Work Order

FI #:	12053006	**Date Opened:**	6/13/2012
Requester:	Frank Ballentine	**Date Closed:**	
Phone #:	407-823-3579	**Department:**	Facilities Operations
Project Manager:	Larry Chmura	**Contractor:**	Delphini
Building Name:	CREOL		
Description:	Replace roof		

Account #: SEE ATTACHED BREAKDOWN

Project Amount: $1,820,000.00

Requisition #:

PO #:

0240062302		Change Order 1	
PO Amount:	**Account #:**	**PO Amount:**	**Account #:**
$1,820,000	910,0070		
FI Fee:	**Account #:**	**FI Fee:**	**Account #:**
Change Order 2		**Change Order 3**	
PO Amount:	**Account #:**	**PO Amount:**	**Account #:**
FI Fee:	**Account #:**	**FI Fee:**	**Account #:**

CONTINGENCY
$725,522.54

University of Central Florida

Facilities Improvement Work Order

FI #:	12053006	**Date Opened:**	6/13/2012
Requester:	Frank Ballentine	**Date Closed:**	
Phone #:	407-823-3579	**Department:**	Facilities Operations
Project Manager:	Larry Chmura	**Contractor:**	BCO
Building Name:	CREOL		
Description:	Replace roof - Plans review		
Account #:	SEE ATTACHED BREAKDOWN	**Project Amount:**	$20,000
Requisition #:		**PO #:**	

0240062802

PO Amount:	Account #:
$20,000	91010070
FI Fee:	**Account #:**

Change Order 1	
PO Amount:	**Account #:**
FI Fee:	**Account #:**

Change Order 2	
PO Amount:	**Account #:**
FI Fee:	**Account #:**

Change Order 3	
PO Amount:	**Account #:**
FI Fee:	**Account #:**

DELPHINI

346 Sunshine Lane,
Altamonte Springs, FL 32714

407.830.7447
407.830.7429

www.delphini.us

PROPOSAL

To: The University of Central Florida
Attn: Mr. Lawrence Chmura
Date: Wednesday, June 13, 2012
Re: UCF CREOL Building

We propose to furnish all materials, labor, and any other incidentals needed to perform the following scope of work:

Scope:

1. Provide secure, exterior access to roof and temporary flag lines to keep the public away from operations.
2. Provide and install temporary fencing.
3. Test and remove existing lightning protection system as specified.
4. Test existing roof drains as specified.
5. Provide and install new retro-fit drains with extensions to accommodate new insulation heights as specified.
6. Raise mechanical curbs to accommodate code requirements as specified.
7. Remove existing roof system and insulation to existing concrete deck as specified.
8. Re-fasten wood blocking as specified.
9. Provide and install new R=38 minimum (6") insulation with cover board as specified.
10. Provide and install Sarnafil PVC as specified.
11. Provide and install Sarnafil PVC roof system accessories as specified.
12. Provide and install GeoGuard coating where specified.
13. Provide signed and sealed engineering for roof system by Florida Registered Engineer as specified.
14. Provide and install all associated flashings for a complete and watertight roof system as specified.
15. Provide and install a new aluminum lightning protection system with LPI certificate (UL certification is not included).
16. Provide and install new pre-manufactured, stainless steel coping and edge flashing as specified.
17. Provide caulking wet seals and stucco as specified.
18. Provide areal infrared roof scan report as specified.
19. Provide manufacturer's 25-year "No Dollar Limit" warranty (highest available for specified manufacturers), 130-mph wind-rider warranty, and 5-year installers warranty.

Total Price (Approximately 40,000sf of roof area).....$ 1,820,000.00
Price includes a 10% contingency of $182,000.00, insurance, payment and performance bond, and all permitting fees.

This proposal is based on being able to complete the work during regular business hours (M-F). Surge protection for lightning protection system will be by other if needed.

Exclusions: Surge protection for lightning protection and UL Certification for lightning protection.

Alternate #1: Provide a UL certification for the lightning protection system.....$ 4,300.00

Unit Prices
1. Wood repair.....$ 6.00 / lf
2. Metal deck repair.....$11.00 / sf

Delphini Construction is a locally owned and operated, Service Disabled Veteran Owned Small Business (SDVOSB).

From: Tom York – Senior Estimator and Aaron O'Connell – Vice President
Please call if you have any questions, want value engineering ideas, or require any other estimates.

FW: CREOL Re-roof
Larry Chmura
to:
Lashanda Brown-Neal
06/19/2019 08:10 AM
This message may be forwarded to Google recipient(s)
Hide Details
From: Larry Chmura <lchmura@ucf.edu>
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>

2 Attachments

scan0004.pdf CMC CREOL.PDF

Sent from Mail for Windows 10

From: Frank Ballentine
Sent: Tuesday, August 28, 2012 1:00:42 PM
To: Larry Chmura
Subject: FW: CREOL Re-roof

FYI

From: Frank Ballentine
Sent: Tuesday, August 28, 2012 11:59 AM
To: jmacias@CMCFlorida.com
Subject: CREOL Re-roof

Jon, Lee has decided that UCF will not be re-roofing this facility due to budget. We will still pursue the investigation of the phase II attachment upon issuance of a separate purchase order. In the meantime, please close out this project and keep your records on file in case budget becomes available in the future. Attached is Tecta America's invoice for their services on this project. Please add this to the final invoice for CREOL and issue them a check for the amount of the invoice. Please call me if you have any questions. Thank you for your excellent service and comprehensive report. Frank

Frank Ballentine
University of Central Florida
Facilities & Safety, QA/QC
O- 407-823-3579
C- 407-529-8427
F- 407-823-4394

592,525.11	Expenses related to CREOL roof
172,474.89	Transfer of excess unspent funds out of CREOL roof project to reflection pond project

ProjNum	Account	Account Desc	Amount	Voucher/C	SupplierNm/CustNm/JrnlHdrDesc	PO/Invoice/It	JournalID	DocLn	RecType	Invoice/De	TransDt	ActivityID	Fund	LineDesc	AltAcct	Prg	Supplier/Cust	ChkDate	ChkNumbe	DistribLn	FYear	AcctPd	TransType	BudPd	AcctType	Dept/Proj	FundCd De	Budget Ref	AnalysisTy	ResourceCa	BusUnit
90790004	714201	CONSTR OTHER CONSTR CONTRACTS	1,620.60		jbutcher - Minor Projects Proj		0240012601	00183	CON		1/26/2016	CONSTRUCTION	51039	15053003	722000	ZZ			0		2016	7	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	714201	CONSTR OTHER CONSTR CONTRACTS	23,916.12		jbutcher - Minor Projects Proj		0240012601	00184	CON		1/26/2016	CONSTRUCTION	51039	15053003	722000	ZZ			0		2016	7	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	757102	FCO PERMITS AND INSPECTIONS	440.00		jbutcher - Minor Projects Proj		0240021004	00002	CON		2/10/2016	CONSTRUCTION	51039	MP# 1505	722000	ZZ			0		2016	8	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	757102	FCO PERMITS AND INSPECTIONS	374.00		jbutcher - Minor Projects Proj		0240051001	00001	CON		5/10/2016	CONSTRUCTION	51039	MP# 1505	722000	ZZ			0		2016	11	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	781139	TSFR TO UNIV CONSTRUCTION	172,474.89		NGarcia: UIMP Projections - Ma		0240053030	00001	CON		5/30/2018	CONSTRUCTION	51039	MP 18ZN3	757000	ZZ			0		2018	11	ACTUALS	2018	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	724101	REPAIRS AND MAINTENANCE	25,864.64		THintermeister - Transfer Expe		9079042801	00001	CON		4/28/2015	CONSTRUCTION	51039	xsfer exper	761000	ZZ			0		2015	10	ACTUALS	2015	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	714201	CONSTR OTHER CONSTR CONTRACTS	13,993.76		jwilliams - Reallocate expense		9079042903	00001	CON		4/29/2016	CONSTRUCTION	51039	Reallocate	722000	ZZ			0		2016	10	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	724101	REPAIRS AND MAINTENANCE	(13,993.76)		jwilliams - Reallocate expense		9079042903	00002	CON		4/29/2016	CONSTRUCTION	51039	Reallocate	761000	ZZ			0		2016	10	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	714301	CONSTR OTHER EXPENSES	440.00		jwilliams - Reallocate expense		9079042903	00003	CON		4/29/2016	CONSTRUCTION	51039	Reallocate	722000	ZZ			0		2016	10	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	757102	FCO PERMITS AND INSPECTIONS	(440.00)		jwilliams - Reallocate expense		9079042903	00004	CON		4/29/2016	CONSTRUCTION	51039	Reallocate	722000	ZZ			0		2016	10	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	724101	REPAIRS AND MAINTENANCE	11,056.26	01137975	Construction Moisture Consulting Inc	0000310141	APA0167073	00340	AP	15-04043-(	10/20/2015	CONSTRUCTION	51039	FI # 15053(	761000	ZZ	0000068058	10/20/2015	0000837801		2016	4	ACTUALS	2015	Expenditur	UCF577-CR	UNIVERSITY CONSTRU	ACT		UCF01
90790004	724101	REPAIRS AND MAINTENANCE	600.00	01138142	Construction Moisture Consulting Inc	0000310141	APA0167073	00340	AP	15-04043-(	10/20/2015	CONSTRUCTION	51039	FI # 15053(	761000	ZZ	0000068058	10/20/2015	0000837801		2016	4	ACTUALS	2015	Expenditur	UCF577-CR	UNIVERSITY CONSTRU	ACT		UCF01
90790004	724101	REPAIRS AND MAINTENANCE	65.00	01138007	Construction Moisture Consulting Inc	0000310141	APA0167073	00340	AP	15-04043-(	10/20/2015	CONSTRUCTION	51039	FI # 15053(	761000	ZZ	0000068058	10/20/2015	0000837801		2016	4	ACTUALS	2015	Expenditur	UCF577-CR	UNIVERSITY CONSTRU	ACT		UCF01
90790004	724101	REPAIRS AND MAINTENANCE	2,272.50	01156007	Construction Moisture Consulting Inc	0000310141	APA0170484	00287	AP	15-04043-(	1/27/2016	CONSTRUCTION	51039	FI # 15053(	761000	ZZ	0000068058		1		2016	7	ACTUALS	2015	Expenditur	UCF577-CR	UNIVERSITY CONSTRU	ACT		UCF01
90790004	714201	CONSTR OTHER CONSTR CONTRACTS	72,161.66	01169614	Charles Perry Partners Inc	0000312801	APA0172989	00279	AP	PayApp#1-	3/16/2016	CONSTRUCTION	51039	FI# 15053(	722000	ZZ	0000069444	3/15/2016	1		2016	9	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSITY CONSTRU	ACT		UCF01
90790004	714201	CONSTR OTHER CONSTR CONTRACTS	75,450.97	01177659	Charles Perry Partners Inc	0000312801	APA0174681	00400	AP	PayApp#2-	4/19/2016	CONSTRUCTION	51039	FI# 15053(	722000	ZZ	0000069444	4/19/2016	0000851841		2016	10	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSITY CONSTRU	ACT		UCF01
90790004	724101	REPAIRS AND MAINTENANCE	957.25	01184727	Construction Moisture Consulting Inc	0000310141	APA0176216	00474	AP	15-04043-(	5/19/2016	CONSTRUCTION	51039	FI # 15053(	761000	ZZ	0000068058	5/19/2016	0000837781		2016	11	ACTUALS	2015	Expenditur	UCF577-CR	UNIVERSITY CONSTRU	ACT		UCF01
90790004	724101	REPAIRS AND MAINTENANCE	3,345.00	01181893	Construction Moisture Consulting Inc	0000310141	APA0176349	00283	AP	15-04043-(	5/23/2016	CONSTRUCTION	51039	FI # 15053(	761000	ZZ	0000068058	5/19/2016	1		2016	11	ACTUALS	2015	Expenditur	UCF577-CR	UNIVERSITY CONSTRU	ACT		UCF01
90790004	714201	CONSTR OTHER CONSTR CONTRACTS	248,139.10	01194999	Charles Perry Partners Inc	0000312801	APA0178208	00422	AP	PayApp#3-	6/27/2016	CONSTRUCTION	51039	FI# 15053(	722000	ZZ	0000069444	6/27/2016	0000856511		2016	12	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSITY CONSTRU	ACT		UCF01
90790004	714201	CONSTR OTHER CONSTR CONTRACTS	33,285.37	01197656	Gaco Western LLC	0000326918	APA0179248	00549	AP	0026405	7/15/2016	CONSTRUCTION	51039	Provide Ga	722000	ZZ	0000083209	7/15/2016	0000857511		2017	1	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSITY CONSTRU	ACT		UCF01
90790004	714201	CONSTR OTHER CONSTR CONTRACTS	48,872.34	01254646	Charles Perry Partners Inc	0000312801	APA0190561	00445	AP	PayApp#5-	4/4/2017	CONSTRUCTION	51039	FI# 15053(	722000	ZZ	0000069444	4/4/2017	0001248471		2017	10	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSITY CONSTRU	ACT		UCF01
90790004	714201	CONSTR OTHER CONSTR CONTRACTS	44,099.30	01254489	Charles Perry Partners Inc	0000312801	APA0190561	00445	AP	PayApp#4-	4/4/2017	CONSTRUCTION	51039	FI# 15053(	722000	ZZ	0000069444	4/4/2017	0001248471		2017	10	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSITY CONSTRU	ACT		UCF01
90790004	724101	REPAIRS AND MAINTENANCE	5.00		pngo FSBO Aim Work Order Billi		BI28120182	00185	IDS		12/1/2015	CONSTRUCTION	51039	WO #1009-	761000	ZZ			0		2016	6	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	714301	CONSTR OTHER EXPENSES	957.25		MSutter: To reclassify account		MAS0630007	00003	IDF		6/30/2016	CONSTRUCTION	51039	Voucher #(	722000	ZZ			0		2016	12	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	714301	CONSTR OTHER EXPENSES	3,345.00		MSutter: To reclassify account		MAS0630007	00004	IDF		6/30/2016	CONSTRUCTION	51039	Voucher #(	722000	ZZ			0		2016	12	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	724101	REPAIRS AND MAINTENANCE	(957.25)		MSutter: To reclassify account		MAS0630007	00005	IDF		6/30/2016	CONSTRUCTION	51039	Voucher #(	761000	ZZ			0		2016	12	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01
90790004	724101	REPAIRS AND MAINTENANCE	(3,345.00)		MSutter: To reclassify account		MAS0630007	00006	IDF		6/30/2016	CONSTRUCTION	51039	Voucher #(	761000	ZZ			0		2016	12	ACTUALS	2016	Expenditur	UCF577-CR	UNIVERSIT	2015	GLE		UCF01

May 22, 2014 Board of Trustees Meeting Trancript

Speaker	Dialogue
1:09:38 - 1:11:00	
MARCHENA	That's true. Uh, the, the first item we have, uh, for, for action, uh, Madam Chairman, is the Colbourn Hall renovation. Uh, Mr. Merck, came, uh, to the committee with Lee Kernek and, uh, they recommended or discussed several options, the, uh, recommended option, uh, that we're here to present to you today is to build a new 75,000 square foot building adjacent to the current building. Uh, when it is complete, of course, we'll, uh, move the employees and departments housed in Colbourn Hall into that new building, and then revisit what possibilities there are with respect to Colbourn, the existing Colbourn building at that, at that time.
MERCK	Right, right.
MARCHENA	Um, you have anything to add to that, Bill?
MERCK	Only again that you, we talked this morning about no, uh, money coming from the state right now for construction, so we're basically having to take this out of our hide as well.
MARCHENA	But, but …
MERCK	And it's something we need to do so …
MARCHENA	But, but they have assured us we, we have identified the funding to be able to accomplish that, right? So I would uh, move, uh, the Board to approve moving forward with the Colbourn Hall renovation as described.
CALVET	Thank you.
UNIDENTIFIED SPEAKER	Second.
CALVET	Is there a second?
UNIDENTIFIED SPEAKER	Second.
CALVET	Thank you very much. We have a motion and a second. Does anybody have any further questions? If not, all in favor signify by saying aye.
MULTIPLE SPEAKERS	Aye.
CALVET	Anyone opposed? Motion carries.
1:11:00 – 1:13:18	
MARCHENA	I'm gonna ask Bill to go ahead and address the Global UCF facility.
MERCK	That was one, too, that you've heard about—the Global Academy and what we're doing. One of the requirements for us to make available in the course of this project is to have small classrooms available for that—that first year, the pathway year. And so, since we are virtually—maybe not totally—but virtually maxed out on the classroom space around the campus, we need a new facility to handle that. So what we are doing is—and I think I mentioned in the committee meeting this morning—we're taking 10 million that we realized, got in the form of realized gains from our transfer from active funds into the S&P 500, Vanguard S&P 500 Index Fund. That 10 plus another 5,

May 22, 2014 Board of Trustees Meeting Trancript

Speaker	Dialogue
	making the total of 15 million for the project. About 3 and a half of that will come out of some auxiliary money that we put aside in the event that we had another cut to our budget from the state this year, which we didn't. So we want to use that. And then about another million and a half out of other funds, probably—well, just some other funds. It could be auxiliary funds too, for the equipment when that comes due, to outfit the building, making the total of 15. So I'm pretty pleased with this. This gives us what we needed. We're planning it to be ready in January of 2016. Some of the utility work will happen this summer, getting ready for it. And we're working around the football schedule, so we shouldn't interrupt the tailgating activities in those parking lots over--
CALVET	That's important.
MERCK	--the first part of the year. And that'll give us the building we need. And we will own it and control, so I feel good about that.
MARCHENA	Any questions in connection with that item? If not, we'll recommend that approval of that item as well.
CALVET	Thank you, we have a motion. Is there a second?
MULTIPLE	Second.
CALVET	We have a motion and a second. Any further discussion? If not, if you're in favor, signify by saying aye.
MULTIPLE SPEAKERS	Aye.
CALVET	Anyone opposed?
[END OF TRANSCRIPTION]	

ITEM: FF–13

University of Central Florida
Board of Trustees

SUBJECT: 2011-12 Capital Outlay Budget

DATE: May 26, 2011

PROPOSED BOARD ACTION

Approval of the university's 2011-12 capital outlay budget, and authorization for the president to make necessary adjustments to the 2011-12 capital outlay budget.

BACKGROUND INFORMATION

Pursuant to 1013.61, Florida Statutes, each university board of trustees must adopt an annual capital outlay budget that designates proposed expenditures by project. The attachment lists the projects approved during the legislative session and is subject to final approval by the governor. We request approval of the attached budget and authorization for the president to make changes to this budget as necessary during the year.

Supporting documentation: 2011-12 Capital Outlay Budget (Attachment A)

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

2011-2012 Capital Outlay Budget
Projects By Funding Source

DRAFT

Projects funded by Public Education Capital Outlay (PECO)	FY 2011-2012
Utilities/Infrastructure/Capital Renewal	$ 2,277,804
Classroom Building II	5,241,445
Interdisciplinary Research and Incubator Facility	6,328,564
Engineering Building I Renovation	3,620,723
Math and Physics Building Remodeling and Renovation	3,877,895
TOTAL	$ 21,346,431

Projects funded by donations and the Courtelis Facility Matching Grant Program	Cumulative FY 2011-2012	
	Donations	Courtelis
Laboratory Instructional Building	$ 1,584,079	-
Morgridge International Reading Center	10,500	-
Career Services and Experiential Learning	290	-
College of Optics and Photonics	50	-
Engineering III	612,040	-
Psychology Building	12,877	-
Alumni Center/John & Martha Hitt Library	500	
	2,220,336	-

Maintenance, repair, renovation, and remodeling projects	FY 2011-2012
TOTAL	$ 605,157.60

Projects constructed or acquired with proceeds from sale of bonds	FY 2011-2012
Special Purpose Housing and Parking Garage I	$ 25,000,000
Special Purpose Housing II	8,000,000
Parking Garage VII	20,000,000
Parking Decks	17,000,000
Strategic Land and Property Purchases	50,000,000
Graduate Housing	50,000,000
Refinance UCF Foundation Properties	37,410,000
Bookstore Expansion	8,000,000
Academic Center	12,000,000
Student Housing	50,000,000
Brighthouse Networks Tower Expansion	5,000,000
Athletics Facilities Expansion	10,000,000
Garage Expansion	5,000,000
Research Lab, Lake Nona	112,861,603
Classroom/Lab Building, Lake Nona	23,475,601
Life Sciences Incubator, Lake Nona	30,000,000
Facilities Building, Lake Nona	6,000,000
Expo Center Housing	16,000,000
Regional Campuses Multi-purpose Buildings	28,000,000
Partnership Garage	7,000,000
	$ 520,747,204

2011-2012 Capital Outlay Budget
Projects By Funding Source

DRAFT

Projects constructed or acquired by a Direct Support Organization (DSO)	FY 2011-2012
Special Purpose Housing and Parking Garage I	$ 25,000,000
Special Purpose Housing II	8,000,000
Parking Deck (Athletic Complex)	5,000,000
Strategic Land and Property Purchases	50,000,000
Graduate Housing	50,000,000
Refinance UCF Foundation Properties	37,410,000
N.E. Campus Property Mixed-use Development	50,000,000
Academic Center	12,000,000
Student Housing	50,000,000
Brighthouse Networks Stadium Tower Expansion	5,000,000
Athletics Facilities Expansion	10,000,000
Research Lab, Lake Nona	112,861,603
Classroom and Lab Building, Lake Nona	23,475,601
Life Sciences Incubator, Lake Nona	30,000,000
Expo Center Housing	16,000,000
	$ 484,747,204

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 15, 2010

SUBJECT: Approve Amendment of the Board's State University System Debt Management Guidelines

PROPOSED COMMITTEE ACTION

Approve amendments to the Board's State University System Debt Management Guidelines and require University Adoption by January 19, 2011.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Section 1010.62 Florida Statutes

BACKGROUND INFORMATION

The Board of Governors adopted Debt Management Guidelines (the "Guidelines") for the university system on April 27, 2006. The purpose of the Guidelines is to confirm that the state universities and their DSOs engage in sound debt management and issuance practices. Section 1010.62, Florida Statutes became law on July 1, 2006, and works in parallel with the Guidelines.

The Board Office of Finance and Facilities held a debt management workshop on May 19, 2010. The purpose of the meeting was to review and discuss proposed changes to the Guidelines. The proposed amended guidelines have been shared with all 11 institutions.

The proposed changes are intended to provide clarification and better written guidance to the universities on matters concerning debt management and issuance. The proposed amendments do not alter existing Board policy. Accordingly, upon acceptance by the Facilities Committee, the full Board shall consider immediate adoption of the recommended revisions to the Guidelines.

University boards of trustees will be required to adopt the revised Board Debt Management Guidelines and notify the Chancellor of adoption no later than January 19, 2011.

Supporting Documentation Included:	1. Draft-Revised Debt Management Guidelines 2. Functional Relationship Attachment A 3. Functional Relationship Attachment B 4. Draft-Checklist of Information Required
Facilitators/Presenters:	Ben Watkins, Director, State of Florida, Division of Bond Finance Chris Kinsley

STATE OF FLORIDA
FLORIDA BOARD OF GOVERNORS

DEBT MANAGEMENT GUIDELINES

~~**April 27, 2006**~~

TABLE OF CONTENTS

I. INTRODUCTION
The Need for and Purpose of Debt Management Guidelines 1

II. DEBT AFFORDABILITYAND CAPITAL PLANNING
Concept of Affordability 2
Debts That May Be Issued Without Board of Governors' Approval ... 2

III. GENERAL DEBT ISSUANCE GUIDELINES
Process for Submitting Debt for Approval 3
Purposes for Which Debt May Be Issued 6
Committing University Resources for Debt Issued by DSOs 6
Credit Ratings 7
Tax Status 7
Security Features 7
Structural Features 9
Interest Accrual Features 10
Other Types of Financings 13

IV. METHOD OF SALE AND USE OF PROFESSIONALS
Analysis of Method of Sale 14
Allocation of Bonds 15
Report on Sale of Bonds 15
Selection of Financing Professionals 16

V. DISCLOSURE
Primary Disclosure 16
Continuing Disclosure 17

VI. POST-ISSUANCE CONSIDERATIONS
Investment of Proceeds of Debt Issued by DSOs 17
Arbitrage Compliance 17

VII. EFFECT 17

DEBT MANAGEMENT GUIDELINES FOR CAPITAL OUTLAY PROJECTS

I. INTRODUCTION

The Need for and Purpose of Debt Management Guidelines

The state universities of Florida and their direct support organizations ("DSOs") have funded significant investments in infrastructure, such as buildings, equipment, land, and technology, to meet the needs of a growing student population and to upgrade and maintain existing capital assets. A significant amount of the funding for this investment in infrastructure has been provided through the issuance of debt by the State for the benefit of the state universities and by the state universities' direct support organizations ("DSOs").

The purpose of these guidelines is to confirm that the state universities and their DSOs must engage in sound debt management practices and, to that end, the Board of Governors ("Board ~~BOG~~") has formalized guiding principles for the issuance of debt by the state universities and their DSOs. Each state university shall adopt a debt management policy which is consistent with these guidelines and which shall be approved by the Board ~~BOG~~.

The following guidelines set forth guiding principles regarding state university and DSO debt-related decisions related to:

a) The amount of debt which may prudently be issued.
b) The purposes for which debt may be issued.
c) Structural features of debt being issued.
d) The types of debt permissible.
e) Compliance with securities laws and disclosure requirements.
f) Compliance with federal tax laws and arbitrage compliance.

These principles will facilitate the management, control and oversight of debt issuances, for the purpose of facilitating ongoing access to the capital markets which is critical to the financing of needed infrastructure.

In furtherance of this objective, the provisions of these guidelines shall be followed in connection with the authorization, issuance and sale of university and DSO debt. However, exceptions to the general principles set forth herein may be appropriate under certain circumstances. Also, additional guidelines and policies may be necessary as new financial products and debt structures evolve over time.

For purposes of these guidelines:

i) "debt" means bonds, loans, promissory notes, lease-purchase agreements, certificates of participation, installment sales, leases, or any other financing mechanism or financial arrangement, whether or not a debt for legal purposes, for financing or refinancing, for or on behalf of a state university or a direct support organization, the acquisition, construction, improvement or purchase of capital outlay projects;

ii) "capital outlay project" means (i) any project to acquire, construct, improve or change the functional use of land, buildings, and other facilities, including furniture and equipment necessary to operate a new or improved building or facility, and (ii) any other acquisition of equipment or software; and

iii) "financing documents" means those documents and other agreements entered into by the state university or the DSO establishing the terms, conditions and requirements of the debt issuance.

iv) <u>"auxiliary enterprise" means any activity defined in section 1011.47(1), Florida Statutes, and performed by a university or a direct-support organization.</u>

II. DEBT AFFORDABILITY AND CAPITAL PLANNING

Concept of Affordability

One of the most important components of an effective debt management policy is an analysis of what level of debt is affordable given a particular set of circumstances and assumptions. More comprehensive than simply an analysis of the amount of debt that may be legally issued or supported by a security pledge, the level of debt should be analyzed in relation to the financial resources available to the university and its DSO's on a consolidated basis, to meet its debt service obligations and provide for operating the university.

An analysis of debt affordability should address the impact of existing and proposed debt levels on an issuer's operating budget and offer guidelines or ranges to policymakers for their use in allocating limited resources within the guidelines.

Debts That May Be Issued Without Board of Governors' Approval

The following types of financings, subject to specific approval by the university board of trustees, may be engaged in by the state universities and their DSOs, as applicable, without Board approval:

- Universities may finance the acquisition of equipment and software provided such financings are accomplished in accordance with the deferred-purchase provisions in Chapter 287, Florida Statutes.

- DSOs may finance the acquisition of equipment and software financings provided the overall term of the financing, including any extension, renewal or refinancings, hereof, does not exceed five years or the estimated useful life of the equipment or software, whichever is shorter.

- DSOs may issue promissory notes and grant conventional mortgages, in an amount not to exceed $1 million, for the acquisition of real property, including improved real property. However, no mortgage or note shall exceed 30 years.

- University and DSO debt secured solely with gifts and donations and pledges of gifts so long as the maturity of the debt, including extensions, renewals and refundings, does not exceed five years and so long as the facilities being financed have been included in the university's five-year capital improvement plan that has been approved by the Board.

- Refundings for debt service savings where final maturities are not extended.

- ~~Financing of any projects approved by the BOG or University Boards of Trustees prior to, or existing, as of January 26, 2006.~~

- Fully collaterized lines of credit intended to be used for temporary cash flow needs.

- Energy Performance-Based Contracts, in accordance with the provisions of section 1013.23, Florida Statutes, not to exceed $10,000,000.

- Universities may borrow up to $20,000,000 from a university DSO on a non-recourse basis to finance a capital project. The term of the borrowing may not exceed thirty (30) years, and the interest rate, if any, may not exceed current market interest rates. The university retains legal title to any capital project financed in whole or in part by such loan irrespective of whether the loan is repaid. The DSO is prohibited from transferring the

note or any other instrument associated with the borrowing to any other entity.

III. GENERAL DEBT ISSUANCE GUIDELINES PROCESS FOR SUBMITTING DEBT FOR APPROVAL

Timing. The submission of proposed debt for approval by the Board ~~BOG~~ shall be governed by the following process[1]:

a) The university shall formally transmit to the Board Office a request for debt approval no later than 60 days prior to the next regularly scheduled meeting of Board. The university shall also provide a copy to the State Division of Bond Finance ("DBF"). The formal transmittal to the Board Office shall be in duplicate, hard copy, and bound in a three-ring binder, and include all the information required by these guidelines. Electronic copies of supporting documentation should be provided to the Board Office and the DBF, to the extent available. The formal letter of transmission must be signed by the official point of contact for the university, and any exceptions to these Debt Guidelines shall be noted and explained. If the university board of trustees has not yet formally approved the debt being requested, the proposed board of trustees meeting date shall be provided. ~~No later than four weeks prior to the time agenda titles are due to the BOG, a copy of all information required to be submitted by these guidelines in support of the request to issue debt shall be provided to BOG staff for review.~~

b) During the review ~~four-week~~ period~~prior to the agenda title due date~~, the Board ~~BOG~~ Office ~~staff~~ shall ~~provide such information to the State Division of Bond Finance (the "DBF"),~~ review the information submitted for compliance with these guidelines and State law, analyze general credit issues associated with the proposed indebtedness, and review any analysis provided by the DBF staff.

c) Board ~~BOG~~ and DBF staff shall jointly discuss with the university or DSO any issues, concerns or suggestions resulting from the review during the ~~four-week~~ review period. As a result of these discussions, the university may amend the information submitted or explain ~~give reasons~~why the suggestions were not incorporated. The Board ~~BOG~~ Office will advise the university if it believes that any amended information is so significant that re-authorization by the board of trustees and/or DSO is required. During this period, if the debt being requested for approval is to be issued by the DBF on behalf of a

[1] Although not required, universities are encouraged to consult with the Board Office and the State Division of Bond Finance 30 days prior to formal approval of debt by the university board of trustees or the DSO, particularly for any debt with unusual features.

state university, DBF shall submit to the Board ~~BOG~~ Office a form of a resolution for adoption~~by the BOG~~ requesting that DBF issue the debt.

d) After the ~~four-week~~ review period, the Board ~~BOG~~ Office ~~staff~~ shall submit the ~~its agenda title,~~ agenda item with supporting documentation and all appropriate and required analyses to the Board ~~BOG~~ for consideration at its next meeting. Supporting documentation for the agenda item shall also include ~~the adopted resolution of the BOT and DSO, if applicable, and~~ the resolution to be adopted by the Board ~~BOG~~ requesting issuance of the debt by DBF or a resolution approving issuance of the debt by the DSO.

Information Required for Submission. The following information shall be submitted to the Board ~~BOG~~ Office ~~staff~~ in support of a request for approval of the issuance of debt. Additionally, the university or DSO shall complete the "Checklist of Information Required for Submission to the Board Pursuant to Debt Management Guidelines", and provide any additional information requested by the Board ~~BOG~~ Office or DBF staff in connection with review of any proposed debt issuance.

a) A resolution of the DSO board of directors approving the debt issuances, if applicable, and a resolution of the university board of trustees ~~BOT~~ approving the debt issuance and authorizing the university to request Board ~~BOG~~ approval of the debt issuance. For debt to be issued by DBF, at the request of the university, DBF staff will work with the university to determine a not-to-exceed amount of debt to be included in the board of trustees ~~BOT~~ requesting resolution to the Board ~~BOG~~ and in preparing required debt service and source-and-use schedules.

~~b) A proposed agenda item.~~

b) The project program, feasibility studies or consultant reports (if available), and an explanation of how the project being proposed is consistent with the mission of the university.

~~d) For debt issued by DSOs, a form of a resolution to be adopted by the BOG approving issuance of the debt.~~

c) Estimated project cost, ~~draw schedule~~ with schedules drawn by month and including start and completion dates, estimated useful life, and the date bond proceeds are required.

d) The sources-and-uses of funds, clearly depicting all costs, funding sources expected to be used to complete the project and the estimated amount of the debt to be issued.

e) An estimated debt service schedule with the assumed interest rate on the debt clearly disclosed. If the proposed debt service is not structured on a level debt service basis, an explanation shall be provided which gives the reason why it is desirable to deviate from a level debt structure.

f) One consolidated d~~D~~ebt service schedule~~s~~ separately showing all outstanding debt related to or impacting the debt being proposed, the proposed debt and the new estimated total debt service.

g) A description of the security supporting the repayment of the proposed debt and the lien position the debt will have on that security. If the lien is junior to any other debt, the senior debt must be described. Furthermore, a description of why the debt is proposed to be issued on a junior lien basis must be provided. A statement citing the legal authority for the source of revenues securing repayment must also be provided.

h) If debt is to be incurred on a parity basis with outstanding debt, a schedule showing estimated compliance with any additional bonds requirement set forth in the documents governing the outstanding debt. The applicable provisions of the documents for bonds of DSOs should be provided.

i) Financial statements for five years, if available, for the auxiliary, if auxiliary revenues are pledged.

j) A five-year history, if available, and five-year projection of the revenues securing payment and debt service coverage. To the extent applicable, the projections must be shown on the individual project as well as the entire system. All revenue items securing repayment must be clearly set forth as separate line items. An explanation ~~should~~ must be provided with regard to growth assumptions, and to the amount and status of approval of any rate increases. The effect of the rate increases on the projections and expected revenues and expenses for the new facility should be clearly set forth as a separate line item. If rate increases are necessary, a commitment must be made to increase rates to the needed levels. Major categories of any operating expenses should be set forth as separate line items with an explanation of assumptions regarding increases or decreases.

k) Evidence that the project is consistent with the university's master plan or a statement that the project is not required to be in the master plan.

l) For variable rate debt proposals:

    i) the expected reduction in total borrowing costs based on a comparison of fixed versus variable interest rates;

ii) ~~the average monthly balance, over the last year, of the short-term investments which will be hedged or the other products, such as interest rate caps, which will be used to mitigate the effect of rising interest rates, or an explanation as to why such protections are not being provided;~~ a variable rate debt management plan that addresses liquidity and interest rate risks and provides, at a minimum: a description of budgetary controls, a description of liquidity arrangements, a discussion of why the amount of variable rate debt being proposed is appropriate, and a plan for hedging interest rate exposure. If interest rate risks are to be mitigated by the use of derivatives, then evidence that the counterparty has a long term rating of at least an A/A2 and a swap management plan as set forth in the Board's Debt Management Guidelines must be submitted;

iii) a pro forma showing the fiscal feasibility of the project using current market interest rates plus 200 basis points;

iv) ~~the amount of debt proposed for approval as a percentage of the total amount of university and DSO debt outstanding;~~ the total amount of variable rate debt including the proposed debt as a percentage of the total amount of university and DSO debt outstanding; and

v) the individual or position that will be responsible for the reporting requirements for variable rate debt as set forth in these guidelines.

m) If all or any portion of the financing is contemplated to be done on a taxable basis, then evidence demonstrating that the issuance of taxable debt is in the best interest of the university must be submitted.

n) A statement explaining whether legislative approval is required, and if required, an explanation as to when legislative approval will be sought or evidence that legislative approval has already been obtained.

o) A statement that the debt issuance is in accordance with the university's debt management policy or, if not, an explanation of the specific variances as well as the reasons supporting the variances.

p) If a request is made to employ a negotiated method of sale, an analysis must be provided supporting the selection of this method that includes a discussion of the factors set forth in section IV of these Guidelines.

q) A description of the process used to select each professional engaged in the transaction, showing compliance with the competitive selection process required by these Guidelines. Specific contact information for each selected professional, must be included, and at a minimum, should disclose the

professional's name, firm name, address, email address, phone number and facsimile number.

r) The most recent annual variable rate debt report.

Approval. The Board ~~BOG~~ will consider the following factors in connection with its review and approval of university or DSO debt issuance.

a) The debt is to provide funding for needed infrastructure of the university for purposes consistent with the mission of the university.

b) The debt is being issued in compliance with the principles and guidelines set forth herein.

c) The project information submitted is reasonable and supportable.

d) The five-year projection of pledged revenues available to pay debt service should provide debt service coverage of at least 1.20x for both outstanding parity debt and for the proposed new debt for all years within the five-year projection period after giving credit for any capitalized interest and other revenues available for payment.

e) Any requirements for the issuance of additional parity debt can be reasonably expected to be met.

Purposes For Which Debt May Be Issued

Debt may be issued only to finance or refinance capital outlay projects as defined in these guidelines, including equipment and software; debt may not be approved to finance or refinance operating expenses of a university or a DSO.

Refunding bonds may be issued to achieve debt service savings. Refunding bonds may also be issued to restructure outstanding debt service or to revise provisions of Financing Documents if it can be demonstrated that the refunding is in the best interest of the university.

Committing University Resources for Debt Issued by Direct Support Organizations

There may be occasions where the university considers committing its financial resources on a long-term basis in support of debt issued by a DSO or other component unit. While the nature of the commitment may not constitute a legal debt obligation of the university, it may affect the university's debt position and its available financial resources. Therefore, the university should evaluate the long-term fiscal impact upon the university's debt position and available resources before authorizing any such financial commitment. Additionally, the debt of any DSO may not be secured by an

agreement or contract with the university unless the source of payments under such agreement or contract is limited to revenues that the university is authorized to use for the payment of debt service. Any such contract or agreement shall also be subject to the requirements set forth under "Security Features – Pledged Revenues" herein.

Credit Ratings

In order to access the credit markets at the lowest possible borrowing cost, it is recognized that credit ratings are critical. Therefore, for all publicly offered debt:

a) For existing bond programs, universities and DSOs shall strive to maintain or improve current credit ratings without adversely impacting the amount of debt which may be issued for any particular program.

b) For all new financings, the university or DSO shall seek to structure the transaction to achieve a minimum rating of "A" from at least two nationally recognized rating agencies. Credit enhancement may be used to achieve this goal.

Tax Status

The universities have traditionally issued tax exempt debt which results in significant interest cost savings compared with the interest cost on taxable debt. Accordingly, all university and DSO debt should be issued to take advantage of the exemption from federal income taxes unless the university demonstrates that the issuance of taxable debt is in the university's best interest. With respect to debt which has a management contract with a private entity as part of the security feature, the management contract should comply, to the greatest extent practical, with tax law requirements to obtain tax exemption for the debt.

Security Features

Pledged Revenues. The debt issued by universities and their DSOs may only be secured by revenues (including fund balances and budget surpluses) authorized for such purpose. The revenues which may secure debt include the following:

a) Activity and Service Fee, subject to the limitation that annual debt service payable from these fees does not exceed five percent of the revenues derived therefrom.

b) Athletic Fee, subject to the limitation that annual debt service payable from these fees does not exceed five percent of the revenues derived therefrom.

c) Health Fee.

d) Transportation Access Fee.

e) Hospital Revenue.

f) Licenses and Royalties for facilities that are functionally related to the university operation or DSO reporting such royalties and licensing fees.

g) Gifts and Donations for debt not longer than five years.

h) Overhead and indirect costs and other monies not required for the payment of direct costs of grants.

i) Assets of University Foundations and DSOs and earnings thereon.

j) Auxiliary Enterprise Revenues, e.g., housing, parking, food service, athletic, retail sales, research activities.

Revenues which are not enumerated above may not be pledged to secure debt unless authorized by law for such purpose. In the case of university-issued debt, the pledge of revenues which secures debt should specifically identify the sources pledged and not use general or vague terms such as "lawfully available revenues." Specifically identifying revenues used to secure debt will provide certainty and transparency as to the revenues that are encumbered and avoid ambiguity or uncertainty as to the issuer's legal liability and universities and their DSOs should take this into consideration when determining the nature of the security it will provide in connection with a debt issuance. The guidelines for pledging revenues and securing debt shall also apply to debt structures which involve an agreement, contract or lease with a university or its DSOs, i.e., the revenues being pledged to secure debt must be specifically identified and lawfully available for such purpose. It is preferable, whenever possible, to secure debt with system pledges comprised of multiple facilities within a system, e.g., housing and parking, rather than stand-alone project finances.

Functional Relationships. ***See attached Versions A & B***

Lien Status. All bonds of a particular program should be secured by a first lien on specified revenues. Additionally, bonds should generally be equally and ratably secured by the revenues pledged to the payment of any outstanding bonds of a particular bond program. However, the creation of a subordinate lien is permissible if a first lien is not available or circumstances require.

Reserve Fund. Debt service reserve requirements may be satisfied by a deposit of bond proceeds, purchase of a reserve fund credit facility, or funding from available resources over a specified period of time. In the submission of a request for debt issuance, it is preferred, though not required, that the bond size for the proposed debt

include provisions for funding a reserve from bond proceeds. This will ensure that in the event the university is unable to obtain a reserve fund credit facility it will still have an authorized bond amount sufficient to fund its needs. Debt service reserve requirements may also be satisfied with cash balances.

Credit Enhancement. Credit enhancement is used primarily to achieve interest cost savings. Accordingly, the state universities and their DSOs should consider the cost effectiveness of bond insurance or other credit enhancements when evaluating a debt issuance and the overall cost thereof. Any bond insurance or credit enhancement should be chosen through a competitive selection process analyzing the cost of the insurance or credit enhancement and the expected interest cost savings to result from their use. The primary determinant in selecting insurance or other credit enhancement should be price and expected interest cost savings; however, consideration may also be given to the terms of any arrangement with the provider of insurance or other credit enhancement.

Capitalized Interest. Capitalized interest from bond proceeds is used to pay debt service until a revenue producing project is completed or to manage cash flows for debt service in special circumstances. Because the use of capitalized interest increases the cost of the financing, it should only be used when necessary for the financial feasibility of the project.

Structural Features

Length of Maturity. In addition to any restriction on the final maturity imposed by the constitution or laws of the State, as a general guideline, the final maturity on bonds should not exceed thirty years.

Debt secured by gifts and donations shall not be considered long-term financing but may be used as a temporary or construction loan to accelerate construction of facilities. Accordingly, the maturity of debt secured by gifts and donations shall not exceed five years, including roll-overs or refinancings except refinancings to implement permanent financing. Debt issued to finance equipment and software may not be longer than five years or the useful life of the asset being financed, whichever is shorter. Lastly, the final maturity of the debt should not exceed the estimated useful life of the assets being financed.

Debt Service Structure. Generally, debt should be structured on a level debt basis, i.e., so that the annual debt service repayments will, as nearly as practicable, be the same in each year. A deviation from these preferences is permissible if it can be demonstrated to be in the university's best interest, such as restructuring debt to avoid a default and not to demonstrate feasibility of a particular project.

Redemption Prior to Maturity. A significant tool in structuring governmental bonds is the ability to make the bonds callable after a certain period of time has elapsed after issuance. This provides the advantage of enabling the issuer to achieve savings

through the issuance of refunding bonds in the event interest rates decline. Although the ability to refund bonds for a savings is advantageous, there may be situations where a greater benefit of lower interest rates may be realized by issuing the bonds as non-callable. Accordingly, there is a strong preference that bonds issued by a university or DSO be structured with the least onerous call features as may be practical under then prevailing market conditions. Bonds of a particular issue may be sold as non-callable if it is shown to be in the best interest of the university or DSO.

Debt Issued With a Forward Delivery Date. Debt issued by a university or DSO may be issued ~~that has~~ with a delivery date significantly later than that which is usual and customary. This debt typically carries an interest rate penalty associated with the delay in delivery. There are also additional risks that delivery will not occur. Debt with a forward delivery date may be issued if the advantages outweigh the interest rate penalty which will be incurred and the university and DSO are protected from adverse consequences of a failure to deliver the debt.

Interest Accrual Features

Fixed Rate, Current Interest Debt. Fixed rate debt will continue to be the primary means of financing infrastructure and other capital needs. However, there may be circumstances where variable rate debt is more appropriate, in which case, the state university or DSO shall provide documentation as noted in these guidelines for such debt.

Derivatives. Alternative financing arrangements, generally referred to as derivatives, are available in the market as an alternative to traditional bonds. Under certain market conditions, the use of alternative financing arrangements may be more cost effective than the traditional fixed income markets. However, these alternative financing instruments, such as floating to fixed swap agreements, have characteristics and carry risks peculiar to the nature of the instrument which are different from those inherent in the typical fixed rate financing. Although the universities and their DSOs should normally continue issuing conventional fixed rate bonds, alternative financing instruments may be used when the inherent risks and additional costs are identified and proper provision is made to protect the Board ~~of Governors~~, the university and the DSO from such risks. In determining when to utilize alternative financing arrangements, the availability of the requisite technical expertise to properly execute the transaction and manage the associated risks should be evaluated along with any additional ongoing administrative costs of monitoring the transaction. Also, a comprehensive derivatives policy should be established by the university or their DSOs and approved by the Board ~~BOG~~ prior to approving transactions using derivatives products.

Capital Appreciation Bonds. Normally capital appreciation bonds, which do not require current debt service payments, should not be used. However, when a

compelling university interest is demonstrated, capital appreciation bonds may be issued.

*Variable Rate Bonds. V*ariable rate debt may be issued where, considering the totality of the circumstances, such bonds can reasonably be expected to reduce the total borrowing cost to the university or the DSO over the term of the financing. The availability of the requisite technical expertise to properly manage the risks and execution of the variable rate transaction should be evaluated along with any additional ongoing administrative costs of monitoring the transaction. There should be a solid understanding of the liquidity risk and interest rate risks associated with variable rate debt. Further, there should be a debt management plan that mitigates, to the extent possible, these risks over the life of the debt. The following guidelines should apply to the issuance of variable rate debt:

a) *Expected reduction in total borrowing cost*. In determining reasonably expected savings, a comparison should be made between a fixed rate financing at then current interest rates and a variable rate transaction, based on an appropriate floating rate index. The cost of the variable rate transaction should take into account all fees associated with the borrowing which would not typically be incurred in connection with fixed rate bonds, such as tender agent, remarketing agent, or liquidity provider fees.

b) *Limitation on variable rate debt*. The amount of variable rate debt and interest derivative exposure is dependent on several factors associated with these types of debts. Included in the factors associated with these instruments are the university's/DSO's operating flexibility and tightness of budget, access to short and long term capital, the likelihood of a collateral call or termination payment, and the university's/DSO's financial expertise. The level to which universities may utilize variable rate debt obligation (VRDO) and interest derivatives (like swaps, collars, and caps) is subject to an understanding of the risks associated and a debt policy that adequately addresses the additional risks.

c) *Budgetary controls*. To avoid a situation in which debt service on variable rate bonds exceeds the annual amount budgeted, the following guidelines should be followed in establishing a variable rate debt service budget:

   i) A principal amortization schedule should be established, with provisions made for payment of amortization installments in each respective annual budget;

   ii) Provide for payment of interest for each budget year using an assumed budgetary interest rate which allows for fluctuations in interest rates on the bonds without exceeding the amount budgeted. The budgetary interest rate may be established by: (1) using an artificially high interest rate given current market conditions; or (2) setting the rate based on the last 12

months actual rates of an appropriate index plus a 200 basis point cushion or spread to anticipate interest rate fluctuations during the budget year. The spread should be determined by considering the historical volatility of short-term interest rates, the dollar impact on the budget and current economic conditions and forecasts; or, (3) any other reasonable method determined by the university or DSO and approved by the Board ~~BOG~~;

iii) The amount of debt service actually incurred in each budget year should be monitored monthly by the university or DSO to detect any significant deviations from the annual budgeted debt service. Any deviations in interest rates which might lead to a budgetary problem should be addressed immediately; and

iv) As part of the effort to monitor actual variable rate debt service in relation to the budgeted amounts and external benchmarks, the university or DSO should establish a system to monitor the performance of any service provider whose role it is to periodically reset the interest rates on the debt, i.e., the remarketing agent or auction agent.

d) *Establish a hedge with short-term investments*. In determining the appropriate amount of variable rate debt which may be issued by the universities or their DSOs, consideration should be given to mitigating the variable interest rate risk by creating a hedge with short-term investments. This "hedge" mitigates the financial impact of debt service increases due to higher interest rates because, as debt service increases, the university's or DSO's earnings on short-term investments also increases. Appropriate personnel should monitor the hedge monthly. Short-term investment as a hedge is one of several methods of mitigating interest rate risk. The ratio of such short-term investments to variable debt needs to be examined in conjunction with other interest rate risk hedging, striking an overall balance to minimize interest rate risk.

e) *Variable interest rate ceiling.* The bond documents should include an interest rate ceiling of no greater than 12%.

f) *Mitigating interest rate risks with derivatives*. Universities and DSOs are allowed to use various derivatives to mitigate the risk of rising interest rates on variable rate debt. However, the introduction of these derivatives also presents other risks for which the university must mitigate. These risks include rollover risk, basis risk, tax event risk, termination risk, counterparty credit risk and collateral posting risk. At a minimum, a university/DSO engaging in this type of interest rate risk mitigation must provide:

i) Evidence that the counterparty has a long term rating of at least ~~is rated at a minimum of~~ an A/A2~~1~~; and

ii) A swap management plan that details the following:

a) Why the university is engaging in the swap and what the objectives of the swap are.

b) The swap counterparty's rating.

c) An understanding by the issuer of the cash flow projections that detail costs and benefits for the swap.

d) The plan of action addressing the aforementioned risks associated with swaps.

e) The events that trigger an early termination (both voluntary and involuntary) under the swap documents, the cost of this event and how such would be paid.

f) The method for rehedging variable rate exposure should early termination be exercised.

g) A list of key personnel involved in monitoring the terms of the swap and counterparty credit worthiness.

g) *Liquidity*. One of the features typical of variable rate debt instruments is the bondholder's right to require the issuer to repurchase the debt at various times and under certain conditions. This, in theory, could force the issuer to repurchase large amounts of its variable rate debt on short notice, requiring access to large amounts of liquid assets. There are generally two methods for addressing this issue. With the first method, issuers that do not have large amounts of liquid assets may establish a liquidity facility with a financial institution which will provide the money needed to satisfy the repurchase. The liquidity provider should have a rating of A1/P1 or higher. The liquidity agreement does not typically run for the life of long-term debt. Accordingly, there is a risk that the provider will not renew the agreement or that it could be renewed only at substantially higher cost. Similar issues may arise if the liquidity provider encounters credit problems or an event occurs which results in early termination of the liquidity arrangement; in either case the issuer must arrange for a replacement liquidity facility. With the second method, issuers with significant resources may choose to provide their own liquidity. This approach eliminates the costs that would be charged by a third party liquidity provider and could mitigate the renewal/replacement risk. If a university/DSO chose to provide its own liquidity, the institution must maintain liquid assets or facilities equal to 100% of the outstanding variable rate debt obligations ("VRDOs").

h) *Submission of periodic reports*. The university will prepare and submit to the ~~BOT~~ board of trustees and the Board ~~BOG~~ an annual variable rate debt report showing the position during the previous period of the university or DSO variable rate debt with respect to the following measures:

i) the total principal amount of variable rate debt to principal amount of total debt;

ii) the amount of debt service accrued during the reporting period in relation to the pro-rata amount of annual budgeted debt service for the reporting period. If the amount of debt service which accrued during the reporting period exceeded the pro-rata amount of annual budgeted debt service for the period, the university shall explain what actions were taken to assure that there would be sufficient revenues and budget authority to make timely payments of debt service during the subsequent years; and

iii) the amount of variable rate debt in relation to the amount of the university's and/or DSO's short-term investments, and any other strategies used to hedge interest rate risk.

Other Types of Financings

Refunding Bonds. Generally, refunding bonds are issued to achieve debt service savings by redeeming high interest rate debt with lower interest rate debt. Refunding bonds may also be issued to restructure debt or modify covenants contained in the bond documents. Current tax law limits to one time the issuance of tax-exempt advance refunding bonds to refinance bonds issued after 1986. There is no similar limitation for tax-exempt current refunding bonds. The following guidelines should apply to the issuance of refunding bonds, unless circumstances warrant a deviation therefrom:

a) Refunding bonds should be structured to achieve level annual debt service savings.

b) The life of the refunding bonds should not exceed the remaining life of the bonds being refunded.

c) Advance refunding bonds issued to achieve debt service savings should have a minimum target savings level measured on a present value basis equal to 5% of the par amount of the bonds being advance refunded. The 5% minimum target savings level for advance refundings should be used as a general guide to guard against prematurely using the one advance refunding opportunity for post-1986 bond issues. However, because of the numerous considerations involved in the sale of advance refunding bonds, the 5% target

should not prohibit advance refundings when the circumstances justify a deviation from the guideline.

d) Refunding bonds which do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling university interest.

Certificates of Participation and Lease-Type Financing. The universities or their DSOs may utilize these financing structures for all purposes, but it shall be considered as debt for the purposes of these guidelines and the universities shall always budget and make available monies necessary to pay debt service, notwithstanding the right to cancel the lease. Additionally, for lease purchase financings of equipment, universities and DSOs should consider using the State's consolidated equipment financing program if it will reduce costs and ensure a market interest rate on the financing.

Conversions of existing variable rate debt. A conversion between interest rate modes pursuant to the provisions of variable rate financing documents does not require Board approval. However, ten days prior to the conversion, the universities or their DSOs must notify the Board Office of a conversion and provide a summary of the terms of (i.e. interest rate, debt service schedule, etc.) and reasons for the conversion. The universities and DSOs should answer all questions and provide any additional information that the Board deems necessary to fully understand the conversion.

IV. METHOD OF SALE AND USE OF PROFESSIONALS

Analysis of Method of Sale

It is in the best interests of the universities and their DSOs to use the method of sale for their debt that is expected to achieve the best sale results. Based upon the facts and circumstances with regard to each individual financing, it may be more appropriate to sell debt through either a competitive sale or through negotiation. Accordingly, the universities and their DSOs may utilize either a competitive or negotiated sale. If, however, a request is made for a DSO to sell debt using a negotiated sale, the university must provide the Board ~~BOG~~ with an analysis showing that a negotiated sale is desirable. The analysis should include, but not necessarily be limited to, a consideration of the following factors:

a) Debt Structure

   i) pledged revenues – strong revenue stream vs. limited revenue base;

   ii) security structure – conventional resolution, cash flow, rate and coverage covenants vs. unusual or weak covenants;

iii) debt instrument – traditional serial and term bonds vs. innovative, complex issues requiring special marketing; and

iv) size – a smaller transaction of a size which can be comfortably managed by the market vs. a large size which the market cannot readily handle.

b) Credit Quality

i) ratings – "A" or better vs. below single "A"; and

ii) outlook – stable vs. uncertain.

c) Issuer

i) type of organization – well-known, general purpose vs. special purpose, independent authority;

ii) frequency of issuance – regular borrower vs. new or infrequent borrower; and

iii) market awareness – active secondary market vs. little or no institutional awareness.

d) Market

i) interest rates – stable; predicable vs. volatile;

ii) supply and demand – strong investor demand, good liquidity vs. oversold, heavy supply; and

iii) changes in law – none vs. recent or anticipated

Bonds may also be sold through a private or limited placement, but only if it is determined that a public offering through either a competitive or negotiated sale is not in the best interests of the university or DSO.

Allocation of Bonds

In the event a negotiated sale by a DSO is determined by the university to be in the university's best interest, syndicate rules shall be established which foster competition among the syndicate members and ensure that all members of the syndicate have an opportunity to receive a fair and proper allocation of bonds based upon their ability to sell the bonds.

Report on Sale of Bonds

The university or DSO shall prepare a report on the sale of bonds or anytime it incurs debt. The report shall be prepared and provided to the Board ~~BOG~~ as soon as practicable but in no event later than one month ~~seven business days~~ after closing the transaction, in the format and manner provided by the Board, which at a minimum shall include the following: ~~. including the following:~~

a) The amount of the debt.

b) The interest rate on the debt.

c) A final debt service schedule or estimated debt service schedule if a variable rate debt or the interest rate is subject to adjustment.

d) Any aspect of the transaction that was different from the transaction submitted for approval.

e) Itemized list of all fees and expenses incurred on the transaction, including legal fees.

f) For negotiated sale of bonds:

i) the underwriters' spread detailing the management fee;

ii) takedown by maturity and aggregate takedown;

iii) any risk component and an itemized list of the expense component;

iv) orders placed by each underwriter and final bond allocation;

v) total compensation received by each underwriter; and

vi) any report or opinion of the financial advisor.

g) Final official statement for publicly offered bonds.

h) Bond insurance or any other form of credit enhancement and the terms thereof.

i) Credit rating reports.

Selection of Financing Professionals

The use of underwriters for negotiated financings and the use of financial advisors for negotiated and competitive offerings is necessary to assist in the proper

structuring and sale of debt. To assure fairness and objectivity in the selection of professionals and to help select the most qualified professional, the selection of underwriters and financial advisors should be accomplished through a competitive selection process. A competitive selection process allows the universities and their DSOs to compare more professionals and obtain the best price and level of service.

V. DISCLOSURE

Primary Disclosure

Universities and DSOs shall use best practices in preparing disclosure documents in connection with the public offer and sale of debt so that accurate and complete financial and operating information needed by the markets to assess the credit quality and risks of each particular debt issue is provided.

The disclosure recommendations of the Government Finance Officers Association's "Disclosure for State and Local Governments Securities," and the National Federation of Municipal Analysts' "Recommended Best Practices in Disclosure for Private Colleges and Universities" should be followed to the extent practicable, specifically including the recommendation that financial statements be prepared and presented according to generally accepted accounting principles.

Continuing Disclosure

DSOs shall fulfill all continuing disclosure requirements set forth in the transaction documents and as required under Rule 15c2-12 of the Securities and Exchange Commission.

VI. POST-ISSUANCE CONSIDERATIONS

Investment of Proceeds of Debt Issued by DSOs

Construction Funds. Funds held for payment of debt service and all other funds held as required by the documents of any financing shall be invested consistent with the terms of the Financing Documents.

Arbitrage Compliance

The university will comply with federal arbitrage regulations. Any arbitrage rebate liabilities should be calculated and funded annually.

VII. EFFECT

The foregoing guidelines shall be effective immediately and may be modified from time to time by the Board ~~of Governors~~ as circumstances warrant. The guidelines are intended to apply prospectively to all university and DSO debt, and not to adversely affect any university or DSO debt currently outstanding or projects approved by the Board ~~BOG~~ or board of trustees ~~University Boards of Trustees~~ prior to, or existing, as of January 26, 2006.

Authority: Section 7(d), Art. IX, Fla. Const., History: New 4-27-06, Amended _____.

Functional Relationships
Version A – With Factors:

Functional Relationships. Revenues from one auxiliary enterprise (a "Supporting Auxiliary Enterprise") may not be used to secure debt of another auxiliary enterprise unless the Board, after review and analysis, determines that the facility being financed (the "Facility") is functionally related to the Supporting Auxiliary Enterprise's revenues being used to secure such debt. The Board must determine whether a functional relationship exists whenever revenues from a Supporting Auxiliary Enterprise will be used to pay or secure the debt of a Facility or when proceeds of bonds issued by a Supporting Auxiliary Enterprise will be used, directly or indirectly, to pay costs relating to a Facility. When a functional relationship is established between a Facility and a Supporting Auxiliary Enterprise, only that portion of the Supporting Auxiliary Enterprise's revenues that exceed its operating requirements and debt service, if any, may be pledged to secure such debt; provided that such pledge may be on parity with outstanding debt if permitted by the covenants and conditions of the outstanding debt.

A functional relationship exists when a nexus is established between the Facility and the Supporting Auxiliary Enterprise's revenues. Whether a Facility is functionally related to the Supporting Auxiliary Enterprise's revenues must be determined on a case by case basis, taking into consideration the unique facts and circumstances surrounding each individual situation. The Board may consider, but is not limited to, the following factors in determining whether a functional relationship exists between a Facility and a Supporting Auxiliary Enterprise's revenues; however, no single factor should be considered determinative of a functional relationship without an analysis of a totality of the circumstances:

- The Facility cannot be successfully operated without the benefit of the services provided or activities offered by the Supporting Auxiliary Enterprise.

- The Facility will directly enhance or augment the services, activities, or facilities of the Supporting Auxiliary Enterprise.

- The services, activities or facilities offered by the Supporting Auxiliary Enterprise will directly enhance or augment the services or activities to be offered by the Facility.

- The Facility will include infrastructure, such as utilities, roads, walkways, plazas or parking, that will afford cost savings to the Supporting Auxiliary

Enterprise or a reduction in environmental impact; or will otherwise be shared or jointly used by the both the Supporting Auxiliary Enterprise and the Facility. (For example, a reduction in the reliance on offsite facilities, reduced transportation costs and related emissions, or reduced public safety costs.)

- The Facility and Supporting Auxiliary Enterprise are operationally or administratively interrelated.

- Such other criteria as may be determined by the Board on a case by case basis.

Examples of functional relationships include, but are not limited to, a parking facility intended to provide parking to residents of a student housing facility and located within reasonably close proximity to a student housing facility; a food services facility intended to serve residents of a student housing facility and located within reasonably close proximity to a student housing facility; or shared infrastructure (e.g. water lines, sewer lines, utilities, plaza areas) located within reasonably close proximity to both the Facility and the Supporting Auxiliary Enterprise. While representations that a Facility will provide general benefits to or enhance the experience of the student body are desirable, this factor alone is not determinative in and of itself to establish a functional relationship between the Facility and the Supporting Auxiliary Enterprise's revenues.

Functional Relationships
Version B – Without Factors:

Functional Relationships. Revenues from one auxiliary enterprise (a "Supporting Auxiliary Enterprise") may not be used to secure debt of another auxiliary enterprise unless the Board, after review and analysis, determines that the facility being financed (the "Facility") is functionally related to the Supporting Auxiliary Enterprise's revenues being used to secure such debt. The Board must determine whether a functional relationship exists whenever revenues from a Supporting Auxiliary Enterprise will be used to pay or secure the debt of a Facility or when proceeds of bonds issued by a Supporting Auxiliary Enterprise will be used, directly or indirectly, to pay costs relating to a Facility. When a functional relationship is established between a Facility and a Supporting Auxiliary Enterprise, only that portion of the Supporting Auxiliary Enterprise's revenues that exceed its operating requirements and debt service, if any, may be pledged to secure such debt; provided that such pledge may be on parity with outstanding debt if permitted by the covenants and conditions of the outstanding debt.

A functional relationship exists when a nexus is established between the Facility and the Supporting Auxiliary Enterprise's revenues. Whether a Facility is functionally related to the Supporting Auxiliary Enterprise's revenues must be determined on a case by case basis, taking into consideration the unique facts and circumstances surrounding each individual situation.

Examples of functional relationships include, but are not limited to, a parking facility intended to provide parking to residents of a student housing facility and located within reasonably close proximity to a student housing facility; a food services facility intended to serve residents of a student housing facility and located within reasonably close proximity to a student housing facility; or shared infrastructure (e.g. water lines, sewer lines, utilities, plaza areas) located within reasonably close proximity to both the Facility and the Supporting Auxiliary Enterprise. While representations that a Facility will provide general benefits to or enhance the experience of the student body are desirable, this factor alone is not determinative in and of itself to establish a functional relationship between the Facility and the Supporting Auxiliary Enterprise's revenues.

Checklist of Information Required for Submission to the Board Pursuant to Debt Management Guidelines

1. ☐ A resolution of the DSO board of directors approving the debt issuance, if applicable, and a resolution of the university Board of Trustees (the "BOT") approving the debt issuance and authorizing the university to request Board approval of the debt issuance. *For debt to be issued by DBF, at the request of the university, DBF staff will work with Board staff and the university to determine a not-to-exceed amount of debt to be included in the BOT requesting resolution to the Board and in preparing required debt service and source-and-use schedules.*

~~2. ☐ A proposed agenda item for BOG meeting.*~~

~~3~~2. ☐ The project program, feasibility studies or consultant reports (if available), and an explanation of how the proposed project is consistent with the university's mission.

~~4. ☐ For debt issued by DSOs, a form of a resolution to be adopted by the BOG approving issuance of the debt.*~~

~~5~~3. ☐ Estimated project cost, ~~draw schedule~~ with schedules drawn by month and including start and completion dates, estimated useful life, and date bond proceeds are required.

~~6~~4. ☐ The sources-and-uses of funds, clearly depicting all costs, funding sources expected to be used to complete the project and the estimated amount of the debt to be issued. *This information must follow the Board model template and be provided in Microsoft Excel format to Board staff.*

~~7~~5. ☐ An estimated debt service schedule with the assumed interest rate on the debt clearly disclosed. *If the proposed debt service is not structured on a level debt service basis, an explanation shall be provided which gives the reason why it is desirable to deviate from a level debt structure*.

~~8~~6. ☐ One consolidated d~~D~~ebt service schedule~~s~~ separately showing all ~~any~~ outstanding debt related to or impacting the proposed debt, the new debt and the new estimated total debt service.

~~9~~7. ☐ A description of the security supporting the repayment of the proposed debt and the lien position the debt will have on that security. If the lien is junior to any other debt, the senior debt must be described, and a

~~*BOG will prepare this item provided that the university submits sufficient information to Board staff for preparation of same.*~~

description of why the debt is proposed to be issued on a junior lien basis must be provided. A statement citing the legal authority for the source of revenues securing repayment must also be provided.

~~10~~8. ☐ If debt is to be incurred on a parity basis with outstanding debt, a schedule showing estimated compliance with any additional bonds requirement set forth in the documents governing the outstanding debt. The applicable provisions of the documents for bonds of DSOs should be provided.

~~11~~9. ☐ Financial statements for five years, if available, for the auxiliary, if auxiliary revenues are pledged.

~~12~~10. ☐ A five-year history, if available, and five-year projection of the revenues securing payment. The 10 years must be shown on one table and debt service coverage ratios must be included.~~,~~ *The information should also be provided to Board staff in Microsoft Excel format* and:

i) to the extent applicable, the projections must be shown on the individual project as well as the entire system;

ii) all revenue items securing repayment must be shown as separate line items;

iii) an explanation must ~~should~~ be provided with regard to growth assumptions, and to the amount and status of approval of any rate increases;

iv) the effect of the rate increases on the projections and expected revenues and expenses for the new facility should be shown as a separate line item;

v) if rate increases are necessary, a commitment must be made to increase rates to the needed levels; and

vi) major categories of any operating expenses should be shown as separate line items with an explanation of assumptions regarding increases or decreases.

~~13~~11. ☐ Evidence that the project is consistent with the university's master plan or a statement that the project is not required to be in the master plan.

~~14~~12. ☐ For variable rate debt proposals:

i) the expected reduction in total borrowing costs based on a comparison of fixed versus variable interest rates;

ii) a variable rate debt management plan that addresses liquidity and interest rate risks and provides, at a minimum: a description of budgetary controls, a description of liquidity arrangements, a discussion of why the amount of variable rate debt being proposed is appropriate, and a plan for hedging interest rate exposure. *If interest rate risks are to be mitigated by the use of derivatives, then evidence that the counterparty has a long term rating of at least ~~is rated at a minimum of~~ an A/A2~~1~~ and a swap management plan as set forth in the Board's Debt Management Guidelines must be submitted*;

iii) a pro forma showing the fiscal feasibility of the project using current market interest rates plus 200 basis points;

iv) the total amount of variable rate debt including the proposed debt as a percentage of the total amount of university and DSO debt outstanding; and

v) the individual or position that will be responsible for the reporting requirements for variable rate debt as set forth in these guidelines.

~~15~~13. ☐ If the financing is contemplated to be done on a taxable basis, submit evidence demonstrating that the issuance of taxable debt is in the best interest of the university.

~~16~~14. ☐ A statement explaining whether legislative approval is required, and if required, an explanation as to when legislative approval will be sought or evidence that legislative approval has already been obtained.

~~17~~15. ☐ A statement that the debt issuance is in accordance with the university's debt management policy or, if not, an explanation of the specific variances as well as the reasons supporting the variances.

~~18~~16. ☐ If a request is made to employ a negotiated method of sale, an analysis must be provided supporting the selection of this method that includes a discussion of the factors set forth in section IV of the Board Debt Management Guidelines.

~~19.~~ ☐ ~~If a request is made to use revenues from one auxiliary enterprise to secure debt of another auxiliary enterprise, explain which of the functional relationship criteria are applicable.~~

~~20~~17. ☐ A description of the process used to select each professional engaged in the transaction, showing compliance with the competitive selection process required by the Board Debt Management Guidelines. Specific contact information for each selected professional, must be included, and at a minimum, should disclose the professional's name, firm name, physical and mailing address, email address, phone number and facsimile number. ~~A financial advisor is required. Specific contact information for the financial advisor and bond counsel and how they were selected for the project must be included. The information must include their name, the name of their firm, address, e-mail address and phone number.~~

~~21~~18. ☐ The most recent annual variable rate debt report. ~~as provided to the university BOT.~~

ITEM: FP-3

University of Central Florida
Board of Trustees

SUBJECT: Minor Amendment to 2010 Campus Master Plan

DATE: July 22, 2010

PROPOSED BOA|RD ACTION

Approve a minor amendment to the University of Central Florida Campus Master Plan to add a new Combined Heat & Power (CHP) facility.

BACKGROUND INFORMATION

The purpose of the proposed amendment is to add the Combined Heat & Power facility to the Capital Improvements and Urban Design elements. This will allow the university to construct a new CHP facility adjacent to the South Utility Plant on Gemini Blvd. As more particularly outlined in the attached memorandum, the change would constitute a minor amendment that needs only Board of Trustees approval for adoption.

Supporting documentation:

Memorandum from James Davis (Attachment A)
Campus Map Site (Attachment B)
Capital Improvements List (Attachment C)
Urban Design Map (Attachment D)

Prepared by: James K. Davis, Assistant Director, UCF Facilities Planning

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

MEMORANDUM

TO: Scott Cole

FROM: James Davis

SUBJECT: Minor Amendment to 2010 Campus Master Plan for Combined Heat and Power Plant

DATE: July 1, 2010

The University of Central Florida proposes a minor amendment to its 2010 Campus Master Plan to change the Urban Design and the Capital Improvements elements to support a new Combined Heat and Power (CHP) facility.

The proposed CHP facility will be erected adjacent to building 3 (South Utility Plant) and will provide for approximately 5,000 square feet that will house the engine, generator, and absorption chiller, with a mezzanine level for the control and electrical room. The intent of the project is to provide a facility that will produce approximately 5.2 mega-watts (1/3 the total campus demand) of power to be utilized by the campus. Additionally, the power generation equipment will be designed and furnished by Mitsubishi Power Systems.

Please find below an analysis of the statutory thresholds and university responses that reflect the nature of the amendment request as a minor amendment. The thresholds are referenced under section 1013.30(9), *F.S.*

An amendment to a campus master plan must be reviewed and adopted under subsections (6)-(8) if such amendment, alone or in conjunction with other amendments, would:

(a) Increase density or intensity of use of land on the campus by more than ten percent;

University response: The proposed CHP facility is approximately 5,000 square feet. The total square footage for buildings on campus is approximately 8.9 million square feet, and therefore, the 5,000 square foot building is far less than ten percent.

(b) Decrease the amount of natural areas, open space, or buffers on the campus by more than ten percent;

University response: The proposed amendment will not affect natural areas, open space or buffers by more than ten percent. Acreage on campus designated for natural areas, open space and buffers exceed 1,000 acres, therefore, the increase to 5,000 square feet will not trigger the 10% threshold.

Attachment A

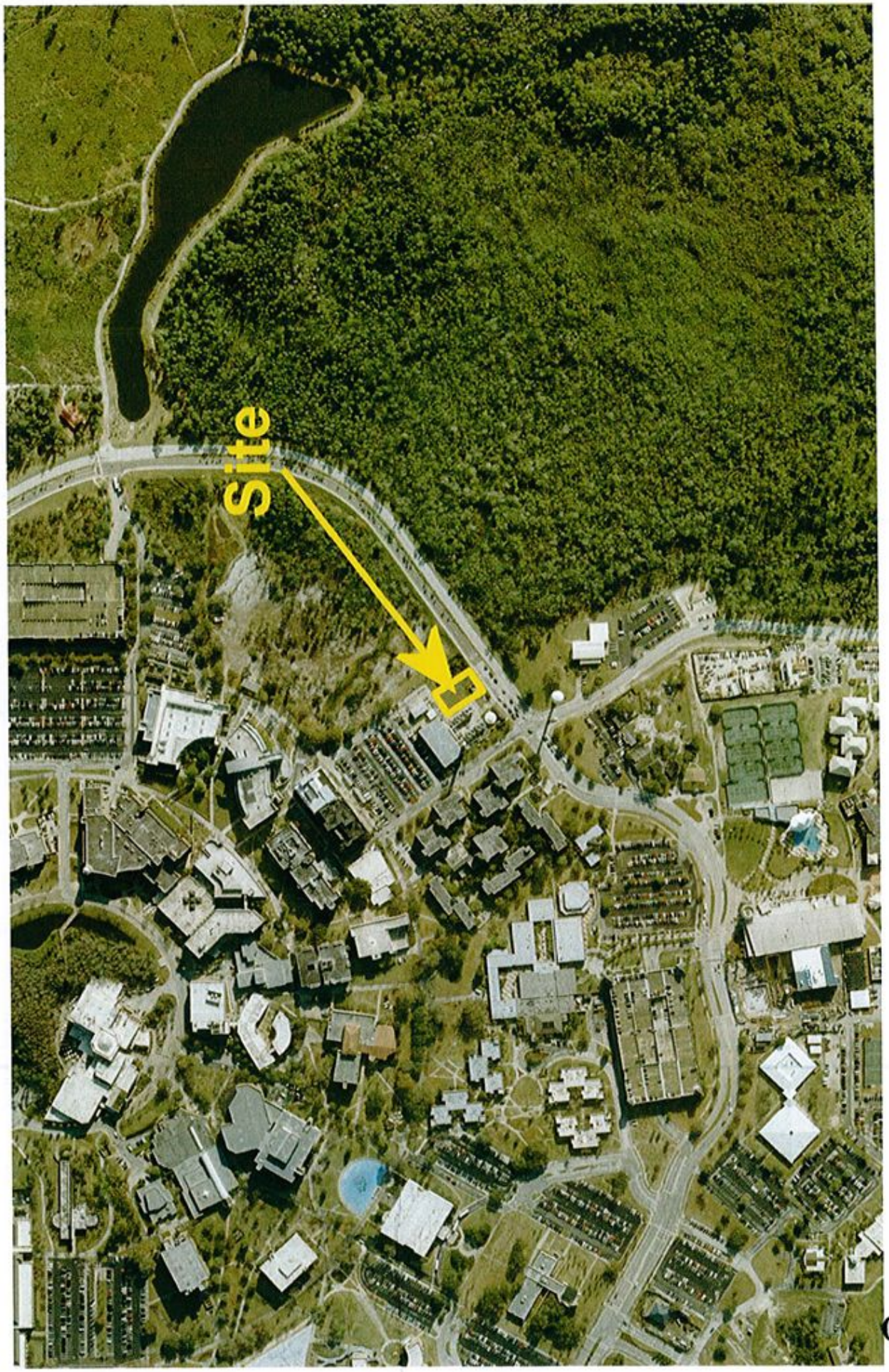
044

(c) Rearrange land uses in a manner that will increase the impact of any proposed campus development by more than ten percent on a road or on another public facility or service provided or maintained by the state, the county, the host local government, or any affected local government.

University response: The proposed site is currently designated as Utility and does not require a land use change. Therefore, the addition of the CHP facility will not affect the impact by more than ten percent on a road or on another public facility or service provided or maintained by the above referenced entities.

In summary, the proposed land use change does not exceed the amendment threshold criteria in 1013.30(9), *F.S.* and may therefore be treated as a minor amendment.

Thank you for your time and attention to this matter. If you require additional information, please contact James Davis at (407) 823-3050.



Attachment B

046

UNIVERSITY OF CENTRAL FLORIDA

CAPITAL IMPROVEMENTS LIST

#	PROJECT LIST Revised 07/01/2010 (July 1, 2010 - June 30, 2020)	2010-2011 YR #1	2011-12 YR #2	2012-13 YR #3	2013-14 YR #4	2014-15 YR #5	2015-16 YR #6	2016-17 YR #7	2017-18 YR #8	2018-19 YR #9	2019-20 YR #10	Net	Gross	Total Estimated Cost ($M)
	MAIN CAMPUS FTE	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]			
	PECO													
1	UTILITIES, INFRASTRUCTURE	$5,231,352	$11,445,768	$9,003,572	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	N/A	N/A	[illegible]
2	PHYSICAL SCIENCES II COMPLETION	$5,077,500	$637,000									30,000	45,000	$5,714,500
3	PARTNERSHIP III BUILDING COMPLETION	$546,750	$5,332,355									78,394	117,442	$5,879,105
4	CLASSROOM BUILDING II		$5,039,000	$18,636,511								63,467	95,466	$23,675,401
5	MATH & PHYSICS BLDG. REMODELING AND RENOVATION			$1,544,529	$6,211,261							100,209	156,325	$7,755,790
6	MAIN UTILITY PLANT RENOVATION			$679,756								14,351	14,651	$679,756
7	ENGINEERING BLDG. I RENOVATION			[illegible]	[illegible]							118,184	130,860	$7,241,443
8	INTERDISC. RESEARCH & INCUBATOR FAC.				$5,924,541	$10,852,674						78,674	118,019	$16,776,655
9	MULTI PURPOSE RESEARCH AND EDUCATION BUILDING				$5,264,738	$20,258,638	$2,850,907					47,512	75,564	$28,374,275
10	BUSINESS ADMINISTRATION RENOVATION				$7,118,806							138,624	175,078	$7,118,806
11	LIBRARY RENOVATION				$14,713,564							133,567	178,906	$14,713,564
12	CHEMISTRY RENOVATION				$2,844,567							43,243	60,075	$2,844,567
13	ARTS COMPLEX PHASE II (PERFORMANCE)					$6,750,000	$62,250,000	$6,000,000				100,596	130,064	$75,000,000
14	FACILITIES AND SAFETY COMPLEX RENOVATION					$4,856,258						96,753	119,564	$4,856,258
15	VISUAL ARTS RENOVATION					$4,714,307						79,879	80,000	$4,714,307
16	HOWARD PHILLIPS HALL RENOVATION					$3,881,437						56,809	84,619	$3,881,437
17	COLLEGE OF NURSING						$5,474,712	$27,815,698	$5,474,712			114,206	170,644	$38,767,122
18	COLBOURN HALL RENOVATION						$4,968,244					79,811	85,937	$4,968,244
19	FERRELL COMMONS (E AND G SPACE) RENOVATION						$3,418,804					86,149	95,860	$3,418,804
20	COMPUTER CENTER I RENOVATION						$480,218					8,972	10,779	$480,218
21	LIBRARY EXPANSION							$66,134,599	$61,475,926	$4,477,926		209,862	465,562	$126,088,451
22	MILLICAN HALL RENOVATION							$803,391	$6,418,326	$803,290		87,742	86,660	$8,022,907
23	COMPUTER CENTER II RENOVATION							$125,561	$985,586	$125,160		20,282	20,975	$1,235,607
24	COLLEGE OF SCIENCES BUILDING RENOVATION							$517,437	$3,539,694	$517,436		40,380	54,664	$4,574,567
25	LIBRA ROAD WIDENING											N/A	N/A	$0
26	REHEARSAL HALL RENOVATION							[illegible]	[illegible]	[illegible]		9,932	15,767	[illegible]
27	THEATER BLDG. RENOVATION							[illegible]	$1,142,404	[illegible]		23,564	25,669	[illegible]
28	FACILITIES BUILDING AT LAKE NONA								$600,000	$4,800,000	$600,000	26,666	40,000	$6,000,000
29	SOUTH CAMPUS RENOVATION								$881,560			10,381	11,887	$881,560
30	RECYCLING CENTER								$2,500,000	$20,000,000	$2,500,000	26,666	40,000	$25,000,000
31	HUMANITIES & FINE ARTS II								$1,773,555	$17,946,650	$1,773,555	38,562	57,843	[illegible]
32	FILM, ARTS & HUMANITIES BUILDING								[illegible]	[illegible]	[illegible]	27,568	41,565	[illegible]
33	SIMULATION AND TRAINING BUILDING								$2,375,556	$20,410,576	$2,375,556	26,650	39,924	$25,151,688
34	BUSINESS ADMIN. BUILDING								$1,584,527	$13,507,012	$1,584,527	41,118	61,677	$16,676,066
35	EMERGENCY OPERATIONS CENTER (EOC) RENOVATION								$43,629	$569,034	$43,629	19,869	20,615	$656,292
36	MORGRIDGE INTERNATIONAL READING CENTER PHASE II (EDUCATION)								$2,062,568	$15,594,643	$2,062,568	51,479	77,219	$19,718,779
37	BAND BUILDING								$603,063	$4,?	$603,063	10,026	15,029	[illegible]
38	ARTS COMPLEX PHASE III								$1,210,807	$7,437,447	$1,210,807	20,887	38,175	[illegible]
39	INTERDISC. RESEARCH BLDG. II								$2,575,556	$17,250,596	$2,575,556	40,567	40,825	[illegible]
40	JOINT USE FACILITY								[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
41	PARTNERSHIP CAMPUS											N/A	N/A	$0
42	SUSTAINABILITY CENTER								$2,000,000			5,000	7,500	$2,000,000
43	CENTER FOR EMERGING MEDIA BUILD OUT								[illegible]			16,544	16,815	[illegible]
44	CAPITAL IMPROVEMENT RESERVE											N/A	N/A	$0
	COURTESY													
45	LABORATORY INSTRUCTION BUILDING PHASE I	$5,203,250	$5,407,638									11,670	16,558	[illegible]
46	BURNETT BIO-MEDICAL SCIENCE CTR	$2,524,695										137,200	198,000	$2,524,695
47	ARTS COMPLEX II ENHANCEMENT	$500,000										N/A	N/A	$500,000
48	MEDICAL SCHOOL LIBRARY	$4,000,000										13,173	18,796	$4,000,000
49	MORGRIDGE INTERNATIONAL READING CENTER	$2,044,109										50,000	75,000	$2,044,109
50	PSYCHOLOGY BUILDING	$80,540										N/A	N/A	$80,540
51	ENGINEERING III ENHANCEMENT	$1,206,970	$1,099,493									19,295	57,789	$2,306,463
52	ALUMNI CENTER/JOHN & MARTHA HITT LIBRARY	$7,049										N/A	N/A	$7,049
53	OPTICS AND PHOTONICS ENHANCEMENT	$69,085										1,697	2,548	$69,085
54	RESEARCH LAB, LAKE NONA	$6,412,645	$97,268,758	$9,180,000								[illegible]	[illegible]	[illegible]
55	CARAVAN & BRIDGE		$350,000									[illegible]	[illegible]	$350,000
56	COLLEGE OF NURSING		$3,871									[illegible]	[illegible]	$3,871
57	BURNETT BIO-MEDICAL SCIENCE CTR INFRASTRUCTURE		$7,500,000									[illegible]	[illegible]	$7,500,000
58	CIVIL AND ENVIRONMENTAL ENGINEERING		$1,160,667	$14,508,333	$1,741,000							50,000	75,000	$17,410,000
59	ORLANDO REPERTORY THEATRE RENOVATIONS		$75,000	$75,000	$75,000							8,000	12,000	$225,000
60	ATHLETIC ACADEMIC PERFORMANCE CENTER		$12,000,000									40,418	48,127	$12,000,000
61	SUSTAINABILITY CENTER			$250,000	$2,500,000	$250,000						5,000	7,500	$3,000,000
	PRIVATE													
62	MECHANICAL, MATERIALS AND AEROSPACE ENGINEERING (MMAE)	$1,600,000												$1,600,000
63	SCIENCE ANNEX ENHANCEMENT	$2,000,000										N/A	N/A	$2,000,000
64	SPECIAL PURPOSE HOUSING AND PARKING GARAGE I	$25,000,000										106,667	160,000	$25,000,000
65	SPECIAL PURPOSE HOUSING II	$8,000,000										21,333	32,000	$8,000,000
66	PARKING DECK (ATHLETIC COMPLEX)	$5,000,000										112,000	168,000	$5,000,000
67	LIBRARY EXPANSION	$113,472,000										106,709	144,504	$113,472,000
68	STRATEGIC LAND AND PROPERTY	$100,000,000										N/A	N/A	$100,000,000
69	GRADUATE HOUSING	$80,000,000										100,000	180,000	$80,000,000
70	ATHLETIC ACADEMIC PERFORMANCE CENTER	$12,000,000										40,418	48,127	$12,000,000
71	REFINANCE UCF FOUNDATION PROPERTIES	$97,410,000										280,147	470,200	$97,410,000
72	NORTHEAST CAMPUS MIXED USE DEVELOPMENT	$80,000,000										150,000	200,000	$80,000,000
73	STUDENT HOUSING	$150,000,000										140,333	224,000	$150,000,000
74	BRIGHTHOUSE NETWORKS STADIUM TOWER EXPANSION	$5,000,000										16,333	21,307	$5,000,000
75	TRACK/SOCCER STADIUM	$1,000,000										N/A	N/A	$1,000,000
76	EXPANSION OF JAY BERGMAN FIELD PHASE I	$800,000										3,800	5,700	$800,000
77	TENNIS COMPLEX	$900,000										4,980	7,470	$900,000
78	TRACK/SOCCER CLUB HOUSE	$600,000										2,800	4,200	$600,000
79	EXPANSION OF JAY BERGMAN FIELD PHASE II	$4,500,000										3,800	5,700	$4,500,000
80	WAYNE DENSCH SPORTS CENTER EXPANSION	$4,500,000										12,000	18,000	$4,500,000
81	SOFTBALL PRACTICE FIELD	$200,000										N/A	N/A	$200,000
82	ATHLETICS PRACTICE FIELD	$800,000										N/A	N/A	$800,000
83	WOMENS COMPETITION/PRACTICE FIELD	$1,000,000										N/A	N/A	$1,000,000
84	BASEBALL PRACTICE FIELD	$400,000										N/A	N/A	$400,000
85	BASKETBALL PRACTICE FACILITY	$12,000,000										32,000	48,000	$12,000,000
86	AQUATICS CENTER	$20,000,000										5,200	7,800	$20,000,000
87	EAST ATHLETICS CENTER	$15,000,000										11,756	17,504	$15,000,000
88	RESEARCH LAB, LAKE NONA	[illegible]										[illegible]	[illegible]	[illegible]
89	CLASSROOM/LAB BUILDING, LAKE NONA	[illegible]										[illegible]	[illegible]	[illegible]
90	LIFE SCIENCE INCUBATOR, LAKE NONA	$50,000,000										[illegible]	55,000	$50,000,000
91	EXPO CENTER HOUSING	[illegible]										[illegible]	[illegible]	[illegible]
92	HOTEL/CONFERENCE CENTER	$60,000,000										190,000	280,000	$60,000,000
	BOND													
93	SPECIAL PURPOSE HOUSING AND PARKING GARAGE I	$25,000,000										106,667	160,000	$25,000,000
94	SPECIAL PURPOSE HOUSING II	$8,000,000										21,333	32,000	$8,000,000
95	PARKING GARAGE VII	$35,000,000										243,667	364,000	$35,000,000
96	PARKING DECKS	$17,000,000										112,000	168,000	$17,000,000
97	LIBRARY EXPANSION	$113,472,000										106,709	144,504	$113,472,000
98	STRATEGIC LAND AND PROPERTY	$100,000,000										N/A	N/A	$100,000,000
99	GRADUATE HOUSING	$80,000,000										100,000	150,000	$80,000,000
100	REFINANCE UCF FOUNDATION PROPERTIES	$97,410,000										280,147	470,200	$97,410,000
101	VISITOR INFORMATION CENTER	$400,000										2,300	3,500	$400,000
102	BOOKSTORE EXPANSION	$4,000,000										20,000	30,000	$4,000,000
103	ATHLETIC ACADEMIC PERFORMANCE CENTER	$12,000,000										40,418	48,127	$12,000,000
104	STUDENT HOUSING	$150,000,000										140,333	224,000	$150,000,000
105	BRIGHTHOUSE NETWORKS STADIUM TOWER EXPANSION	$5,000,000										16,333	21,307	$5,000,000
106	TRACK/SOCCER STADIUM	$1,000,000										N/A	N/A	$1,000,000
107	EXPANSION OF BASEBALL STADIUM PHASE I	$800,000										3,800	5,700	$800,000
108	TENNIS COMPLEX	$900,000										4,980	7,470	$900,000
109	TRACK/SOCCER CLUB HOUSE	$600,000										2,800	4,200	$600,000
110	EXPANSION OF BASEBALL STADIUM PHASE II	$4,500,000										3,800	5,700	$4,500,000
111	WAYNE DENSCH SPORTS CENTER EXPANSION	$4,500,000										12,000	18,000	$4,500,000
112	SOFTBALL PRACTICE FIELD	$200,000										N/A	N/A	$200,000
113	ATHLETICS PRACTICE FIELD	$800,000										N/A	N/A	$800,000
114	WOMENS COMPETITION/PRACTICE FIELD	$1,000,000										N/A	N/A	$1,000,000
115	BASEBALL PRACTICE FIELD	$400,000										N/A	N/A	$400,000
116	BASKETBALL PRACTICE FACILITY	$12,000,000										32,000	48,000	$12,000,000
117	AQUATICS CENTER	$20,000,000										5,200	7,800	$20,000,000
118	EAST ATHLETICS CENTER	$15,000,000										11,756	17,504	$15,000,000
119	GARAGE EXPANSION	$5,000,000										33,891	50,837	$5,000,000
120	RESEARCH LAB, LAKE NONA	[illegible]										[illegible]	[illegible]	[illegible]
121	CLASSROOM/LAB BUILDING, LAKE NONA	[illegible]										[illegible]	[illegible]	[illegible]
122	LIFE SCIENCE INCUBATOR, LAKE NONA	$50,000,000										[illegible]	[illegible]	$50,000,000
123	FACILITIES BUILDING AT LAKE NONA	$6,000,000										[illegible]	[illegible]	$6,000,000
124	EXPO CENTER HOUSING	[illegible]										[illegible]	[illegible]	[illegible]
125	REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS	$100,000,000										40,000	60,000	$100,000,000
126	BRIGHTHOUSE NETWORKS STADIUM EXPANSION - SEATING	$14,000,000										N/A	N/A	$14,000,000
	CITF													
127	LAKE CLAIRE RENOVATION	$5,000,000										100,000	150,000	$5,000,000
128	STUDENT UNION II	$16,000,000										37,800	56,700	$16,000,000
129	RECREATION AND WELLNESS FIELDS	$2,000,000										N/A	N/A	$2,000,000
130	STUDENT UNION II PHASE II	$6,000,000										17,000	25,500	$6,000,000
131	STUDENT UNION II PHASE III	$25,000,000										60,000	90,000	$25,000,000
132	RWC EXPANSION	$15,000,000										60,000	90,000	$15,000,000
133	RWC II, NORTH END	$5,000,000										N/A	N/A	$5,000,000
134	RWC PLAYING FIELDS	$2,000,000										N/A	N/A	$2,000,000
135	SOFTBALL COMPLEX	$3,000,000										20,000	30,000	$3,000,000
	OTHER													
136	COMBINED HEAT AND POWER FACILITY	$4,500,000										3,000	5,000	$4,500,000
	TOTAL										New Campus Sq. Ft.	2,829,047	5,311,808	
											Off Campus Sq. Ft.	2,425,700	2,091,470	

Funding amount denote probable building completion year
Projects in green denote projects planned off-campus
Projects in blue denote renovation and/or remodeling projects

047

Attachment C

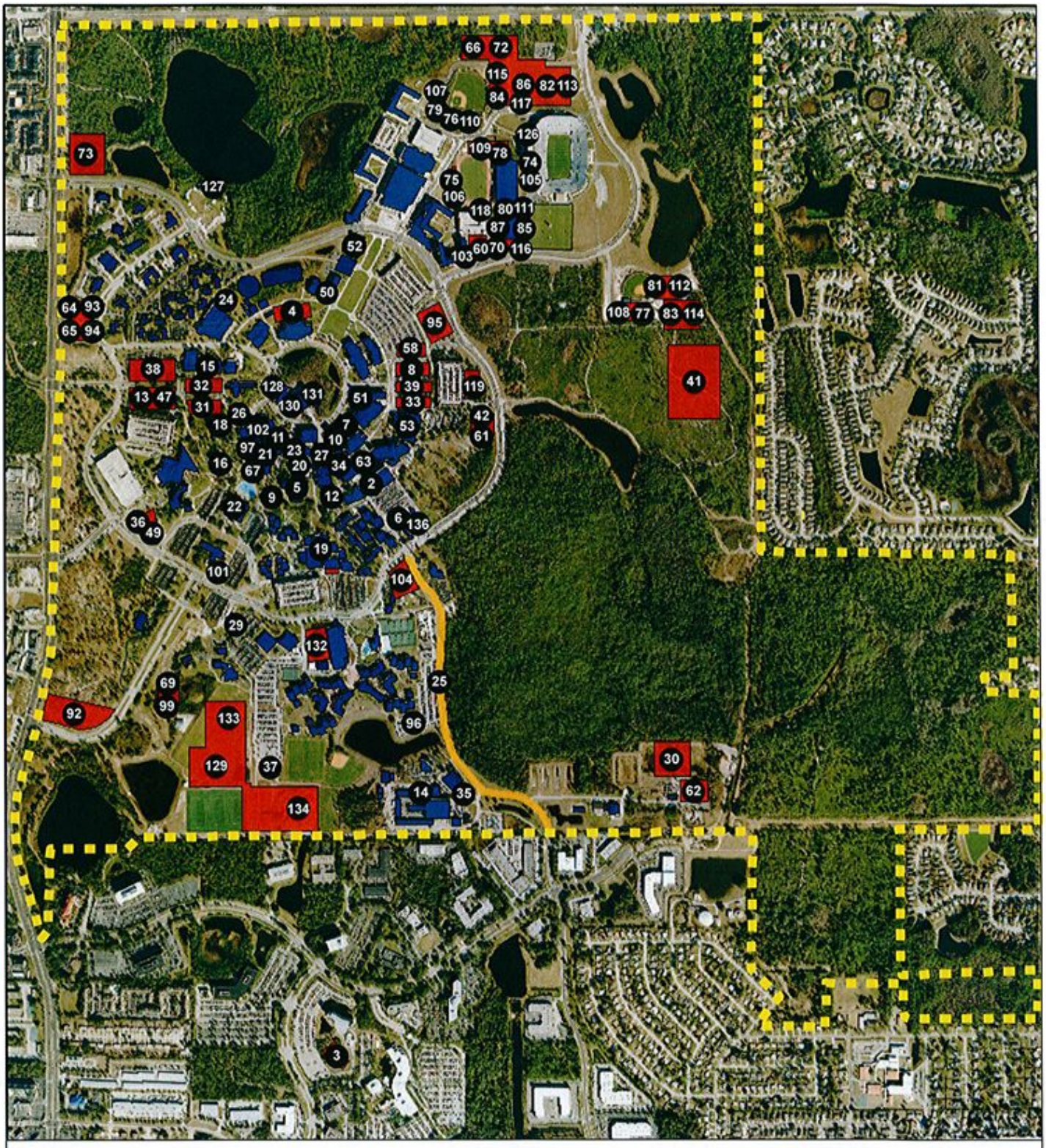


Figure 3-1

Urban Design and Capital Improvements

Comprehensive Master Plan Update
University of Central Florida
Orlando, Florida
2010-2020

Legend

- Capital Improvements List
- Boundary
- Proposed Building Sites
- Proposed Road Widening
- Existing Buildings

All maps are diagrammatic and conceptual. The various areas shown are approximate and not to survey accuracy. The intent of these maps is to illustrate general areas of existing or potential use.

N

0 1,000 2,000 4,000

Rev 20100701

048

Attachment D

CONTRACTUAL AGREEMENT

For

REQUEST FOR PROPOSAL (RFP) #: 1019LC

ENTITLED: Combined Heat & Power (CHP) Plant System Purchase

Between

THE UNIVERSITY OF CENTRAL FLORIDA

And

MITSUBISHI POWER SYSTEMS AMERICAS, INC.

This Agreement is entered into upon signature of all parties, by and between the University of Central Florida, on behalf of its Board of Trustees ("University" or "UCF"), and Mitsubishi Power Systems Americas, Inc. ("Payee"). The parties agree as follows:

1. **ACKNOWLEDGMENT.** Payee acknowledges that:
   - **A.** The University is a public entity of the State of Florida;
   - **B.** The University is exempt from federal and Florida taxes;
   - **C.** UCF's liability is regulated by Florida law. Except for its employees acting within the course and scope of their employment, UCF shall not indemnify any entity or person and, then, such indemnification is limited to the express terms of §768.28, Florida Statutes. The State of Florida is self-insured to the extent of its liability under law and any liability in excess of that specified in statute may be awarded only through special legislative action. Accordingly, UCF's liability and indemnification obligations in this Agreement shall be effective only to the extent expressly required by §768.28, Florida Statutes. Any provision requiring UCF to provide insurance coverage other than the State of Florida self-insurance shall not be effective.

2. **DESCRIPTION OF SERVICES.** The Payee is an independent contractor pursuant to Florida law and assumes full responsibility for completion of the services/delivery of the goods, as described in detail in Attachment "A" to this Agreement, which is incorporated herein for all purposes. Units of deliverables, if any, for such services/goods are stated in Attachment "A". Such services/goods shall be rendered/delivered in accordance with the schedule and for the amounts set forth in Attachment "A".

3. **TOTAL AMOUNT OF AGREEMENT. (Confidential – Trade Secret Information)** The total amount of this Agreement shall not exceed $6,238,661.00 for the purchase of a Combined Heat & Power Plant System.

4. **SOURCE OF PAYMENT.** If applicable, payments to Payee under this Agreement shall be paid out of the University's account N/A.

5. **PERFORMANCE CRITERIA.** Criteria, if any, and the final date(s) by which such criteria must be met to complete this Agreement are described in detail in Attachment "B," which is incorporated herein for all purposes. Such criteria, if any, shall be met in accordance with the schedule set forth in Attachment "B".

6. **PERIOD OF PERFORMANCE.** This Agreement is for the one time purchase and commissioning of a Combined Heat and Power Plant System. This Agreement shall be effective upon the fulfillment of the following events:

   a) execution of this Agreement by both the University and Payee; and

b) receipt by Payee of the initial milestone payment due upon signing of this Agreement.

7. **PAYMENT. (Confidential – Trade Secret Information)**



8. **VENDOR OMBUDSMAN STATEMENT.** The University has established a Vendor Ombudsman who acts as an advocate for vendors who may be experiencing problems in obtaining timely payment(s). The Vendor Ombudsman may be contacted at (407) 882-1000. Further information may be found in University Policy 3-208, Prompt Payment Compliance.

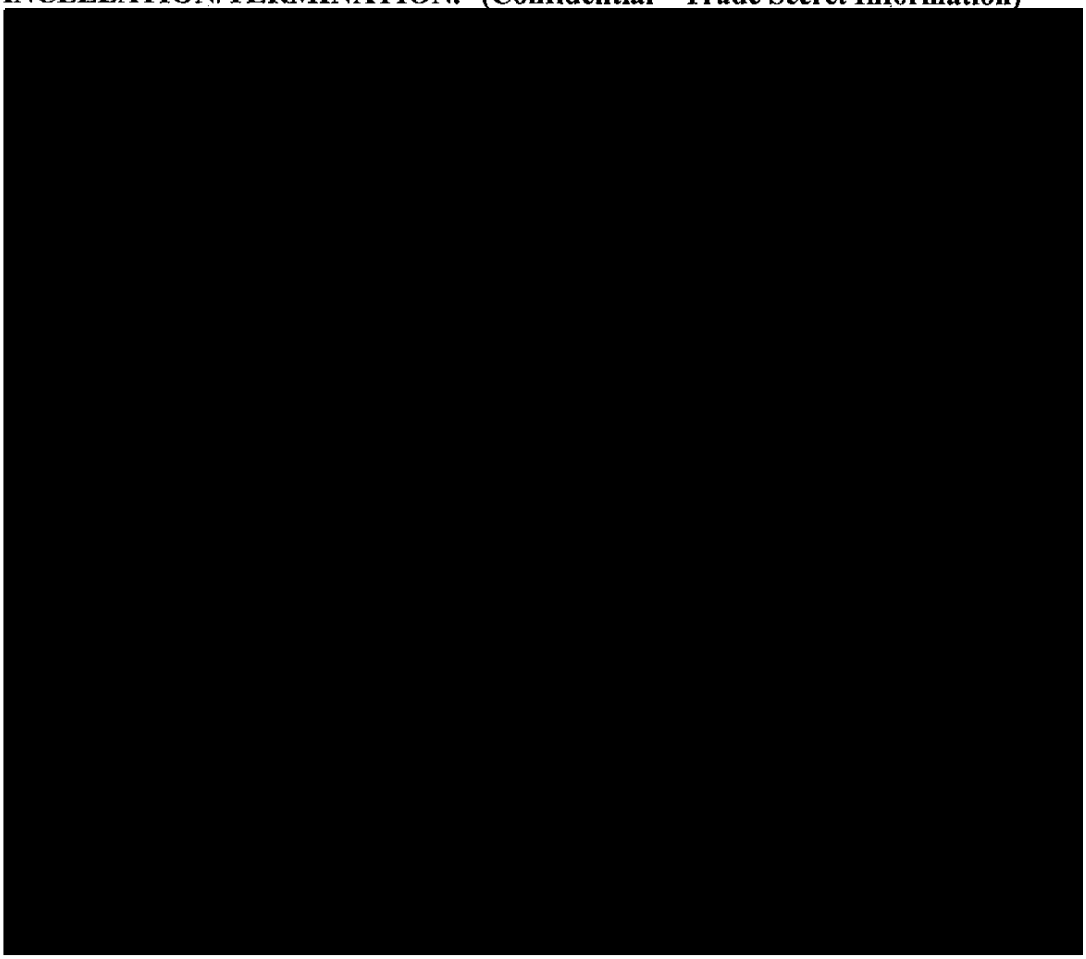
9. **ANNUAL APPROPRIATION.** The University's performance and obligations under this Agreement are subject to and contingent upon annual appropriations by the Florida Legislature and other funding sources. University shall give notice to Payee of the non-availability of such funds when University has knowledge thereof.

10. **ASSIGNMENTS.** Under no circumstances shall the Payee or University assign to a third party any right or obligation of Payee or University pursuant to this Agreement without prior written consent of the other party. If Payee is, or during the term of this Agreement becomes, an individual on the payroll of the State of Florida, Payee represents that he or she has complied with all applicable provisions in the Florida Statutes and

Florida Administrative Code regarding outside or dual employment and compensation.

11. **BILLING.** The University shall only submit payment to the Payee, if Payee has provided the University with approved invoices. Mere statements in lieu of approved invoices will not be accepted by the University. All invoices must specifically describe the services and/or goods provided, the dates and/or hours that the services were rendered and/or goods delivered and the fee charged. Payee shall deliver the invoices to UCF's Finance and Accounting Department, unless Payee has been otherwise instructed in writing by the University. The Payee must display the applicable contract and/or purchase order number on the face of each of Payee's invoices to the University. Except for the goods and services provided under this Agreement, the University will not be responsible for any goods or services delivered without a properly completed University purchase order or other order provided in writing by a duly authorized University signatory or designee. If Payee's invoice lists any freight or cartage charges, such invoice must attach all of Payee's receipted transportation bills. It being understood that any freight or cartage charges incurred for the transportation of goods delivered pursuant to this Agreement are included in the contract price and Payee shall not be required to separately identify such charges in its invoice or attach any receipted transportation bills.

12. **CANCELLATION/TERMINATION. (Confidential – Trade Secret Information)**



13. **COMPLIANCE.** The parties shall at all times comply with all applicable ordinances, laws, rules and regulations of local, state and federal governments, or any political

subdivision or agency, or authority or commission thereof, which may have jurisdiction to pass laws, ordinances, or make and enforce rules and regulations with respect to the parties in effect as of the date of the RFP. If any revisions, alterations or modifications are required by the University to cover compliance with new governmental restrictions, Payee shall be entitled to an equitable adjustment in the price, schedule and/or other provisions of this Agreement affected by the change. In the event of a violation of any laws applicable to emissions or noise, Payee shall pay any fines or penalties assessed by a government authority to the extent caused by any violation of such applicable laws by Payee in the performance of this Agreement. Notwithstanding anything to the contrary, in no event shall Payee have any obligation or liability with respect to the violation of any laws applicable to emissions or noise other than the payment of fines or penalties assessed by a government authority as set forth herein.

14. **CONFLICTS OF INTEREST.** Acceptance of this Agreement shall certify that Payee is aware of the requirements of Chapter 112, Florida Statutes and in compliance with the requirements of Chapter 112, Florida Statutes and other laws and regulations concerning conflicts of interests in dealing with entities of the State of Florida. Payee certifies that its directors and/or principal officers are not employed and/or affiliated with the University unless a current Conflict of Interest (Report of outside Activity/Employment) form has been completed, executed by such director or officer and approved in accordance with applicable University policies or rules. Violation of this article by Payee shall be grounds for cancellation of this Agreement.

15. **DELIVERY.** Delivery is to be made to "Ship To" location of this Agreement which is the University Combined Heat and Power Plant jobsite unless otherwise agreed to by the parties in writing. When delivery is specified to a location other than the University's Central Receiving Department, Payee shall direct its carrier to telephone the University's Central Receiving Department before unloading. Delivery of all shipments shall occur between 9:00 a.m. and 4:00 p.m., Mondays through Fridays only, except on State of Florida or U.S. holidays, unless otherwise agreed to by the parties in writing. The University of Central Florida is committed to sustainable practices. Palletized shipments should not exceed 1500 pounds per pallet and when possible, ship on a 40"x48" pallet. Include a packing list showing contents of shipment (if shipment is made in two or more containers). No boxing, packing, installation, assembly, or similar charges (not included in the item price) will be allowed unless expressly and specifically authorized in writing by the University on the face of this Agreement or in a separate purchase order. Payee shall deliver the goods furnished by Payee hereunder DDP University jobsite, Orlando, Florida, as that term is defined by INCOTERMS 2000.

16. **DELAY IN PERFORMANCE. (Confidential – Trade Secret Information)**



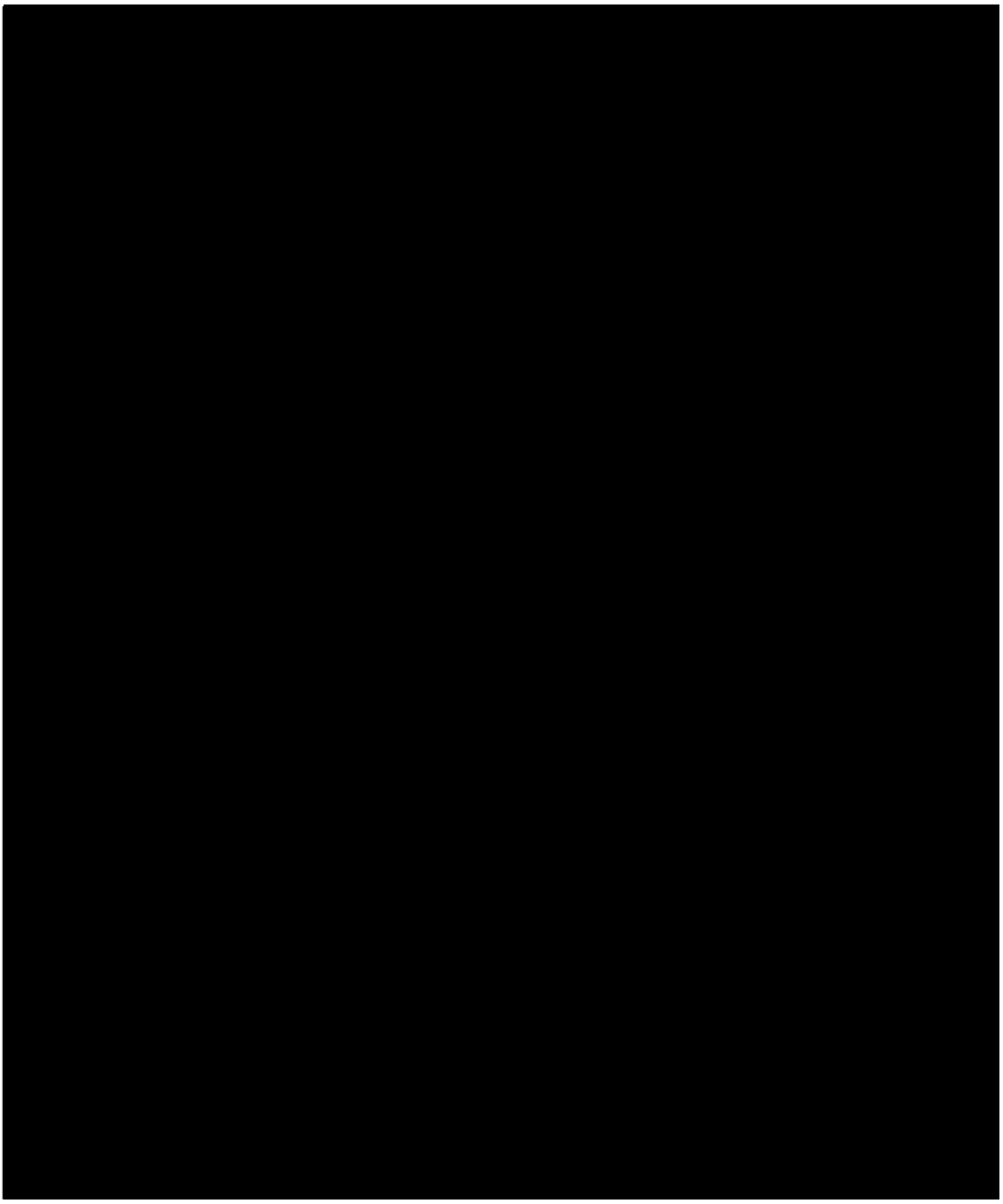
[redacted]

17. **NO HARM / NO FOUL. (Confidential – Trade Secret Information)** [redacted]

18. **EMPLOYMENT OF ALIENS.** Payee's employment of unauthorized aliens, if any, shall be considered a violation of §§274(e) of the Immigration and Nationality Act. If the Payee knowingly employs unauthorized aliens, such violation shall be cause for unilateral cancellation of the Agreement by the University.

19. **FORCE MAJEURE. (Confidential – Trade Secret Information)**

A. [redacted]



20. GOVERNING LAW. This Agreement and any attachments and addenda hereto are subject to and governed by Florida laws including, without limitation, Florida Statutes, §§768.28 and 946.15, both of which are incorporated by reference into this Agreement. The University is entitled to the benefits of sovereign immunity, including immunities from taxation.

21. **HEADINGS.** Headings have been included in this Agreement for convenience only and shall not affect the interpretation of any terms found herein.

22. **INDEMNIFICATION. (Confidential – Trade Secret Information)**

[redacted]

23. **INDEPENDENT CONTRACTOR.** Each of the parties is an independent contractor and nothing contained herein shall constitute or designate any of the employees or agents of one party as employees or agents of the other party.

24. **LEASED EQUIPMENT.** The risk of loss or damage to leased equipment; goods or property shall not transfer to the University except as provided in §680.219, Florida Statutes. Any security interest in the leased equipment, goods or property granted to Payee contrary to AGO 79-72 and AGO 80-9 is null and void.

25. **MATERIAL SAFETY DATA SHEET (MSDS).** In compliance with Florida Statutes, Ch. 442, a Material Safety Data Sheet (MSDS) must accompany any applicable item delivered under this Agreement.

26. **NON-PERFORMANCE.** Except for the obligation to make payment for undisputed amounts related to work performed or goods furnished, less any setoff amounts, including but not limited to amounts relating to liquidated damages set forth herein, neither party shall be required to perform under this Agreement or any attachments or addenda hereto executed by the University's duly authorized signatory when such performance is delayed or prevented by any cause beyond the party's or parties' control. This Agreement and any attachments and addenda hereto executed by the University's duly authorized signatory may not be altered, amended, or assigned without the prior written agreement of all the parties.

27. **NOTICES.** All notices given to a party shall be in writing. Any written notices between the parties shall be hand delivered or sent by registered or certified U.S. mail to the following addresses, or other addresses of which the parties shall have notified each other.

For UCF: University of Central Florida
Attn: Lee Kernek, Associate Vice President Facilities and Safety
4000 Central Florida Blvd.
Orlando, Florida 32816

For Payee: Mitsubishi Power Systems Americas, Inc.
Attn: Stephen A. Burris
100 Colonial Center Parkway, Suite 500
Lake Mary, FL 32746
(407) 688-6235

28. **PARKING.** The successful Payee shall ensure that all vehicles parked on campus for purposes relating to work resulting from this Agreement shall have proper parking permits. This applies to all personal vehicles and all marked and unmarked company vehicles that will be on any University campus for one (1) day or more or on a recurring basis. All such vehicles must be registered with University's Parking Services Department, and parking permits must be purchased by the Payee. Payee's vehicle(s) shall observe all parking rules and regulations. Failure to obtain parking permits, properly display them, and otherwise comply with all University's parking rules and regulations could result in the issuance of a parking ticket and/or towing at the expense of Payee or Payee's employee. For additional parking information or information regarding parking fees/rates, contact University's Parking Services Department at (407) 823-5812 or online at http://parking.ucf.edu.

29. **PUBLIC ENTITY CRIMES.** A person or affiliate who has been placed on Florida's convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded, or perform work as a contractor, supplier, subcontractor, or consultant under, a contract with any public entity, and may not transact business with any public entity in excess of the bid limit for that public entity, for a period of thirty-six (36) months from the date of being placed on the convicted vendor list.

30. **PUBLIC RECORDS.** The Agreement may be canceled unilaterally by the University for refusal by the Payee to allow public access to all papers, documents, letters or other

material subject to the provisions of Chapter 119, Florida Statutes, and made or received by the Payee in conjunction with the Agreement. Notwithstanding anything to the contrary, information marked as "Confidential", "Proprietary", "Trade Secret", or by words of similar import, shall be protected from public disclosure and shall not be used for any purpose nor disclosed to third parties, including but not limited to competitors of the Payee, to the full extent protected under Florida law and the exemptions to Chapter 119, Florida Statutes.

31. **TAXES.** The prices herein are exclusive of any present or future federal, state or municipal sales, use, property, gross receipts, gross income, excise or other similar taxes with respect to the goods and services furnished hereunder. If the Payee is required by applicable law or regulation to pay or collect any such taxes on the goods or services furnished hereunder, then such tax shall be paid by the University in addition to the contract price. Payee shall notify University if requested to pay or collect any such taxes on the goods or services furnished hereunder, and University shall have a reasonable opportunity to respond to such request before Payee pays or collects such taxes.

32. **VIETNAM ERA VETERANS READJUSTMENT ACT OF 1974.** The University and the Payee must comply with all provisions of: (i) §402:60-250.4 of the Vietnam Era Veterans Readjustment Act of 1974; (ii) §503:60-741.4 of the Rehabilitation Act of 1973; (iii) Executive Order 11246, as amended; and, (iv) the rules, regulations, and relevant orders of the U.S. Secretary of Labor.

33. **AMENDMENTS.** No changes or amendments to this Agreement are binding on the University unless made in legible writing that is signed by an attorney in the University's General Counsel's Office and the University's Purchasing Director or designee. Payee shall return this Agreement to the University's Purchasing Department at once with a written explanation if it is not acceptable in its entirety. No changes or amendments to this Agreement are binding on Payee unless agreed to in writing by Payee.

34. **USE OF CONTRACT BY OTHER GOVERNMENT AGENCIES.** At the option of the Payee, the use of the Agreement resulting from this solicitation may be extended to other governmental agencies, including the State of Florida, its agencies, political subdivisions, counties and cities. Each governmental agency allowed by the Payee to use this Agreement shall do so independent of any other governmental entity. Each agency shall be responsible for its own purchases and shall be liable only for goods or services ordered, received and accepted. No agency receives any liability by virtue of this bid and subsequent contract award.

35. **LIMITATION OF REMEDIES. (Confidential – Trade Secret Information)**





36. **INSURANCE.** The Payee shall obtain, maintain, and pay for insurance in the categories listed in the following insurance schedule. It is not the intent of this schedule to limit the types of insurance otherwise required by this Agreement or that which the Payee may desire to obtain. The insurance coverage in each category shall meet or exceed the minimum limits set forth in the insurance schedule below. All such insurance policies must be with insurers qualified to do business in Florida. The insurance shall cover all of the Payee's operations under this Agreement and shall be effective throughout the effective period of this Agreement. UCF, its Board of Trustees, the Florida Board of Governors, and the State of Florida, shall be included as additional named insured on each of Payee's policies. The Payee shall furnish UCF proof of Payee's insurance coverage by original ACORD certificates of insurance no later than five (5) days after this Agreement is executed. Before commencement of work under this Agreement, the Payee shall submit evidence that it has obtained full insurance coverage set forth in the following schedule. UCF shall always be exempt from, and in no way be liable for, any sums of money which may represent a deductible in any of Payee's or Payee's subcontractors' insurance policies. The payment of such deductible shall be the sole responsibility of the Payee and/or Payee's subcontractor that obtained the insurance. The Payee shall always promptly notify UCF of any change in insurance coverage or carrier by it or any of its subcontractors.

SCHEDULE:

Policy	Coverage
(a) Worker's Compensation	Statutory
(b) *Comprehensive General Liability Insurance:	
(1) Bodily Injury Liability	$1,000,000 each occurrence
(2) Property Damage Liability	$1,000,000 each occurrence
(3) Aggregate	$1,000,000
(c) Comprehensive Automobile Liability Insurance:	
(1) Bodily Injury Liability	$1,000,000 each occurrence
(2) Property Damage Liability	$1,000,000 each occurrence
(3) Combined Single Limit	$1,000,000
(d) Excess Umbrella Liability	
(1) Combined Single Limit Bodily Injury	$3,000,000 each occurrence
(2) Injury and/or Property Damage	$3,000,000 aggregate

(e) *Comprehensive General Liability to include but not be limited to:
(1) Products and Completed Operations
(2) Existence of Vehicles, Equipment or Machines on Location
(3) Contractual Liability Insurance

37. **WORKER'S COMPENSATION.** During the contract term, the Payee at its sole expense shall provide commercial insurance of such a type and with such terms and limits as may be reasonably associated with the contract, which, as a minimum, shall be: workers' compensation and employer's liability insurance in accordance with Chapter 440 of the Florida Statues, with minimum employers' liability limits of $100,000 per accident, $100,000 per person, and $500,000 policy aggregate. Such policy shall cover all employees engaged in any contract work. Employers who have employees who are engaged in work in Florida must use Florida rates, rules, and classifications for those employees. In the construction industry, only corporate officers of a corporation or any group of affiliated corporations may elect to be exempt from workers' compensation coverage requirements. Such exemptions are limited to a maximum of three per corporation and each exemption holder must own at least 10% of the corporation. Independent contractors, sole proprietors and partners in the construction industry cannot elect to be exempt and must maintain workers' compensation insurance.

38. **WARRANTY. (Confidential – Trade Secret Information)**

A. [redacted]

B.

C.

D. [redacted]

39. **WAIVER OF RIGHTS AND BREACHES.** No right conferred on either party by this Agreement shall be deemed waived and no breach of any such contract excused, unless such waiver of right or excuse of breach shall be in writing and signed by the respective party's signatory. Waiver or excuse of a breach by the other party shall not constitute a waiver or excuse of any other breach.

40. **SEVERABILITY.** If any provision of this Agreement is contrary to, prohibited by, or deemed invalid by applicable laws or regulations of any jurisdiction in which it is sought to be enforced, then said provision shall be deemed inapplicable and omitted and shall not invalidate the remaining provisions of this Agreement.

41. **ATTACHMENTS AND ENTIRE AGREEMENT.** This Agreement and any attachments and/or addenda hereto that are executed by the University's duly authorized signatory constitutes the entire and exclusive agreement between the parties. Attachments and/or addenda may include, but are not limited to, the University's ITB/RFP including all the University's ITB/RFP specifications, and the Payee's ITB/RFP response. This Agreement will be comprised of the following documents and in the event of a conflict or inconsistency between such documents, the order of precedence shall be:

A. This Agreement;
B. Other documents agreed to by the parties at the time the Agreement is executed;
C. The University's RFP and RFP specifications; and
D. Payee's RFP response.

UNIVERSITY OF CENTRAL FLORIDA

Signature: _____

Printed: Raymond S. Puskas

Title: Director of Purchasing

Date: June 30, 2010

MITSUBISHI POWER SYSTEMS AMERICAS, INC.

Signature: K Hasegawa

Printed: Koji Hasegawa

Title: President / CEO

Date: June 30, 2010

Address: 100 Colonial Center Pkwy
Suite 500
Lake Mary FL 32746

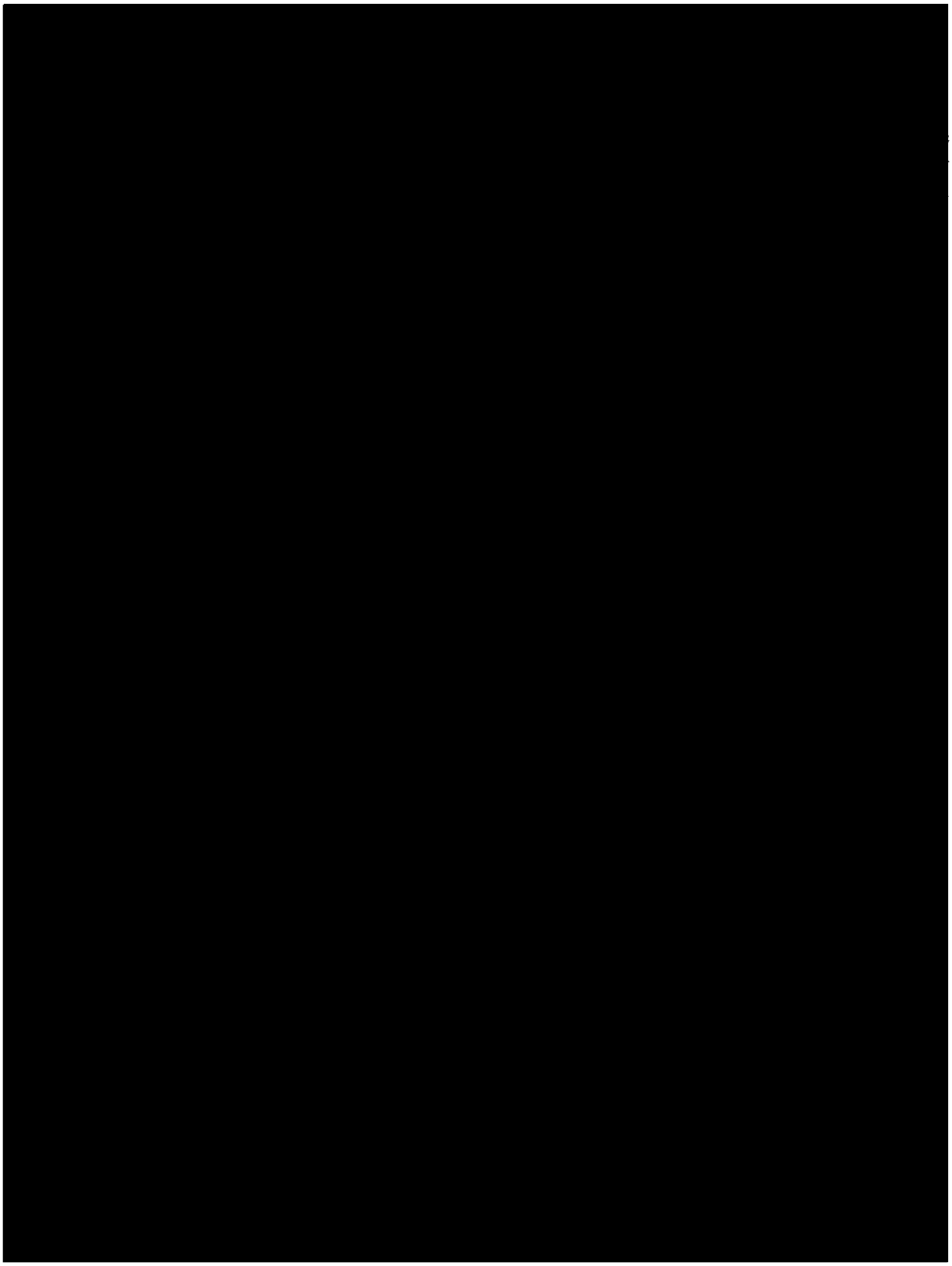
Telephone: (407) 688-6100

Facsimile: (407) 688-6487

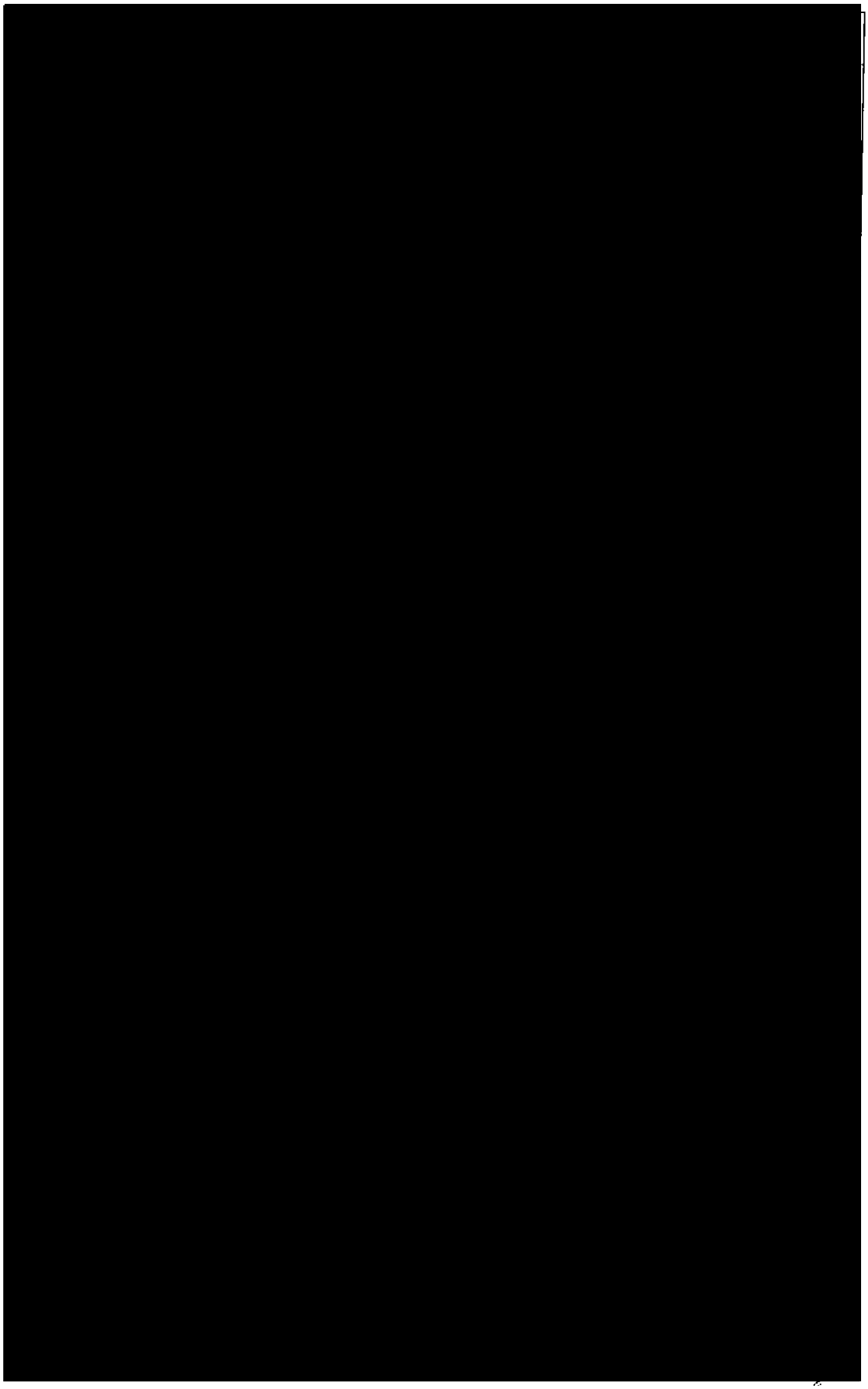
FEID#: 74-299-6020

Legal Content Approved
SGA, 6/30/10

CONFIDENTIAL – TRADE SECRET INFORMATION



B.





CONFIDENTIAL – TRADE SECRET INFORMATION



ITEM: FP-1

University of Central Florida
Board of Trustees

SUBJECT: 2010-11 Capital Outlay Budget

DATE: May 20, 2010

PROPOSED BOARD ACTION

1) Approval of the university's 2010-11 capital outlay budget

2) Authorization for the president to make necessary adjustments to the 2010-11 capital outlay budget

BACKGROUND INFORMATION

Pursuant to 1013.61, Florida Statutes, each university board of trustees must adopt an annual capital outlay budget that designates proposed expenditures by project. The attachment lists the projects approved during the legislative session and is subject to final approval by the governor. We request approval of the attached budget and authorization for the president to make changes to this budget as necessary during the year.

Supporting documentation: 2010-11 Capital Outlay Budget (Attachment A)

Prepared by: Lee Kernek, Associate Vice President, Administration and Finance

Submitted by: William F. Merck II, Vice President, Administration and Finance and Chief Financial Officer

2010-11 Capital Outlay Budget
Projects By Funding Source

Projects funded by Public Education Capital Outlay (PECO)	FY 2010-11
Utilities, Infrastructure, and Capital Renewal	$ 7,844,870
Physical Sciences phase II	1,714,500
Partnership III building	1,879,105
Math and Physics Bldg. Remodeling and Renovation	7,755,790
Interdisc. Research and Incubator Facility	5,924,183
Classroom Building II	16,234,156
Engineering Building I Renovation	7,241,445
TOTAL	$ 48,594,049

Projects funded by donations and the Courtelis Facility Matching Grant Program	Cumulative FY 2010-11	
	Donations	Courtelis
Burnett Biomedical Science Research	$ 90	-
Laboratory Instructional building	2,952,277	-
Morgridge International Reading Center	4,558	-
Career Services and Experiential Learning	50	-
Performing Arts Center	14,875	-
College of Optics and Photonics	1,020	-
Engineering III	612,040	-
Psychology building	12,877	-
Caracol in Belize	25,000	
	3,622,787	-

Maintenance, repair, renovation, and remodeling projects	FY 2010-11
TOTAL	$ 3,912,540

Projects constructed or acquired with proceeds from sale of bonds	FY 2010-11
Special Purpose Housing and Parking Garage I	$ 25,000,000
Special Purpose Housing II	8,000,000
Parking Garage VII	20,000,000
Parking Decks	17,000,000
Library Expansion	113,472,690
Strategic Land and Property Purchases	50,000,000
Graduate Housing	50,000,000
Refinance UCF Foundation Properties	37,410,000
Visitor Information Building	900,000
Bookstore expansion	8,000,000
Academic Center	12,000,000
Student Housing	50,000,000
Brighthouse Networks Tower Expansion	5,000,000
Athletics Facilities Expansion	10,000,000
Garage Expansion	5,000,000
Research Lab, Lake Nona	112,861,603
Classroom and Lab Building, Lake Nona	23,475,601
Life Sciences Incubator, Lake Nona	30,000,000
Facilities Building, Lake Nona	6,000,000
Expo Center Housing	16,000,000
Regional Campuses Multi-purpose Buildings	28,000,000

2010-11 Capital Outlay Budget
Projects By Funding Source

Projects constructed or acquired by a Direct Support Organization (DSO)	FY 2010-11
Special Purpose Housing and Parking Garage I	$ 25,000,000
Special Purpose Housing II	8,000,000
Parking Deck (Athletic Complex)	5,000,000
Library Expansion	113,472,690
Strategic Land and Property Purchases	50,000,000
Graduate Housing	50,000,000
Refinance UCF Foundation properties	37,410,000
N.E. campus property mixed use development	50,000,000
Academic Center	12,000,000
Student Housing	50,000,000
Brighthouse Networks Stadium Tower Expansion	5,000,000
Athletics Facilities Expansion	10,000,000
Research Lab, Lake Nona	112,861,603
Classroom and Lab Building, Lake Nona	23,475,601
Life Sciences Incubator, Lake Nona	30,000,000
Expo Center Housing	16,000,000

University of Central Florida

Office of the President

University of Central Florida
Board of Trustees Teleconference Meeting
President's Board Room, Millican Hall
July 22, 2010
Agenda
12:15—4:00 p.m.
Conference phone #800-442-5794, pass code 463796

COMMITTEE MEETINGS:

12:15—12:30 p.m.	Facilities Planning, Micky Grindstaff, Chair
12:30 p.m.—1:00 p.m.	Educational Programs, Judy Albertson, Chair

BOARD MEETING: 1:00—4:00 p.m.

1.	Minutes of May 20 and June 23 meetings		Rick Walsh, Chair
2.	Remarks and introductions		John C. Hitt, President
3.	Consent agenda		Chair Walsh
	COMP-1	Approval	Compensation and Labor Committee Report and Recommendations (Yochum)
	EP-1	Concurrence	Conferral of Degrees (Hitt)
	EP-2	Approval	New Degree Program Proposals (Chase) a. Conservation Biology, P.S.M. b. Urban and Regional Planning, M.S.
	FIN-1	Approval	Revision to UCF-9.002 Tuition Remission for Graduate Assistants and Fellows (Merck)
	FIN-2, FP-2	Approval	Five-year Capital Improvement Plan (Merck)
	FIN-4	Approval	Direct Support Organizations' 2010-11 Budgets (Merck)

001

	FP-1	Approval	Rename the Campus Police Building the *Emergency Operations Center* (Merck)
	FP-3	Approval	Minor Amendment to 2010 Campus Master Plan (Merck)
4.	Advancement Committee report		Dan Webster, Chair
5.	Audit and Operations Review Committee report		Jim Atchison, Chair
6.	Compensation and Labor Ad Hoc Committee report		Tom Yochum, Chair
7.	Educational Programs Committee report		Judy Albertson, Chair
8.	Facilities Planning Committee report		Micky Grindstaff, Chair
9.	Finance Committee report		Olga Calvet, Chair
	FIN-3	Approval	Golden Knights Corporation Release of Reserves for FY 2010-11 to UCFAA (Merck)
10.	Governance Committee report		Phyllis Klock, Chair
11.	Strategic Planning Committee report		Phyllis Klock, Chair
11.	New business		Chair Walsh
12.	Announcements and adjournment		Chair Walsh

Next meetings: Board of Governors meeting— September 15-16 (University of North Florida)

Board of Trustees meeting— September 23 (Live Oak Center)

002

Minutes
Board of Trustees Teleconference Meeting
University of Central Florida
July 22, 2010

Chair Rick Walsh called the meeting of the Board of Trustees to order at 12:47 p.m. in the President's Board Room, Millican Hall, on the UCF Orlando campus.

The following members attended the meeting: Trustee Klock and Vice Chair and Trustee Yochum.

The following members attended the meeting via teleconferencing: Trustees Atchison, Calvet, Cook, Gilley, Grindstaff, Kilbride, Mantilla, and Rosen.

WELCOME

Chair Walsh welcomed the board members and called on Dr. Rick Schell, Vice President and Chief of Staff, to call roll. Schell determined that a quorum was present.

Chair Walsh called for approval of the May 20, 2010, and June 23, 2010, board meeting minutes, which were approved as written.

Chair Walsh called on President John Hitt for remarks and introductions.

REMARKS

President Hitt announced that final registration numbers for the summer term showed a 5.5 percent increase in headcount to 34,434. Credit hours for summer increased by 6.61 percent to 218,454. The fall enrollment headcount increased by 5.83 percent, and credit hours increased by 6.29 percent.

Hitt reported that contracts and grants for 2009-10 exceeded all expectations. M.J. Soileau, Vice President for Research and Commercialization, reported that the unaudited bookings were $133.3 million compared to $121.9 million last year, an increase of approximately 9.1 percent. Leading the way is the Florida Solar Energy Center with more than $21 million in contract and grant activity.

Hitt noted that the NCAA Academic Progress Rates were released last month. UCF's football program ranked second in the state behind the University of Miami.

Hitt noted that the Council for Advancement and Support of Education had awarded UCF News & Information a first-place national award in the "Issues and Crisis Management" category for communications about state-mandated budget cuts during 2009-10.

Finally, Hitt announced that notice had been received from the Board of Governors to prepare for a budget cut of five percent in January. He reported that for the next fiscal year, the university will model a 15 percent cut.

CONSENT AGENDA

A motion was made to accept the consent agenda, and members of the board approved or concurred with the following actions.

- **COMP-1 Compensation and Labor Committee Report and Recommendations –** Approval of the Compensation and Labor Committee's report on the Performance Unit Plan and the recommendation to pay the balance owed to participants for the 2006-09 cycle.

- **EP-1 Conferral of Degrees –** Concurrence with the conferral of degrees at the Summer 2010 commencement ceremonies:

  2,394 baccalaureate degrees
  515 master's degrees
  145 doctoral and specialist degrees
  3,054 Total

- **EP-2 New Degree Program Proposals –** Approval of the following new program degree proposals:
  a. Conservation Biology, P.S.M.
  b. Urban and Regional Planning, M.S.

- **FIN-1 Revision to UCF-9.002 Tuition Remission for Graduate Assistants and Fellows –** Approval to revise UCF-9.002 Tuition Remission for Graduate Assistants and Fellows with a provision to award Peace Corps Fellowships with an out-of-state fee of $0.00.

- **FIN-2** and **FP-2 Five-year Capital Improvement Plan –** Approval of the Five-year Capital Improvement Plan for 2011-12 through 2015-16.

- **FIN-4 Direct Support Organizations' 2010-11 Budgets –** Approval of the proposed 2010-11 budgets of the direct support organizations.

- **FP-1 Rename the Campus Police Building the Emergency Operations Center –** Approval to rename the Campus Police Building the Emergency Operations Center.

- **FP-3 – Minor Amendment to 2010 Campus Master Plan –** Approval of a minor amendment to the University of Central Florida Campus Master Plan to add a new heat and power facility.

ADVANCEMENT COMMITTEE REPORT

There was no report for the Advancement Committee.

AUDIT AND OPERATIONS REVIEW COMMITTEE REPORT

There was no report for the Audit and Operations Review Committee.

004

COMPENSATION AND LABOR AD HOC COMMITTEE REPORT

There was no report for the Compensation and Labor Ad Hoc Committee.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Trustee Ida Cook, Vice Chair of the Educational Programs Committee, reported the highlights from the committee meeting earlier in the day.

- The board approved two new degree proposals, the Professional Science Master's in Conservation Biology degree and the Master of Science in Urban and Regional Planning degree.
- The board concurred with the conferral of degrees at the Summer 2010 commencement ceremonies.
- Effective July 1, 2010, the Department of Criminal Justice and Legal Studies in the College of Health and Public Affairs will be two departments. The Department of Criminal Justice will be chaired by Dr. Robert Langworthy. Dr. Pamela Kirby will be interim chair of the Department of Legal Studies.

FACILITIES PLANNING COMMITTEE REPORT

Trustee Micky Grindstaff, Chair of the Facilities Planning Committee, reported the highlights from the committee meeting earlier in the day.

- The committee approved the renaming of the Campus Police Building the Emergency Operations Center.
- The Five-year Capital Improvement Plan was approved for 2011-12 through 2015-16.
- A minor amendment to the 2010 University of Central Florida Campus Master Plan was approved to add a new heat and power facility.

FINANCE COMMITTEE REPORT

William Merck, Vice President for Administration and Finance, reported the highlights from the Finance Committee meeting of June 23, 2010.

- Approval of the Five-year Capital Improvement Plan for 2011-12 through 2015-16.
- Terry Hickey, Provost and Executive Vice President, reported on the technology fee allocations.

Vice President Merck presented the following item for board approval.

- **FIN-3 2010-11 Golden Knights Corporation Release of Reserves for FY 2010-11 to UCFAA –** A motion was made and passed by the board approving the release of revenues above budgeted obligations from the Golden Knights Corporation to the UCF Athletics Association for FY 2010-11. The 2010-11 Golden Knights Corporation budget reflects projected unrestricted excess revenues of $2,347,891 to be available for transfer to UCFAA as they become available.

005

Merck also reported that the Finance Committee met on July 7, 2010, to approve all of the proposed direct support organizations' 2010-11 operating budgets.

GOVERNANCE COMMITTEE REPORT

There was no report for the Governance Committee.

STRATEGIC PLANNING COMMITTEE REPORT

There was no report for the Strategic Planning Committee.

NEW BUSINESS

Trustee Michael Kilbride reported that the Board of Governors held a workgroup meeting to discuss new fees. The Board of Governors workgroup suggested that new fee recommendations should include substantial student involvement. Merck indicated that UCF has a well-developed fee committee process whereby students make up half of the fee committee membership.

ANNOUNCEMENTS AND ADJOURNMENT

Chair Walsh made the following announcements.

The next Board of Governors meeting is scheduled for September 15-16 at the University of North Florida, Jacksonville.

The next Board of Trustees meeting will be September 23 in the Live Oak Center on the UCF Orlando campus.

Chair Walsh adjourned the board meeting at 1:07 p.m.

Respectfully submitted: _____Date: _____
John C. Hitt
Corporate Secretary

006

MEMORANDUM OF UNDERSTANDING
USE OF FUNDS

The following memorandum ("MOU") sets forth the understanding between the University President at the University of Central Florida ("President") and the Vice President for Administration and Finance and Chief Financial Officer at the University of Central Florida ("VP Administration") regarding the use of funds to be made in support of the University of Central Florida purchase of a Combined Heat & Power (CHP) Plant System from Mitsubishi.

1. **Use of Funds:** The Administration hereby expresses its intent to make available for the University's President's use, in connection with the purchase of a Combined Heat & Power (CHP) Plant System from Mitsubishi, the amount of Six Million Eight Hundred thousand dollars ($6,800,000.00).

2. **Repayment:** The Division of Administration and Finance will repay the funds from savings generated from its energy account in the amount of Six Million Eight Hundred thousand dollars ($6,800,000.00) plus interest which shall accrue at a fixed rate of two percent (2.00%) per annum for each separate release of funds provided the project. Payments shall be made in annual installments of principal and interest with the first payment due on December 31, 2012, and each additional payment due December 31, of each consecutive year. The maturity of the outstanding principal and additional accrued interest is payable in full December 31, 2016. The outstanding balance may be prepaid in whole or at any time without penalty. Administration, in its sole discretion, may accept a lesser amount of interest as full satisfaction for the use of funds.

3. **Purpose:** The use of funds will assist with the completion of a CHP Plant System and will benefit the University of Central Florida allowing the generation of electricity at a lower cost and with less greenhouse gas emissions.

4. **Applicable Law:** This MOU will be construed in accordance with, and the administration of the contribution received herein shall be pursuant to the laws of the State of Florida.

IN WITNESS WHEREOF, each of the undersigned as duly authorized and validly existing representatives of the University of Central Florida have executed this MOU on the date as indicated below.

PRESIDENT

By: John C. Hitt
Name: John C. Hitt
Title: *University President*

Date: 1/25/11

ADMINISTRATION

By: William F. Merck II
Name: William F. Merck II
Title: *Vice President for Administration and Finance and Chief Financial Officer*

Date: 1-25-11

Summary of CHP Funding Plan as of 10/1/11

Budget	
Original Budget	8,732,000
Project Details:	
Expenditures to date	6,943,664
Current Encumbrances	1,695,838
Estimated Future Exp	2,886,467
Final Mitsubishi Pymt	623,891
Interest on Loan - FY11	44,877
Interest FY12-FY16	654,956
Total Project Budget	**12,849,693**

Souce of Funding	
Original Aux Loan	7,232,000
Additional Aux Loan - interest	655,000
Additional Aux Loan - costs	3,463,000
Total Auxiliary Loan - P & I	**11,350,000**
Aux cash contribution	**1,500,000**
Total funding	**12,850,000**

Funding and Repayment	
Auxiliary funds used	$ 1,500,000
Auxiliary funds loaned	
Original auxiliary loan	$ 6,800,000
Additional loan (08/11)	432,000
Additional request	3,463,000
	10,695,000
Interest	655,000
	$ 11,350,000
Total	$ 12,850,000
Repayment	
Year ending 6/30/2012	$ 540,000
Year ending 6/30/2013	2,160,000
Year ending 6/30/2014	2,160,000
Year ending 6/30/2015	2,160,000
Year ending 6/30/2016	2,160,000
Year ending 6/30/2017	2,170,000
Total	$ 11,350,000

Additional Budget	**4,117,693**

Additional Loan	**4,118,000**

Amortization Schedule:		***Qtly Pmts**	**Interest 2%**	**Balance**	
10/1/2011	10,695,000	-	53,475	10,748,475	12/31/2011
	10,748,475	-	53,742	10,802,217	3/31/2012
	10,802,217	(540,000)	51,311	10,313,528	6/30/2012
	10,313,528	(540,000)	48,868	9,822,396	9/30/2012
	9,822,396	(540,000)	46,412	9,328,808	12/31/2012
	9,328,808	(540,000)	43,944	8,832,752	3/31/2013
	8,832,752	(540,000)	41,464	8,334,216	6/30/2013
	8,334,216	(540,000)	38,971	7,833,187	9/30/2013
	7,833,187	(540,000)	36,466	7,329,653	12/31/2013
	7,329,653	(540,000)	33,948	6,823,601	3/31/2014
	6,823,601	(540,000)	31,418	6,315,019	6/30/2014
	6,315,019	(540,000)	28,875	5,803,894	9/30/2014
	5,803,894	(540,000)	26,319	5,290,214	12/31/2014
	5,290,214	(540,000)	23,751	4,773,965	3/31/2015
	4,773,965	(540,000)	21,170	4,255,135	6/30/2015
	4,255,135	(540,000)	18,576	3,733,710	9/30/2015
	3,733,710	(540,000)	15,969	3,209,679	12/31/2015
	3,209,679	(540,000)	13,348	2,683,027	3/31/2016
	2,683,027	(540,000)	10,715	2,153,742	6/30/2016
	2,153,742	(540,000)	8,069	1,621,811	9/30/2016
	1,621,811	(540,000)	5,409	1,087,220	12/31/2016
	1,087,220	(540,000)	2,736	549,956	3/31/2017
	549,956	(550,000)	(0)	(44)	6/30/2017
		(11,350,000)	654,956		

*Note: Payment amounts will vary, based on the fluctuations in price of natural gas

Approval to transfer $3,463,000 in additional auxiliary funds
(Increases total auxiliary funds loaned to $10,695,000)

William F. Merck, II 10-3-11

Summary of CHP Funding Plan as of 10/1/11

Budget		**Souce of Funding**	
Original Budget	8,732,000	Original Aux Loan	7,232,000
		Additional Aux Loan - interest	655,000
		Additional Aux Loan - costs	3,463,000
Project Details:		**Total Auxiliary Loan - P & I**	**11,350,000**
Expenditures to date	6,943,664		
Current Encumbrances	1,695,838	**Aux cash contribution**	**1,500,000**
Estimated Future Expenditures	2,886,467		
Final Mitsubishi Pymt	623,891		
Interest on Loan - FY11	44,877		
Interest FY12-FY16	654,956		
Total Project Budget	**12,849,693**	**Total funding**	**12,850,000**

Approval to transfer $1,500,000 in auxiliary funds for contribution towards the CHP Plant Funding Plan

William F. Merck II 10-5-11

William F. Merck II Date

Additional Budget	**4,117,693**

Additional Loan	**4,118,000**

Amortization Schedule:		***Quarterly Payments**	**Interest 2%**	**Balance**	
10/1/2011	10,695,000	-	53,475	10,748,475	12/31/2011
	10,748,475	-	53,742	10,802,217	3/31/2012
	10,802,217	(540,000)	51,311	10,313,528	6/30/2012
	10,313,528	(540,000)	48,868	9,822,396	9/30/2012
	9,822,396	(540,000)	46,412	9,328,808	12/31/2012
	9,328,808	(540,000)	43,944	8,832,752	3/31/2013
	8,832,752	(540,000)	41,464	8,334,216	6/30/2013
	8,334,216	(540,000)	38,971	7,833,187	9/30/2013
	7,833,187	(540,000)	36,466	7,329,653	12/31/2013
	7,329,653	(540,000)	33,948	6,823,601	3/31/2014

6,823,601	(540,000)	31,418	6,315,019	6/30/2014
6,315,019	(540,000)	28,875	5,803,894	9/30/2014
5,803,894	(540,000)	26,319	5,290,214	12/31/2014
5,290,214	(540,000)	23,751	4,773,965	3/31/2015
4,773,965	(540,000)	21,170	4,255,135	6/30/2015
4,255,135	(540,000)	18,576	3,733,710	9/30/2015
3,733,710	(540,000)	15,969	3,209,679	12/31/2015
3,209,679	(540,000)	13,348	2,683,027	3/31/2016
2,683,027	(540,000)	10,715	2,153,742	6/30/2016
2,153,742	(540,000)	8,069	1,621,811	9/30/2016
1,621,811	(540,000)	5,409	1,087,220	12/31/2016
1,087,220	(540,000)	2,736	549,956	3/31/2017
549,956	(550,000)	(0)	(44)	6/30/2017
	(11,350,000)	654,956		

*Note: Payment amounts will vary, based on the fluctuations in price of natural gas

Transaction detail in project 92010007 activity through 02/05/13:		**Account**	**Amount:**
10/25/2011	Funding from Auxiliary Overhead	615050	(1,500,000.00)
9/26/2012	Support for CHP from E&G	615001	(10,853,000.00)
Various Dates	Various funding journals from Facilities Operations?	615001	(284,182.52)
Various Dates of interest from	Interest accrual 01/25/11 - 06/30/12	615350	198,637.15

Total Funding for the project:			
2/16/2011	Original funding for CHP project from 10050		5,000,000.00
4/12/2011	Increased funding amount for CHP from 10050		1,800,000.00
8/5/2011	Additional funding for CHP from 10050		432,000.00
5/31/2012	Additional funding for CHP from 10050		2,000,000.00
	Total:		9,232,000.00
	FY2011 Interest		44,876.71
	FY2012 interest		153,760.44
	Total Principal, plus accrued Interest:		9,430,637.15
10/25/2011	Funding Provided by Mr. Merck		1,500,000.00
	Funding from E&G		10,853,000.00
	Funding from Mr. Merck from fund 10050		1,500,000.00
			12,353,000.00 *

* amount does not include future interest costs for the project.

University of Central Florida

2012-13 E&G Budget, Summary of Allocations and Reserve

					Allocation Across Divisions and Medical School						
	Recurring	Institutional Investments	Non-Recurring	Total	Academic Affairs	Admin & Finance	President's Division	SMCA	University Relations	Medical School	Total
Allocation of state funding, effective July 1, 2012											
Florida Retirement System adjustment	$ (3,476,930)	$ -	$ -	$ (3,476,930)	$ (2,934,727)	$ (62,421)	$ (166,539)	$ (81,828)	$ (10,788)	$ (220,627)	$ (3,476,930)
Plant operation and maintenance for new space	981,209	-	-	981,209	-	981,209	-	-	-	-	981,209
Decrease in allowable excess hours	(1,831,672)	-	-	(1,831,672)	(1,478,556)	(239,374)	(48,224)	(56,172)	(9,346)	-	(1,831,672)
Medical school - Year 6 phase in funds	1,000,000	-	-	1,000,000	-	-	-	-	-	1,000,000	1,000,000
Lou Frey Institute of Politics and Government	400,000	-	-	400,000	400,000	-	-	-	-	-	400,000
High-tech corridor	-	-	2,000,000	2,000,000	2,000,000	-	-	-	-	-	2,000,000
Base budget adjustment	-	-	(52,613,031)	(52,613,031)	(42,470,098)	(6,875,801)	(1,385,196)	(1,613,473)	(268,463)	-	(52,613,031)
	(2,927,393)	-	(50,613,031)	(53,540,424)	(44,483,381)	(6,196,387)	(1,599,959)	(1,751,473)	(288,597)	779,373	(53,540,424)
University designated allocations, effective July 1, 2012											
Faculty promotional increases	$ 1,686	$ -	$ -	$ 1,686	$ 1,686	$ -	$ -	$ -	$ -	$ -	$ 1,686
Market adjustment for lower paid employees	143,691	-	14,279	157,970	59,432	87,733	3,276	7,529	-	-	157,970
Writing and Rhetoric	-	534,000	-	534,000	534,000	-	-	-	-	-	534,000
University Compliance and Ethics Office	108,300	-	-	108,300	-	-	108,300	-	-	-	108,300
Graduate tuition waiver return to Research	1,000,000	-	-	1,000,000	1,000,000	-	-	-	-	-	1,000,000
National Merit/ Provost Scholars Program.	500,000	-	-	500,000	-	-	-	500,000	-	-	500,000
Soldiers to Scholars	20,000	-	-	20,000	-	-	-	-	20,000	-	20,000
PBS Partnership	-	-	2,626,680	2,626,680	-	-	-	2,626,680	-	-	2,626,680
Allocation to offset state budget reduction	35,295,863	-	13,625,424	48,921,287	39,934,975	6,202,815	1,272,226	1,260,204	251,067	-	48,921,287
Reverse 10/11 transfer	-	-	-	-	25,991	-	-	-	-	(25,991)	-
Tuition and fees increase - University	6,645,947	-	-	6,645,947	174,092	-	-	6,471,855	-	-	6,645,947
Tuition and fees increase - College of Medicine	3,450,482	-	-	3,450,482	-	-	-	-	-	3,450,482	3,450,482
	47,165,969	534,000	16,266,383	63,966,352	41,730,176	6,290,548	1,383,802	10,866,268	271,067	3,424,491	63,966,352
Total allocations, effective July 1, 2012	$ 44,238,576	$ 534,000	$ (34,346,648)	$ 10,425,928	$ (2,753,205)	$ 94,161	$ (216,157)	$ 9,114,795	$ (17,530)	$ 4,203,864	$ 10,425,928
Permanent allocations to be recorded during the year											
National Merit	$ -	$ 1,340,000	$ -	$ 1,340,000	$ -	$ -	$ -	$ 1,340,000	$ -	$ -	$ 1,340,000
Faculty promotions	500,000	-	-	500,000	500,000	-	-	-	-	-	500,000
TIP, RIA, SoTL	500,000	-	-	500,000	500,000	-	-	-	-	-	500,000
Estimated E&G interest allocation	4,000,000	-	-	4,000,000	-	4,000,000	-	-	-	-	4,000,000
Total to be allocated from recurring funds	$ 5,000,000	$ 1,340,000	$ -	$ 6,340,000	$ 1,000,000	$ 4,000,000	$ -	$ 1,340,000	$ -	$ -	$ 6,340,000
Planned allocations from non-recurring funds											
Recurring allocations from non-recurring funds:											
Undergraduate education pilot projects	$ -	$ -	$ 189,000	$ 189,000	$ 189,000	$ -	$ -	$ -	$ -	$ -	$ 189,000
Matching funds for C&G proposals	-	-	1,000,000	1,000,000	1,000,000	-	-	-	-	-	1,000,000
PO&M - FSEC, NTSC	-	-	596,800	596,800	-	596,800	-	-	-	-	596,800
Health Sciences Campus Boggy Creek assessment	-	-	37,380	37,380	-	37,380	-	-	-	-	37,380
Health Sciences Campus property taxes	-	-	3,000	3,000	-	3,000	-	-	-	-	3,000
Health Sciences Campus PO&M	-	-	252,836	252,836	-	252,836	-	-	-	-	252,836
Convocation Center rent	-	-	1,000,000	1,000,000	-	1,000,000	-	-	-	-	1,000,000
Development	-	-	800,000	800,000	-	-	800,000	-	-	-	800,000
Gift Fees- Health Sciences Buildings	-	-	200,000	200,000	-	-	200,000	-	-	-	200,000
Conference fees	-	-	300,000	300,000	-	300,000	-	-	-	-	300,000
Legal fees - Development	-	-	200,000	200,000	-	-	200,000	-	-	-	200,000
Performance plan payments	-	-	458,000	458,000	161,000	49,500	162,000	45,000	40,500	-	458,000
Subtotal - recurring items	-	-	5,037,016	5,037,016	1,350,000	2,239,516	1,362,000	45,000	40,500	-	5,037,016

University of Central Florida

2012-13 E&G Budget, Summary of Allocations and Reserve

					Allocation Across Divisions and Medical School						
	Recurring	Institutional Investments	Non-Recurring	Total	Academic Affairs	Admin & Finance	President's Division	SMCA	University Relations	Medical School	Total
Non-recurring items:											
COM scholarships	-	-	199,000	199,000	199,000	-	-	-	-	-	199,000
Regional campuses	-	-	1,500,000	1,500,000	1,500,000	-	-	-	-	-	1,500,000
SEMATECH	-	-	500,000	500,000	500,000	-	-	-	-	-	500,000
Development	-	-	2,200,000	2,200,000	-	-	2,200,000	-	-	-	2,200,000
Anniversary events (50th)	-	-	200,000	200,000	-	-	200,000	-	-	-	200,000
Pegasus Magazine	-	-	375,000	375,000	-	-	-	375,000	-	-	375,000
Subtotal - non-recurring items	-	-	4,974,000	4,974,000	2,199,000	-	2,400,000	375,000	-	-	4,974,000
Total to be allocated from non-recurring funds	$ -	$ -	$ 10,011,016	$ 10,011,016	$ 3,549,000	$ 2,239,516	$ 3,762,000	$ 420,000	$ 40,500	$ -	$ 10,011,016

Composition of Reserve	Recurring 2012-13 Reserve	Recurring 2012-13 Institutional Investments	Non-recurring 2012-13 Central Carryforward
3% Hold back	$ 7,100,000	$ -	$ -
Earmarked to address faculty ratio	3,728,433	-	-
2012-13 Tuition rate increase (excluding 30% differential)	15,295,863		
Projected enrollment growth	7,865,910	-	-
Projected enrollment growth - 30% differential	489,595	-	-
Permanent allocations to be recorded during the year	5,000,000	1,340,000	-
Available recurring reserve	11,202,566	879,764	-
2012-13 Carryforward funds (Estimate)	-	-	57,861,312
Subtotal - reserve balance	50,682,367	2,219,764	57,861,312
Less: Non recurring use of reserves	(35,295,863)	-	(13,472,598)
Reserve remaining as of July 1, 2012	15,386,504	2,219,764	44,388,714
Permanent allocations to be recorded during the year	(5,000,000)	(1,340,000)	-
Planned allocations from non-recurring funds	-	-	(10,011,016)
Available reserves as of July 1, 2012[1]	$ 10,386,504	$ 879,764	$ 34,377,698

[1] The university's 2012-13 statutory reserve requirement is approximately $21 million. The recurring reserve for 2013-14 is estimated to be $46.5 million. This estimate consists of the available recurring reserve of $11.2 million, plus $35.3 million of recurring funds allocated on a non recurring basis to offset the budget reduction. This estimate includes $8.3 million based on projected enrollment growth of 3%. Actual enrollment growth may differ from this estimate.

Recommended for Approval: _____ 8-15-12

Tony Waldrop, Provost and Executive Vice President — Date

Approval: _____ 8/15/12

John C. Hitt, President — Date

University of Central Florida

Education and General

2012-2013 Operating Budget - Beginning Fund Balance Composition

		Total E&G	University	Medical School
I. 2012-2013 E&G Beginning Fund Balance :		$ 141,453,227	$ 131,302,411	$ 10,150,816
	Beginning Fund Balance Composition Line Items:			
1.	Statutory E&G 5% Reserve*	$ 22,309,715	$ 20,752,537	$ 1,557,178
2.	UBOT- Directed Institutional Reserves**	$ -		
3.	Prior Period Issues **(provide detail list)**	$ -		
4.	Pass-Through Funds **(provide detail list)**	$ -		
5.	Legislatively Earmarked Funds***	$ -		
6.	Enterprise Resource Planning Systems	$ -		
7.	Campus Security - Safety Issues	$ -		
8.	Information Technology Issues	$ 2,000,000	$ 2,000,000	
9.	Building Maintenance and Repairs	$ 850,000	$ 850,000	
10.	Deferred Maintenance Projects	$ 4,000,000	$ 4,000,000	
11.	Utilities Cost Increase Reserve	$ 3,227,000	$ 3,227,000	
12.	Other Facilities Requirements **(provide detail list)**	$ -		
13.	I&R Centers **(provide detail list)**	$ -		
14.	Faculty / Instructional Cost Requirements	$ 44,348,729	$ 42,372,874	$ 1,975,855
15.	Leave Payout Reserve	$ 2,317,783	$ 2,200,000	$ 117,783
16.	Trust Fund Commitments **(provide detail list)**	$ -		
17.	Vacant Faculty Lines	$ -		
18.	Tuition Differential	$ -		
19.	Use of carryforward funds to offset budget reduction	$ 43,700,000	$ 43,700,000	
20.	Faculty Ratio	$ 3,800,000	$ 3,800,000	
21.	Public/ Community Support	$ 5,200,000	$ 5,200,000	
22.	Research matching funds	$ 1,500,000	$ 1,500,000	
23.	Academic/ University Enhancements	$ 1,700,000	$ 1,700,000	
24.	Accreditation Requirements			$ 6,500,000
	Other Issues (add lines and titles as needed)	$ -		
	Total - Beginning E&G Fund Balance Composition:	$ 141,453,227	$ 131,302,411	$ 10,150,816
	Check: (should equal zero)	$ -	$ -	$ -
II. Additional Information :				
Unexpended E&G Carry Forward Balance as of 08-17-2012:**		$ -	$ -	$ -
	Deduct - Statutory E&G 5% Reserve*	$ 22,309,715	$ 20,752,537	$ 1,557,178
	Deduct - (Add Title)	$ -	$ -	$ -
	Deduct - (Add Title)	$ -	$ -	$ -
Adjusted Unexpended E&G Fund Balance as of 08-17-2012:		$ (22,309,715)	$ (20,752,537)	$ (1,557,178)

Notes:

* 5% reserve calculation based on beginning 2012-2013 UBOT approved operating budget (Section 1011.40(2) F.S.).

** Please describe UBOT reserve requirement : percentage amount or specific items (please list).

*** Please provide details of earmark reserve balances (specific issue name, appropriation year, amount).

**** UCF is unable to determine this amount as of August 17th due to the timing of the internal allocation of funds.

The SUS Education and General budget entity includes the following funds for FY 2012-2013 :

General Revenue
Educational Enhancement (Lottery) Trust Fund
Student and Other Fees Trust Fund
Phosphate Research Trust Fund - (Florida Polytechnic University only)
University Carryforward - Education & General

From:	Harris, Kristie
To:	#SUS Budget Officers
Subject:	Carryforward Balance Data Request - Forthcoming
Date:	Wednesday, September 12, 2012 5:10:25 PM
Attachments:	image001.png E&G Monthly FB Template draft.xlsx
Importance:	High

Budget Directors,

In preparation for the upcoming Legislative session, our office will begin collecting unexpended E&G carryforward balance information beginning with the September 30, 2012, amounts.

For the first two quarters of the fiscal year, unexpended balance reports will be collected as follows :

1. As of September 30, 2012 : Unexpended E&G carryforward amount at the end of 2012-2013 quarter one, report will be due on October 5, 2012.

2. As of December 31, 2012 : Unexpended E&G carryforward amount at the end of 2012-2013 quarter two, report will be due on January 7, 2013.

Then, for the balance of fiscal year 2012-2013 :

3. Subsequent reports will be requested for each month end, for the periods January 31, 2013 through June 30, 2013.

We will ask that you submit this information to SUS-Submissions@flbog.edu no later than five (5) business days after the last day of the reporting month. A draft version of the report template is attached for your review and comments.

No information is due at this time. This correspondence is only intended to put you on alert and to give you the opportunity to ask questions or provide any feedback that you may have. In a few weeks, there will be a memorandum forthcoming from Tim Jones through Gene Kovacs that will officially request this information. In the meantime, if you have any questions or comments, please contact us by September 21, 2012.

***Important note** : The unexpended carryforward balance at the end of the reporting period should be calculated as the beginning E&G fund balance amount (as of July 1, 2012) provided by your university as a component of your annual operating budget submission, less any expenditures from university carryforward (only) funds through the reporting date. Do not include any effect of the current year's (2012-2013) appropriations on the balance, such as anticipated additions to your E&G carryforward balance at June 30, 2013.

Thank you, and please contact me or Dale Bradley (dale.bradley@flbog.edu, 850-245-9392) if you have any questions regarding this data request.

Kristie L. Harris
Budget Director
State University System of Florida
Board of Governors
325 W. Gaines Street, Suite 1652
Tallahassee, Florida 32399
(850) 245-9757 I (850) 245-9959
kristie.harris@flbog.edu I www.flbog.edu





FW: Carry forward expenditures and allocations from reserve
Tracy Clark
to:
Christina Tant, Vanessa Fortier
09/20/2012 01:40 PM
This message may be forwarded to Google recipient(s)
Hide Details
From: Tracy Clark <Tracy.Clark@ucf.edu>
To: Christina Tant <Christy.Tant@ucf.edu>, Vanessa Fortier <Vanessa.Fortier@ucf.edu>

The Carryforward dept's to use for these budget transfers are 02500710 for $375,000 and 02800703 for $10,853,000 for the Combined Heat and Power Plant. Glen will give you the back-up for the $10,853,000, which includes the final costs expected to complete to project, as well as the current outstanding amounts.

Thanks.

Tracy Clark, CPA
Assistant Vice President for Finance and Controller
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Olrando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Vanessa Fortier
Sent: Thursday, September 20, 2012 10:13 AM
To: Tony Waldrop; Lynn Gonzalez
Cc: William Merck; Tracy Clark; Christina Tant
Subject: Carry forward expenditures and allocations from reserve
Importance: High

Tony, Lynn:

During one of our budget meetings several weeks ago, we discussed using carry forward funds for the following items:

- The Combined Heat and Power Plant (CHP)
- E&G salaries in F&A that are currently funded by late fees

Bill and I discussed these items this morning and would like to move forward with recording these expenditures so they will be reflected in the September 30 carry forward balance we must report to the BOG in early October. Tracy will send an email requesting authorization to move budget for these expenditures. She will provide the exact amounts involved, but the CHP is approximately $9.7 million and the F&A salaries for the first quarter are around $377K. The CHP expenditures will be replenished with energy savings over several years. The late fees that would have been used for the E&G salaries in F&A will be recorded as part of university resources available for future use.

Please let me know if you have any questions.

Thanks.

Vanessa

From: Budget office <Budget@ucf.edu>
Sent: Friday, September 21, 2012 11:03 AM
To: Budget office
Subject: FW: RV RSV 13024 Journal 128322 9/21/12 CFWD to A&F CFWD then to 02800703 Temporary - CHP
Attachments: Budget transfer back-up for CHP.XLSX

From: Christina Tant
Sent: Friday, September 21, 2012 9:16 AM
To: Budget office
Subject: FW: Budget Transfer Request - CHP

Budget Office - Please post from central reserve to A&F reserve and then from A&F reserve to F&A dept noted below. When posted, please notify Tracy, Vanessa, and John Pittman. Tracy will communicate to Facilities.

Please include the attachment with original email to Dr. Waldrop with the journal backup.

Thanks!

From: Tony Waldrop
Sent: Friday, September 21, 2012 7:57 AM
To: Christina Tant
Cc: Vanessa Fortier; William Merck; Lynn Gonzalez
Subject: RE: Budget Transfer Request - CHP

I approve with the understanding that these funds will be replaced with dollars from energy savings over several years.

From: Christina Tant
Sent: Friday, September 21, 2012 6:06 AM
To: Tony Waldrop
Cc: Lynn Gonzalez; Tracy Clark; Budget office; Donna DuBuc
Subject: Budget Transfer Request - CHP
Importance: High

Dr. Waldrop,

Please approve the transfer of $10,853,000 from the central carry forward (department 00010107) to A&F (department 02800703). This amount relates to the Combined Heat and Power Plant (CHP).

This will be recorded as a temporary increase to A&F's base budget.

Thank you,

Christy Tant, CPA
Senior Associate Controller, Finance & Accounting



University of Central Florida
Finance and Accounting
12424 Research Pkwy, Suite 300
Orlando, FL 32826-3249
christy.tant@ucf.edu
Phone 407.882.1029
Fax 407.882.1102

Support for CHP budget increase in E&G **Prepared by: Glen Carlson 09/20/12**

Item #	Description	Amount
1	09/20/12 Budget Position Report & 06/30/12 Loans and Interest DT/DF balance - Outstanding amount due to Aux. OH-351050 (Principal & Interest)	$ 9,430,637.15
2	09/20/12 Budget Position Report - Accounts 112000 & 112001 negative cash balance	302,719.35
3	09/20/12 Budget Position Report - Outstanding Encumbrances	283,883.93
4	09/20/12 Budget Position Report account 311000 & 09/19/12 DataMart query outstanding Accounts Payable for Clancy & Theys Construction Company	211,561.09
5	Outstanding amount for final payment to Mitsubishi - obtained verbally from Lashanda Brown-Neal	623,891.00
		$ 10,852,692.52
		Round budget amount to 10,853,000

UCF

Budget Position
As of: September 20, 2012
92010007 UCF555-COMBINED HEAT/PWR PLNT

Account	Description	Current Period Expenditures	Budget Control	Life to Date Expenditures***	Encumb	Pre-Encumb	Balance Available
SubTotal	Salary	0.00	0.00	0.00	0.00	0.00	0.00
SubTotal	OPS	0.00	0.00	0.00	0.00	0.00	0.00
713401	CONSTRUCTION CONTRACTS	0.00	0.00	272.14	0.00	0.00	(272.14)
714201	CONSTR OTHER CONSTR CONTRACTS	232,502.95	0.00	5,349,968.06	283,883.93	0.00	(5,633,851.99)
722104	TELEPHONE EQ INSTALLATION	3,698.43	0.00	3,698.43	0.00	0.00	(3,698.43)
736301	PARTS AND FITTINGS	8,383.42	0.00	8,383.42	0.00	0.00	(8,383.42)
749999	OTHER MISC EXP NON-COMMODITIES	0.00	0.00	125.00	0.00	0.00	(125.00)
755157	DATA COMM DEVICES $1000-$4999	7,828.27	0.00	7,828.27	0.00	0.00	(7,828.27)
781101	TSFR TO E&G UNIVERSITY OPERATI	0.00	0.00	283,545.00	0.00	0.00	(283,545.00)
SubTotal	Other Expenses	252,413.07	0.00	5,653,821.32	283,883.93	0.00	(5,937,705.25)
756101	INSTALLED OR FIXED EQUIPMENT	0.00	0.00	5,725,716.60	0.00	0.00	(5,725,716.60)
757101	FCO BLDG AND FIXED EQUIP	0.00	0.00	0.00	0.00	0.00	0.00
757102	FCO PERMITS AND INSPECTIONS	0.00	0.00	28,277.00	0.00	0.00	(28,277.00)
SubTotal	Equipment	0.00	0.00	5,753,993.60	0.00	0.00	(5,753,993.60)
SubTotal	Overhead	0.00	0.00	0.00	0.00	0.00	0.00
	Total	252,413.07	12,356,534.48	11,407,814.92	283,883.93	0.00	664,835.63
615001	TSFR FM E&G UNIVERSITY OPERATI	0.00	0.00	161,534.48	0.00	0.00	
615050	TSFR FM AUXILIARY OVERHEAD	0.00	0.00	1,500,000.00	0.00	0.00	
615350	TSFR CONTRA AUXILIARY OVERHEAD	0.00	0.00	(159,637.15)	0.00	0.00	
	Revenues	0.00	0.00	1,462,897.33	0.00	0.00	
311000	ACCOUNTS PAYABLE	(211,561.09)	0.00	(211,561.09)	0.00	0.00	
351050	DUE TO AUXILIARY OVERHEAD	0.00	0.00	(9,430,637.15)	0.00	0.00	
	Other Balance Sheet Accounts	(211,561.09)	0.00	(9,642,198.24)	0.00	0.00	
112000	CASH IN BANK	(20,941.86)	0.00	(282,809.23)	0.00	0.00	
112001	CASH INTERDEPARTMENTAL TFRS	(19,910.12)	0.00	(19,910.12)	0.00	0.00	
	Cash	(40,851.98)	0.00	(302,719.35)	0.00	0.00	

***May not agree with online budget inquiry page

UCF

UNIVERSITY OF CENTRAL FLORIDA
Division of Finance & Accounting
Loans and Interest Due From and Due To
For period ending 06/30/12

Prepared By: M. Garmon
Reviewed By: D. Murdock 7/10/12

LOANS WITHIN UCF:

OCA 050 Due From OCA 039 - Acct 161039 - 02010301		OCA 039 Due To OCA 050 - Acct 351050	
Combined Heat and Power Plant - DF 92010007 (51039)			
06/30/11 Beginning Balance	6,844,876.71	06/30/11 Beginning Balance	6,844,876.71
08/05/11 Principal increase	432,000.00	08/05/11 Principal increase	432,000.00
09/30/11 Interest accrual	35,605.04	09/30/11 Interest accrual	35,605.04
12/31/11 Interest accrual	36,457.21	12/31/11 Interest accrual	36,457.21
03/31/12 Interest accrual	35,664.66	03/31/12 Interest accrual	35,664.66
05/31/12 Principal Increase	2,000,000.00	05/31/12 Principal Increase	2,000,000.00
06/30/12 Interest accrual	46,033.53	06/30/12 Interest accrual	46,033.53
Principal & Interest Balance:	$9,430,637.15	Principal & Interest Balance:	9,430,637.15

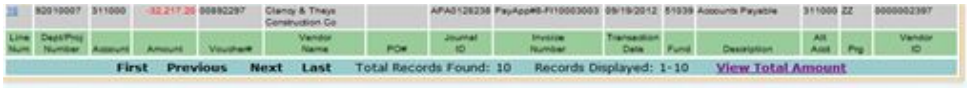
DataMart Query Results (Actuals)

Criteria Used: Dept/Proj = 92010007 and Account = 311000 and TransDate = 09/19/2012

Period: Active Projects

First Previous Next Last Total Records Found: 10 Records Displayed: 1-10 View Total Amount

Line Num	Proj Number	Account	Amount	Voucher#	Vendor Item/ Jnl Header Desc	PO#	Journal ID	Invoice Number	Transaction Date	Fund	Vchr/Jnl Line Description	Alt Acct	Prg	Vendor ID
1	92010007	311000	-27,875.00	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
2	92010007	311000	-1,204.37	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
3	92010007	311000	-74,287.95	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
4	92010007	311000	-28,719.77	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
5	92010007	311000	-1,406.83	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
6	92010007	311000	-26,888.94	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
7	92010007	311000	-12,364.90	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
8	92010007	311000	-5,888.00	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
9	92010007	311000	-8,934.13	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397



Line Num	Dept/Proj Number	Account	Amount	Voucher#	Vendor Name	PO#	Journal ID	Invoice Number	Transaction Date	Fund	Description	Alt Acct	Prg	Vendor ID
28	92010007	311000	-32,217.26	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-P110003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397

First Previous Next Last Total Records Found: 10 Records Displayed: 1-10 View Total Amount

Total accounts payable from above for Clancy & Theys dated 09/19/12:



Proposed Entry to charge the budget of $10,853,000 in dept. 02800703 to dept. 92010007 and payoff the DT/DF balances between 92010007 and 02010301.

Fund CHP plant in dept. 92010007 from dept. 02800703 and payoff DT/DF between 92010007 & 02010301. for the project.

02800703	781139	10,853,000.00
	112001	(10,853,000.00)
92010007	615001	(10,853,000.00)
	112001	10,853,000.00



Payoff DT/DF between 92010007 and 02010301 for balance through 06/30/12.

92010007	351050	9,430,637.15
	112001	(9,430,637.15)
02010301	161039	(9,430,637.15)
	112001	9,430,637.15

UCF

Budget Position
As of: September 26, 2012
02010301 AF VP-OH AUX OPERATIONS

Account	Description	Current Period Totals	PO Rollover Budget	Budget Control****	Year to Date Totals***	Encumb	Pre-Encumb	Balance Available
SubTotal	**Salary**	0.00	0.00	0.00	0.00	0.00	0.00	
749999	OTHER MISC EXP NON-COMMODITIES	0.00	0.00	0.00	13.05	0.00	0.00	
781139	TSFR TO UNIV CONSTRUCTION	88,277.46	0.00	0.00	176,554.92	0.00	0.00	
789201	INVESTMENT EXPENSE ST	(2,269.97)	0.00	0.00	(4,515.62)	0.00	0.00	
SubTotal	**Other Expenses**	86,007.49	0.00	0.00	172,052.35	0.00	0.00	
SubTotal	**Equipment**	0.00	0.00	0.00	0.00	0.00	0.00	
713112	PROF SVCS-BANKING SERVICES	0.00	0.00	0.00	0.00	27,500.00	0.00	
SubTotal	**Sub contract**	0.00	0.00	0.00	0.00	27,500.00	0.00	
	Total	**86,007.49**	**0.00**	**1,109,347.00**	**172,052.35**	**27,500.00**	**0.00**	**909,794.65**
605002	INTEREST - INVESTMENTS	54,885.30	0.00	0.00	86,774.99	0.00	0.00	
	Revenues	54,885.30	0.00	0.00	86,774.99	0.00	0.00	
153000	INTEREST RECEIVABLE	0.00	0.00	0.00	0.00	0.00	0.00	
161021	DUE FM PEGASUS HEALTH	0.00	0.00	0.00	7,581,299.44	0.00	0.00	
161039	DUE FM UNIV CONSTRUCTION	(88,277.46)	0.00	0.00	11,372,741.19	0.00	0.00	
161051	DUE FM INVESTMENT IN PLANT	0.00	0.00	0.00	3,341,731.91	0.00	0.00	
257000	NONCURR DUE FM COMPONENT UNITS	0.00	0.00	0.00	10,533,048.86	0.00	0.00	
311000	ACCOUNTS PAYABLE	0.00	0.00	0.00	0.00	0.00	0.00	
560700	NET ASSETS - UNRESTRICTED	0.00	0.00	0.00	(8,170,459.41)	0.00	0.00	
	Other Balance Sheet Accounts	(88,277.46)	0.00	0.00	24,658,361.99	0.00	0.00	
112000	CASH IN BANK	0.00	0.00	0.00	(24,810,401.58)	0.00	0.00	
112001	CASH INTERDEPARTMENTAL TFRS	57,155.27	0.00	0.00	66,762.23	0.00	0.00	
	Cash	57,155.27	0.00	0.00	(24,743,639.35)	0.00	0.00	
	Investments	0.00	0.00	0.00	0.00	0.00	0.00	

Budget Information:
Less PO Rollover Transferred to Next Fiscal Year **0.00** **0.00**

Total Available Budget **909,794.65**

***May not agree with online budget inquiry page
****Including PO Rollover

UCF

Budget Position
As of: September 26, 2012
92010007 UCF555-COMBINED HEAT/PWR PLNT - 51039

Account	Description	Current Period Expenditures	Budget Control	Life to Date Expenditures***	Encumb	Pre-Encumb	Balance Available
SubTotal	**Salary**	0.00	0.00	0.00	0.00	0.00	**0.00**
SubTotal	**OPS**	0.00	0.00	0.00	0.00	0.00	**0.00**
713401	CONSTRUCTION CONTRACTS	0.00	0.00	272.14	0.00	0.00	(272.14)
714201	CONSTR OTHER CONSTR CONTRACTS	232,502.95	0.00	5,349,968.06	283,883.93	0.00	(5,633,851.99)
722104	TELEPHONE EQ INSTALLATION	3,698.43	0.00	3,698.43	0.00	0.00	(3,698.43)
736301	PARTS AND FITTINGS	8,383.42	0.00	8,383.42	0.00	0.00	(8,383.42)
749999	OTHER MISC EXP NON-COMMODITIES	0.00	0.00	125.00	0.00	0.00	(125.00)
755157	DATA COMM DEVICES $1000-$4999	7,828.27	0.00	7,828.27	0.00	0.00	(7,828.27)
781101	TSFR TO E&G UNIVERSITY OPERATI	0.00	0.00	283,546.00	0.00	0.00	(283,546.00)
SubTotal	**Other Expenses**	252,413.07	0.00	5,653,821.32	283,883.93	0.00	**(5,937,705.25)**
756101	INSTALLED OR FIXED EQUIPMENT	0.00	0.00	5,725,716.60	0.00	0.00	(5,725,716.60)
757101	FCO BLDG AND FIXED EQUIP	0.00	0.00	0.00	0.00	0.00	0.00
757102	FCO PERMITS AND INSPECTIONS	0.00	0.00	28,277.00	0.00	0.00	(28,277.00)
SubTotal	**Equipment**	0.00	0.00	5,753,993.60	0.00	0.00	**(5,753,993.60)**
SubTotal	**Overhead**	0.00	0.00	0.00	0.00	0.00	**0.00**
	Total	**252,413.07**	**12,356,534.48**	**11,407,814.92**	**283,883.93**	**0.00**	**664,835.63**
615001	TSFR FM E&G UNIVERSITY OPERATI	0.00	0.00	161,534.48	0.00	0.00	
615050	TSFR FM AUXILIARY OVERHEAD	0.00	0.00	1,500,000.00	0.00	0.00	
615350	TSFR CONTRA AUXILIARY OVERHEAD	0.00	0.00	(198,637.15)	0.00	0.00	
	Revenues	0.00	0.00	1,462,897.33	0.00	0.00	
311000	ACCOUNTS PAYABLE	(211,561.09)	0.00	(211,561.09)	0.00	0.00	
351050	DUE TO AUXILIARY OVERHEAD	0.00	0.00	(9,430,637.15)	0.00	0.00	
	Other Balance Sheet Accounts	(211,561.09)	0.00	(9,642,198.24)	0.00	0.00	
112000	CASH IN BANK	(20,941.86)	0.00	(282,809.23)	0.00	0.00	
112001	CASH INTERDEPARTMENTAL TFRS	(19,910.12)	0.00	(19,910.12)	0.00	0.00	
	Cash	(40,851.98)	0.00	(302,719.35)	0.00	0.00	

***May not agree with online budget inquiry page

+ 10,853,000.00
- 9,430,637.15
1,119,643.50

UCF

Budget Position

As of: September 26, 2012

02800703 FO-CARRY FORWARD

10001

Account	Description	Current Period Totals	PO Rollover Budget	Budget Control****	Year to Date Totals***	Encumb	Pre-Encumb	Balance Available
SubTotal	**Salary**	0.00	0.00	0.00	0.00	0.00	0.00	
724101	REPAIRS AND MAINTENANCE	0.00	0.00	0.00	(558.17)	0.00	0.00	
727301	UTILITIES WATER AND SEWAGE	0.00	833.00	0.00	0.00	833.00	0.00	
736301	PARTS AND FITTINGS	0.00	840.00	0.00	0.00	840.00	0.00	
SubTotal	**Other Expenses**	0.00	1,673.00	0.00	(558.17)	1,673.00	0.00	
SubTotal	**Equipment**	0.00	0.00	0.00	0.00	0.00	0.00	
SubTotal	**Sub contract**							
	Total	**0.00**	**1,673.00**	**10,854,673.00**	**(558.17)**	**1,673.00**	**0.00**	**10,853,558.17**
	Revenues	0.00	0.00	0.00	0.00	0.00	0.00	
355000	DT OTHER GOVERNMENTAL UNITS	0.00	0.00	0.00	(3,750,000.00)	0.00	0.00	
560700	NET ASSETS - UNRESTRICTED	0.00	0.00	0.00	3,750,000.00	0.00	0.00	
	Other Balance Sheet Accounts	0.00	0.00	0.00	0.00	0.00	0.00	
112001	CASH INTERDEPARTMENTAL TFRS	0.00	0.00	0.00	558.17	0.00	0.00	
	Cash	0.00	0.00	0.00	558.17	0.00	0.00	
	Investments	0.00	0.00	0.00	0.00	0.00	0.00	

Budget Information:

Less PO Rollover Transferred to Next Fiscal Year **0.00** **0.00**

Total Available Budget **10,853,558.17**

< 10,853,000.00

(+ 10,853,000.00 >

***May not agree with online budget inquiry page

****Including PO Rollover

Support for CHP budget increase in E&G **Prepared by: Glen Carlson 09/20/12**

Item #	Description	Amount
1	09/20/12 Budget Position Report & 06/30/12 Loans and Interest DT/DF balance - Outstanding amount due to Aux. OH-351050 (Principal & Interest)	$ 9,430,637.15
2	09/20/12 Budget Position Report - Accounts 112000 & 112001 negative cash balance	302,719.35
3	09/20/12 Budget Position Report - Outstanding Encumbrances	283,883.93
4	09/20/12 Budget Position Report account 311000 & 09/19/12 DataMart query outstanding Accounts Payable for Clancy & Theys Construction Company	211,561.09
5	Outstanding amount for final payment to Mitsubishi - obtained verbally from Lashanda Brown-Neal	623,891.00
		$ 10,852,692.52
		Round budget amount to 10,853,000

UCF

Budget Position
As of: September 20, 2012
92010007 UCF555-COMBINED HEAT/PWR PLNT

Account	Description	Current Period Expenditures	Budget Control	Life to Date Expenditures***	Encumb	Pre-Encumb	Balance Available
SubTotal	**Salary**	0.00	0.00	0.00	0.00	0.00	**0.00**
SubTotal	**OPS**	0.00	0.00	0.00	0.00	0.00	**0.00**
713401	CONSTRUCTION CONTRACTS	0.00	0.00	272.14	0.00	0.00	(272.14)
714201	CONSTR OTHER CONSTR CONTRACTS	232,592.95	0.00	5,349,968.06	283,883.93	0.00	(5,633,851.99)
722104	TELEPHONE EQ INSTALLATION	3,698.43	0.00	3,698.43	0.00	0.00	(3,698.43)
736301	PARTS AND FITTINGS	8,383.42	0.00	8,383.42	0.00	0.00	(8,383.42)
749999	OTHER MISC EXP NON-COMMODITIES	0.00	0.00	125.00	0.00	0.00	(125.00)
755157	DATA COMM DEVICES $1000-$4999	7,828.27	0.00	7,828.27	0.00	0.00	(7,828.27)
781101	TSFR TO E&G UNIVERSITY OPERATI	0.00	0.00	283,546.00	0.00	0.00	(283,546.00)
SubTotal	**Other Expenses**	252,413.07	0.00	5,653,821.32	283,883.93	0.00	(5,937,705.25)
756101	INSTALLED OR FIXED EQUIPMENT	0.00	0.00	5,725,716.60	0.00	0.00	(5,725,716.60)
757101	FCO BLDG AND FIXED EQUIP	0.00	0.00	0.00	0.00	0.00	0.00
757102	FCO PERMITS AND INSPECTIONS	0.00	0.00	28,277.00	0.00	0.00	(28,277.00)
SubTotal	**Equipment**	0.00	0.00	5,753,993.60	0.00	0.00	**(5,753,993.60)**
SubTotal	**Overhead**	0.00	0.00	0.00	0.00	0.00	**0.00**
	Total	**252,413.07**	**12,356,534.48**	**11,407,814.92**	**283,883.93**	**0.00**	**664,835.63**
615001	TSFR FM E&G UNIVERSITY OPERATI	0.00	0.00	161,534.48	0.00	0.00	
615050	TSFR FM AUXILIARY OVERHEAD	0.00	0.00	1,500,000.00	0.00	0.00	
615350	TSFR CONTRA AUXILIARY OVERHEAD	0.00	0.00	(198,637.15)	0.00	0.00	
	Revenues	0.00	0.00	1,462,897.33	0.00	0.00	
311000	ACCOUNTS PAYABLE	(211,561.09)	0.00	(211,561.09)	0.00	0.00	
351050	DUE TO AUXILIARY OVERHEAD	0.00	0.00	(9,430,637.15)	0.00	0.00	
	Other Balance Sheet Accounts	(211,561.09)	0.00	(9,642,198.24)	0.00	0.00	
112000	CASH IN BANK	(20,941.86)	0.00	(282,809.23)	0.00	0.00	
112001	CASH INTERDEPARTMENTAL TFRS	(19,910.12)	0.00	(19,910.12)	0.00	0.00	
	Cash	(40,851.98)	0.00	(302,719.35)	0.00	0.00	

***May not agree with online budget inquiry page

UNIVERSITY OF CENTRAL FLORIDA

UCF

Division of Finance & Accounting

Loans and Interest Due From and Due To

For period ending 06/30/12

Prepared By: **M. Garmon**
Reviewed By: **D. Murdock 7/10/12**

LOANS WITHIN UCF:

OCA 050 Due From OCA 039 - Acct 161039 - 02010301 | **OCA 039 Due To OCA 050 - Acct 351050**

Combined Heat and Power Plant - DF 92010007 (51039)

06/30/11 Beginning Balance	6,844,876.71	06/30/11 Beginning Balance	6,844,876.71
08/05/11 Principal increase	432,000.00	08/05/11 Principal increase	432,000.00
09/30/11 Interest accrual	35,605.04	09/30/11 Interest accrual	35,605.04
12/31/11 Interest accrual	36,457.21	12/31/11 Interest accrual	36,457.21
03/31/12 Interest accrual	35,664.66	03/31/12 Interest accrual	35,664.66
05/31/12 Principal Increase	2,000,000.00	05/31/12 Principal Increase	2,000,000.00
06/30/12 Interest accrual	46,033.53	06/30/12 Interest accrual	46,033.53
Principal & Interest Balance	$9,430,637.15	Principal & Interest Balance	9,430,637.15

DataMart Query Results (Actuals) — Criteria Used: Dept/Proj = 92010007 and Account = 311000 and TransDate = 09/19/2012

Period: Active Projects

First Previous Next Last Total Records Found: 10 Records Displayed: 1-10 View Total Amount

Line Num	Qualified Number	Account	Amount	Voucher#	Vendor Name Jnl Hander Desc	POs	Journal ID	Invoice Number	Transaction Date	Fund	Vchr/Ord Line Description	Alt Acct	Pkg	Vendor ID
1	92010007	311000	-27,875.00	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
2	92010007	311000	-1,205.37	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
3	92010007	311000	-74,287.95	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
4	92010007	311000	-25,719.77	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
5	92010007	311000	-1,408.83	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
6	92010007	311000	-20,659.84	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
7	92010007	311000	-12,364.90	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
8	92010007	311000	-5,888.00	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
9	92010007	311000	-9,934.13	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397
10	92010007	311000	-32,217.20	00892297	Clancy & Theys Construction Co		APA0128238	PayApp#8-FI10003003	09/19/2012	51039	Accounts Payable	311000	ZZ	0000002397

First Previous Next Last Total Records Found: 10 Records Displayed: 1-10 View Total Amount

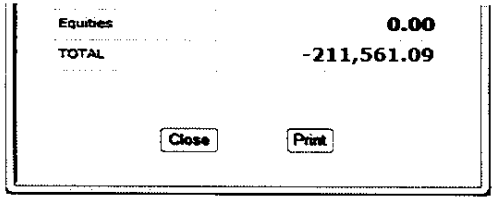
Total accounts payable from above for Clancy & Theys dated 09/19/12:

DataMart-Total Amount - Windows Internet E...

Actuals DataMart

Criteria Used: Dept/Proj = 92010007 and Account = 311000 and TransDate = 09/19/2012

Expenditures	0.00
Liabilities	-211,561.09
Revenue	0.00
Assets	0.00


Equities
0.00
TOTAL
-211,561.09
Close
Print

MITSUBISHI HITACHI POWER SYSTEMS

OSC-F900-FS Rev 8.0

EXTRA WORK AUTHORIZATION FORM

CUSTOMER: University of Central Florida

CHANGE NOTICE #: 0

SITE: CHP Plant

UNIT: Gas Engine

DATE: 5/29/2015

PO #:

PROJECT # TBD

Total Firm Billing Amount $ [redacted]

EXTRA-WORK OR DELAY DESCRIPTION:

EW DESCRIPTION: MPSA-QTO-11430-rev 4 Contract Extension

WORK-SCOPE:

This serves as a one (1) time contract extension to MPSA-QTO-11430-rev4 to provide parts, service and RMC support to the UCF CHP Plant Gas Engine. This extension shall commence June 1, 2015 and expire on the earlier of either the execution of the 24,000 hour service or May 31st, 2016. The terms and conditions shall remain the same as outlined in MPSA-QTO-11420-rev4. This extension is to include four (4) quarterly payments [redacted] (shown in 2015 dollars for estimating purposesd, to be escalated per MPSA-QTO-11430-rev4).

IMPACT TO SCHEDULE ?: YES [ ] NO [ ] HOURS:

IF YES DESCRIBE:

CRITICAL PATH ITEM(S) AFFECTED:

TASK#: DESCRIPTION:

TASK#: DESCRIPTION:

TASK#: DESCRIPTION:

SIGNATURES: MHPSA DATE:

CUSTOMER DATE:

Approval is granted to MHPSA to execute above extra work. Signer acknowledges they have the appropriate contractual authority to authorize this scope and expense.

This Extra Work Authorization is governed by the MHPSA terms and conditions (including prices unless otherwise set forth herein) of the original Contract and / or P.O. Acknowledgement. Approval of the EWA is recognized by signing the Form.

Execution Approved 3/10/16 Cust Work

3/17/15

Company Confidential and Proprietary
© 2014, Mitsubishi Hitachi Power Systems Americas, Inc. All Rights Reserved.

MITSUBISHI HITACHI POWER SYSTEMS

OSC-F900-FS Rev 8.0

EXTRA WORK AUTHORIZATION FORM

CUSTOMER: University of Central Florida

CHANGE NOTICE #: 0

SITE: CHP Plant

UNIT: Gas Engine

DATE: 5/29/2015

PO #:

PROJECT # TBD

Total Firm Billing Amount $ [redacted]

EXTRA-WORK OR DELAY DESCRIPTION:

EW DESCRIPTION: MPSA-QTO-11430-rev 4 Contract Extension

WORK-SCOPE:

This serves as a one (1) time contract extension to MPSA-QTO-11430-rev4 to provide parts, service and RMC support to the UCF CHP Plant Gas Engine. This extension shall commence June 1, 2015 and expire on the earlier of either the execution of the 24,000 hour service or May 31st, 2016. The terms and conditions shall remain the same as outlined in MPSA-QTO-11420-rev4. This extension is to include four (4) quarterly payments [redacted] (shown in 2015 dollars for estimating purposesd, to be escalated per MPSA-QTO-11430-rev4).

IMPACT TO SCHEDULE ?: YES [ ] NO [ ] HOURS:

IF YES DESCRIBE:

CRITICAL PATH ITEM(S) AFFECTED:

TASK#: DESCRIPTION:

TASK#: DESCRIPTION:

TASK#: DESCRIPTION:

SIGNATURES: MHPSA DATE: 9-15-15

CUSTOMER DATE: 9-15-15

Approval is granted to MHPSA to execute above extra work. Signer acknowledges they have the appropriate contractual authority to authorize this scope and expense.

This Extra Work Authorization is governed by the MHPSA terms and conditions (including prices unless otherwise set forth herein) of the original Contract and / or P.O. Acknowledgement. Approval of the EWA is recognized by signing the Form.

Company Confidential and Proprietary

© 2014. Mitsubishi Hitachi Power Systems Americas, Inc. All Rights Reserved.

3/17/15

Combined Heat & Power Plant
Contract #MPSA-QTO-11420-rev4
March 22, 2016

Background:
The department of Sustainability and Energy Management (now Utilities & Energy Services) entered into an agreement with Mitsubishi Power Systems Americas (MPSA), *contract #MPSA_QTO-11430-rev 4,* in 2012 to cover a proprietary parts and service maintenance to UCF's cogeneration plant. The 56-page contract covers T&C's, schedules, parts and labor for both planned and unplanned maintenance. The term of the contract is three years, or 24,000 run hours of scheduled service, whichever occurs first.

Since execution of the contract in May 2012, the plant suffered a catastrophic generator failure (September 2012) during functional testing. This event occurred while still under construction and contract direction with our installation and supply contractor, MPSA. As a result, this failure delayed turnover of the plant to UCF until January 18, 2013, causing a seven-month delay from our service contract start.

Furthermore, the plant suffered two more catastrophic failures since turnover (January 18, 2013) including failure of the engine's turbo charger in December of 2014. As a result, the plant was down for two (2) months; followed by a second catastrophic generator failure (June 26, 2015) which took the plant down for four (4) additional months. While the OEM honored the generator failure with a new stator, at no cost to UCF with the June 26th 2015 incident; UCF lost "time" on the contract with the plant not running. UCF also lost generation revenue during the plant's downtime.

The department also lost significant recovery opportunity with the Traveler's Insurance claim to the turbo charger failure in 2014. The department paid in excess of $590K from our auxiliary utility account (revenue) to restore the unit back to service with no re-imbursement coverage from the insurance, or funding request support from administration.

Today, the engine has 20,500 run hours on the plant. Since parts and supply chain are produced and shipped from Yokohama, Japan, MHPSA keeps an inventory of emergent and long lead time capital spares, and scheduled outage replacements parts on hand to cover up to the 24,000-hour plant outage. In order to move forward with the remainder of the contract items set forth in the original contract, Mitsubishi Hitachi Power Systems America (MHPSA), formally MPSA, issued an Extra Work Order in September 2015, to amend the remainder of the contract outage term (24,000 run hours) with the same terms and conditions of MPSA-QTO-11430-rev 4, with the understanding we were going to be down for a period of time with the latest generator failure. By doing so, allowed the department to keep the outage installations moving forward until the new contract could be written for the next 24,000-hour contract interval. *This contract is currently in underwriting by Mitsubishi Hitachi Power Systems America (MHPSA) and will be provided to purchasing in the next 30-45 days for review and comment.*

Per the MPSA contract pg. 13/56

Outage Assumptions and Delays:

> *"The pricing included in this proposal assumes a minimum of 8000 hours of operation per year, and the completion of 4 scheduled outages per year. In the event of limited operation to the CHP plant, that results in a delay to the scheduled inspections beyond the assumptions above, MPSA reserves the right to invoice for any Planned Engine Parts delivered to the MPSA facility for the upcoming scheduled inspections."*

The generator is excluded from the scope of contract service and therefore delays were not a result of MHPSA this past fall.

To illustrate further, each FY the department of UES opens two blanket PO's to cover MHPSA's scheduled and unscheduled maintenance (UCF01-000031678) with a beginning balance of $1000 respectively. This is large in part due to the monthly cash flows supported by the auxiliary, as this account was also used to pay all of UCF's campuses' electric and gas bills. All campus utilities overseen by UES, including the CHP, are operated as a campus auxiliary. All associated costs are debited and credited from this same account. Up until late 2015, F&A had allowed each utility auxiliary account to open the FY with a balance and budget tolerance based on the previous year's revenue at FY end.

In addition, UES had also entered a MOU with Mr. Merck's office to payback the plant loan with annual installments of $1MM+. This transfer is completed in August each year. To date, UES has paid back $2.3MM on the loan.

Encumbering the entire scheduled value of $433,785.32 up front in July of 2015, would have restricted the cash flow available to have successful operations and paying utility bills on time in the beginning of the FY; until a month of generation revenue was available in the new FY. This was not possible as the CHP generator failed on 6/26/15 and was down for four months without a revenue generation source.

This has since been addressed by UES in conjunction with the F&S BO. For this reason, the blanket PO for scheduled and unscheduled work was created for diversified billing purposes.

Additionally, changes were made within the UES utility budget:

1. F&A is now going to issue all utility budgets for the 04' account up front at the beginning of each FY, starting FY 16-17' – cash flow will no longer be a constraint in the first operating month, as we can now encumber the entire year up front for planned maintenance intervals.
2. F&A provided the remainder of the FY 15-16' utility budget in late 2015. This enabled the department (without generation) a vehicle to process plant maintenance cost.

3. UES and F&S BO supported justification to F&A to provide a natural gas utility account to reduce cash flow constraints, as each utility bill rendered had different billing cycles between natural gas and electric. This was also granted this FY. The utility gas account number is 02830325.

Under the circumstances listed above, it was our department's understanding that by having an approved contract by UCF's General Counsel and Purchasing Department in conjunction with an open blanket PO, and the department was complying with purchasing guidelines. We had a PO in place prior to the work being executed (in our case scheduled draws) and work was conducted within guidelines of the contract. The change ordered amount requested in REQ 000375079 in the amount of $325,338.99 was greater then the value of $1,000 on the FY blanket PO. However, the verbiage from the PO states:

> *"Exempt from competition due to proprietary equipment, service and labor (FY15-16). This blanket PO will be used for scheduled preventive maintenance of the Combined Heat and Power Plant (CHP). Reference MPS-UCF contract MPSA-QTO-11430-rev 4 (attached). The Utilities and Energy Services Department will submit change orders as required for the proprietary labor and materials to maintain the purchased equipment. See attached Contract dated 5/29/2015 for further justification."*

Our position stands that we disagree this work was conducted "after the fact," which implies wrong-doing, negligence, and / or malicious intent without a purchasing mechanism. None of which occurred. The issue was related to an internal process and business paradigm that did not match the cash flow at the beginning of the FY required to support the operation; coupled with a plant generator catastrophic failure. There is no question, the utility business model here at UCF is very dynamic with many variables, that are subject to change. The utility was established in 2013 and together, with BO and F&A, we have made great strides and improvements for operational efficiency and sustainable operations.

Contract Extension:

Due to the fact the contract expired in May of 2015, and the engine had not achieved the run hours outlined in the original contract of 24,000 run hours, combined with yet another generator failure; we could not meet the outage requirements of the contract term. UCF's plant had ~17,000 run hours at this point in May 2015, coupled with the generator failure of 6/26/15, the department submitted a blanket PO requisition in the amount of $1000 with an unsigned contract extension in September of 2015 to purchasing, to cover the draw amounts per the contract T&C's up to 24,000 run hours or May 31st, 2016, whichever occurred first. Since the agreement did not change the T&C's and referenced the existing contract, the department was under the impression this was a valid approach until a new contract would be executed for the next 24,000 run-hour cycle. Purchasing stated since this was not reviewed by legal and did not have proper signature authority that this is now an unauthorized purchase.

Moving Forward:
As a reminder, any time the plant is off line or generating below 5.5megawatts, the university pays a significant premium in penalty to the utility for standby energy and demand charges, in addition to the loss of revenue. UES needs to be able to carry out work 24/7 – 365 days a year. Each day the plant is down cost UCF $14-20K.

Conversely, UES is also seeking to partner with UCF's Purchasing department to comply with same day turn around on all related change order requests. This will prevent delays in work execution for unscheduled work.

Consequently, the university will incur additional penalties and lost revenue if this will not be a service provided to UES, if only offered on university working days.

As a final point, the director is seeking signature authority for all of the MHPSA EWA's. Reason for this request is to allow work to commence after hours, weekends and holidays when pertinent staff, decision makers or administration are not here to process requests. We are minimally requesting this authority to be the department director level. All domestic and travel rates for labor, material, holiday schedules are provided in the contract and further outlined in **Appendix F.** In addition, this is a proprietary contract and exempt from competition.

In summary, the amount we are seeking to change order to PO #31658 is $325,338.99 of the remaining FY contract term. Funding is available to support the request. A new contract and proposed term is forthcoming.

MITSUBISHI POWER SYSTEMS

University of Central Florida – CHP Plant
Addendum to Parts & Service Agreement

Table of Contents

Introduction **1**

Quality Statement 2

Authorized Individuals **3**

Offer Letter **4**

Payment Terms/Schedule **5**

Service Program Milestone Payment – Year 2 and Year 3 Payments 5

PROPRIETARY INFORMATION

This document and any attachments contain proprietary information and are the sole and exclusive property of Mitsubishi Power Systems Americas, Inc., "MPSA". Your receipt of this information is an acknowledgement of a confidential relationship between you and MPSA. This information is to be used solely by you for the purpose for which it is furnished. Neither these documents, nor any information obtained there from is to be reproduced, transmitted, disclosed, discussed with any third party, or used otherwise, in whole or in part, without first receiving the express written authorization of MPSA.

Introduction

Mitsubishi Heavy Industries has been providing integrated power generation design and manufacturing for over 120 years. A world leader in energy systems, aerospace, and industrial equipment, Mitsubishi has designed, manufactured, delivered, installed, commissioned and serviced power generating equipment (fossil and nuclear) throughout the world. Mitsubishi gas and steam turbines have continued to operate and perform at the highest industry levels for reliability and efficiency.

Mitsubishi Power Systems Americas (MPSA, MPS) is a wholly owned subsidiary of Mitsubishi Heavy Industries with corporate headquarters located in Lake Mary, Florida. In 2002, MPSA established a large turbine service and component manufacturing center located in Orlando, Florida, just 10 miles west of the Orlando International Airport. The Orlando Service Center (OSC) is dedicated to servicing the Americas turbine and generator market. The OSC is the newest, most modern facility of its kind in the Americas. It is equipped with all new "state-of-the-art" manufacturing equipment and a broad array of advanced turbine repair and maintenance services. The Orlando Service Center offers a high level of outage support services and selected component manufacturing. In June 2008, MPSA opened an additional 100,000 square feet facility for manufacturing and office space, effectively doubling the size of the facility. It includes more new manufacturing and a separate repair facility for gas turbines. There is also a remote monitoring center at OSC that continuously monitors the operation of approximately eighteen (18) combined cycle power plants around the world and generates indicative trending feedback to the plant operators on a 24/7 basis.

MPSA also provides a full spectrum of field services from the Orlando Service Center, as well as from the Houston Service Operations facility, to assist our customers in maintaining their power generating equipment. MPSA's field service operation maintains personnel with a broad knowledge base of turbine technologies to provide world-class field maintenance and inspection services. In addition, we can tap into the design knowledge and operating experience of Mitsubishi Heavy Industries for overnight analysis and evaluation of engineering issues. As a licensee of the former Westinghouse Electric since the 1970's, Mitsubishi has extensive design and engineering knowledge on Westinghouse steam and gas turbine designs, we have provided replacement components and performed retrofits on several units worldwide.

MPSA's newest expansion effort in Savannah, Georgia serves as the company's next step in providing world class power generation services and products for the gas and steam turbine market. This state of the art facility, which broke ground in 2009, has been designed to support combustor component manufacturing, rotor servicing/balancing, valve repair, and other large component repairs and upgrades for both North and South America and new manufactured gas and steam turbines worldwide.

Quality Statement

Through Mitsubishi's pursuit to improve customer satisfaction with dependable products and superior field service, Mitsubishi has obtained and maintains ISO 9001:2000 certification. MPSA also maintains the environmental certification ISO 14001:2004.

A copy of the MPS Quality System or audit records can be made available upon request.

MITSUBISHI POWER SYSTEMS

University of Central Florida – CHP Plant
Addendum to Parts & Service Agreement

Authorized Individuals

Craig Malobicky
Service Sales Manager
2287 Premier Row
Orlando, FL 32809
Tel: 407-688-6938
Fax: 407-688-6988
cmalobicky@mpshq.com

Bill Ray
Director, Service Sales & Marketing
2287 Premier Row
Orlando, FL 32809
Tel: (407) 562-0620
Fax: (407) 688-6988
wray@mpshq.com

Scott Witter
Manager, Service Sales
2287 Premier Row
Orlando, FL 32809
Tel: (407) 688-6802
Fax: (407) 688-6988
scott.witter@mpshq.com

MITSUBISHI POWER SYSTEMS

University of Central Florida – CHP Plant
Addendum to Parts & Service Agreement

Offer Letter

Curt Wade
Coordinator of Utilities & Energy Management
University of Central Florida
P.O. Box 163600
Orlando, FL, Fl 32816
Tel: 407-823-2053
Curtis.Wade@ucf.edu

October 16th, 2012

Subject: Modification to Payment Terms to MPSA-QTO-11,430 Rev 4)

Dear Mr. Curt Wade,

Mitsubishi Power Systems Americas (MPSA) is pleased to provide the above reference proposal to modify the payment terms from the existing Parts and Service agreement between MPSA and UCF for the Combined Heat and Power (CHP) Plant. Except as expressly amended by this letter, all other terms and conditions in the agreement between Mitsubishi Power Services Americas, Inc., and the University of Central Florida dated May 9th, 2012 shall remain unchanged.

Thank you for the opportunity to provide this quotation. If you have any further questions regarding this proposal, or require further information, please do not hesitate to contact us.

Best Regards,

Craig Malobicky
Service Sales Manager
2287 Premier Row
Orlando, FL 32809
Tel: 407-688-6938
Fax: 407-688-6988
cmalobicky@mpshq.com

MITSUBISHI POWER SYSTEMS

University of Central Florida – CHP Plant
Addendum to Parts & Service Agreement

Payment Terms/Schedule

[redacted]

Assumptions & Clarifications

1. Pricing is in 2013 dollars and subject to escalation described herein. Escalation will apply to all payments beginning December 1, 2014.

Approved as to Form and Legality
J. Clark, 10/18/13

CHP Historical Monthly Savings

2013	July	$ 192,242.19
	August	$ 146,082.33
	September	$ 156,136.84
	October	$ 164,968.03
	November	$ 103,247.68
	December	$ 125,832.83
2014	January	$ 137,556.35
	February	$ 121,097.31
	March	$ 149,829.10
	April	$ 145,158.95
	May	$ 207,319.31
	June	$ 205,623.00
	July	$ 265,956.13
	August	$ 208,008.26
	September	$ 259,015.12
	October	$ 259,519.29
	November	$ 163,643.81
	December	$ 1,102.87
2015	January	$ 79,106.59
	February	$ 198,162.89
	March	$ 185,736.08
	April	$ 209,278.16
	May	$ 98,718.78
	June	$ 126,511.67
	July	$ -
	August	$ -
	September	$ -
	October	$ 297.72
	November	$ 162,739.81
	December	$ 230,452.84
2016	January	$ 241,844.71
	February	$ 144,680.54
	March	$ 234,399.21
	April	$ 210,622.80
	May	$ 157,314.90
	June	$ 200,180.92
	July	$ 183,196.50
	August	$ 135,173.24
	September	$ 153,566.51
	October	$ 208,039.67
	November	$ 181,117.59
	December	$ 216,889.43
	January	$ 168,644.67

2017	February	$	156,970.60
	March	$	112,979.02
	April	$	112,560.26
	May	$	155,548.28
	June	$	167,337.19
	July	$	148,339.77
	August	$	204,076.27
	September	$	44,841.65
	October	$	138,637.49
	November	$	155,323.01
	December	$	225,692.21
2018	January	$	166,781.95
	February	$	104,658.31
	March	$	240,575.66
	April	$	183,167.13
	May	$	236,741.28
	June	$	229,155.15
	July	$	190,896.01
	August	$	127,842.10
	September	$	32,503.97
	October	$	223,951.22
	November	$	52,097.07
	December	$	112,204.04

Provided by UCF

CHP MOU PAYMENTS

Start Date	Balance Due						
10/1/2012	$ 10,853,000.00						
Payment Date		**Payments Made**	**Interest**	**Principal**	**Paid**	**JID #**	
6/30/2014	$ 10,214,568.42	$ 1,000,000.00	$ 361,568.42	$ 638,431.58	F&A	MM06301401	
7/29/2014	$ 9,248,710.26	$ 1,000,000.00	$ 34,141.84	$ 965,858.16	UES	0283072955	
6/23/2015	$ 8,102,770.98	$ 1,300,000.00	$ 154,060.72	$ 1,145,939.28	UES	0283062355	
7/25/2016	$ 7,271,906.78	$ 1,000,000.00	$ 169,135.80	$ 830,864.20	UES	0283072555	
7/27/2017	$ 6,423,963.20	$ 1,000,000.00	$ 152,056.42	$ 847,943.58	UES	0283072756	
7/20/2018	$ 5,590,607.77	$ 1,000,000.00	$ 135,097.57	$ 864,902.43	UES	0283072056	
6/3/2019	$ 4,678,715.34	$ 1,000,000.00	$ 88,107.57	$ 911,892.43	UES	0283060355	

Internal analysis

ORIGINAL AMORTIZATION SCHEDULE

Date	Amount due	Difference b/w original schedule and actuals?
6/30/2014	1,000,000	*None*
8/31/2014	1,000,000	*Paid one month early*
8/31/2015	1,000,000	*Paid two months early and $300k greater*
8/31/2016	1,000,000	*Paid one month early*
8/31/2017	1,000,000	*Paid one month early*
8/31/2018	1,000,000	*Paid one month early*
8/31/2019	1,000,000	*Paid three months early*
8/31/2020	1,000,000	
8/31/2021	1,000,000	
8/31/2022	1,000,000	
8/31/2023	1,000,000	
8/31/2024	1,000,000	
8/31/2025	331,800	

transfer from 02830321 to '02010350 acct. code 615073

Memorandum of Understanding
Use of Funds

The following memorandum ("MOU") sets forth the understanding between the Interim Provost and Vice President of Academic Affairs at the University of Central Florida ("Interim Provost") and the Vice President for Administration and Finance and Chief Financial Officer at the University of Central Florida ("VP Administration") regarding the use of funds provided to support the purchase of a Combined Heat & Power (CHP) Plant System from Mitsubishi for the University of Central Florida.

1. **Use of Funds:** The Administration hereby expresses its intent to make available for the University's use, in connection with the purchase of a Combined Heat and Power (CHP) Plant System from Mitsubishi, the amount of Ten Million, Two Hundred Thirty-One Thousand, Three Hundred Fifty-Nine dollars ($10,231,359.00).

2. **Repayment:** The Division of Administration and Finance will repay the funds from savings generated from its energy account in the amount of Ten Million, Two Hundred Thirty-One Thousand, Three Hundred Fifty-Nine dollars ($10,231,359.00) plus interest which shall accrue at a fixed rate of two percent (2.00%) per annum. Payments shall be made in annual installments of principal and interest with the first payment due on August 31, 2014, and each additional payment due August 31, of each consecutive year. The maturity of the outstanding principal and interest is payable in full August 31, 2025. The outstanding balance may be repaid in whole at any time without penalty. The Provost's office, in its sole discretion, may accept a lesser amount of interest as full satisfaction for the use of funds.

3. **Purpose:** The use of funds assisted with the establishment of a CHP Plant System and benefits the University of Central Florida allowing the generation of electricity at a lower cost and with less greenhouse gas emissions.

4. **Applicable Law:** This MOU will be construed in accordance with, and the administration of the contribution received herein shall be pursuant to the laws of the State of Florida.

IN WITNESS WHEREOF, each of the undersigned as duly authorized and validly existing representatives of the University of Central Florida have executed this MOU on the date as indicated below.

INTERIM PROVOST

By: _____

Name: Diane Chase
Interim Provost and Vice President of Academic Affairs
Officer

Date: 7/23/14

ADMINISTRATION

By: _____

Name: William F. Merck II Title:
Title: *Vice President for Administration and Finance and Chief Financial*

Date: _____

Repayment Terms:	
Principal Amount:	10,853,000
Original Loan Date:	October-12
Interest Rate:	2%- Simple Interest
Repayment Plan per MOU:	$1M payment by the 31st of August each year
Monthly Int Journal Entry:	to be entered by Lashanda Brown

Combined Heat and Power Plant - DF Facilities Operations Dept /DT 02010350 - AV VP-OH UNIVERSITY RESOURCES (10050)

Start Date	Days	Rate	Principal	Interest	Total Payment	Interest	Principal	Accumulated Interest	Loan Balance	Outstanding Principal Balance
10/1/2012								-	**10,853,000.00**	**10,853,000.00**
10/31/2012	31	2%	10,853,000.00	18,435.23	-	-	-	18,435.23	10,871,435.23	10,853,000.00
11/30/2012	30	2%	10,853,000.00	17,840.55	-	-	-	36,275.78	10,889,275.78	10,853,000.00
12/31/2012	31	2%	10,853,000.00	18,435.23	-	-	-	54,711.01	10,907,711.01	10,853,000.00
1/31/2013	31	2%	10,853,000.00	18,435.23	-	-	-	73,146.24	10,926,146.24	10,853,000.00
2/28/2013	28	2%	10,853,000.00	16,651.18	-	-	-	89,797.42	10,942,797.42	10,853,000.00
3/31/2013	31	2%	10,853,000.00	18,435.23	-	-	-	108,232.65	10,961,232.65	10,853,000.00
4/30/2013	30	2%	10,853,000.00	17,840.55	-	-	-	126,073.20	10,979,073.20	10,853,000.00
5/31/2013	31	2%	10,853,000.00	18,435.23	-	-	-	144,508.43	10,997,508.43	10,853,000.00
6/30/2013	30	2%	10,853,000.00	17,840.55	-	-	-	162,348.98	11,015,348.98	10,853,000.00
7/31/2013	31	2%	10,853,000.00	18,435.23	-	-	-	180,784.21	11,033,784.21	10,853,000.00
8/31/2013	31	2%	10,853,000.00	18,435.23	-	-	-	199,219.44	11,052,219.44	10,853,000.00
9/30/2013	30	2%	10,853,000.00	17,840.55	-	-	-	217,059.99	11,070,059.99	10,853,000.00
10/31/2013	31	2%	10,853,000.00	18,435.23	-	-	-	235,495.22	11,088,495.22	10,853,000.00
11/30/2013	30	2%	10,853,000.00	17,840.55	-	-	-	253,335.77	11,106,335.77	10,853,000.00
12/31/2013	31	2%	10,853,000.00	18,435.23	-	-	-	271,771.00	11,124,771.00	10,853,000.00
1/31/2014	31	2%	10,853,000.00	18,435.23	-	-	-	290,206.23	11,143,206.23	10,853,000.00
2/28/2014	28	2%	10,853,000.00	16,651.18	-	-	-	306,857.41	11,159,857.41	10,853,000.00
3/31/2014	31	2%	10,853,000.00	18,435.23	-	-	-	325,292.64	11,178,292.64	10,853,000.00
4/30/2014	30	2%	10,853,000.00	17,840.55	-	-	-	343,133.19	11,196,133.19	10,853,000.00
5/31/2014	31	2%	10,853,000.00	18,435.23	-	-	-	361,568.42	11,214,568.42	10,853,000.00
6/30/2014	30	2%	10,214,568.42	16,791.07	1,000,000.00	361,568.42	638,431.58	16,791.07	10,231,359.49	10,214,568.42
7/31/2014	31	2%	10,214,568.42	17,350.77	-	-	-	34,141.84	10,248,710.26	10,214,568.42
8/31/2014	31	2%	9,248,710.26	15,710.14	1,000,000.00	34,141.84	965,858.16	15,710.14	9,264,420.40	9,248,710.26
9/30/2014	30	2%	9,248,710.26	15,203.36	-	-	-	30,913.50	9,279,623.76	9,248,710.26
10/31/2014	31	2%	9,248,710.26	15,710.14	-	-	-	46,623.64	9,295,333.90	9,248,710.26
11/30/2014	30	2%	9,248,710.26	15,203.36	-	-	-	61,827.00	9,310,537.26	9,248,710.26
12/31/2014	31	2%	9,248,710.26	15,710.14	-	-	-	77,537.14	9,326,247.40	9,248,710.26
1/31/2015	31	2%	9,248,710.26	15,710.14	-	-	-	93,247.28	9,341,957.54	9,248,710.26
2/38/2015	28	2%	9,248,710.26	14,189.80	-	-	-	107,437.08	9,356,147.34	9,248,710.26
3/31/2015	31	2%	9,248,710.26	15,710.14	-	-	-	123,147.22	9,371,857.48	9,248,710.26
4/30/2015	30	2%	9,248,710.26	15,203.36	-	-	-	138,350.58	9,387,060.84	9,248,710.26
5/31/2015	31	2%	9,248,710.26	15,710.14	-	-	-	154,060.72	9,402,770.98	9,248,710.26

Combined Heat and Power Plant - DF Facilities Operations Dept /DT 02010350 - AV VP-OH UNIVERSITY RESOURCES (10050)

Start Date	Days	Rate	Principal	Interest	Total Payment	Interest	Principal	Accumulated Interest	Loan Balance	Outstanding Principal Balance
6/30/2015	30	2%	9,248,710.26	15,203.36	-	-	-	169,264.08	9,417,974.34	9,248,710.26
7/31/2015	31	2%	9,248,710.26	15,710.14	-	-	-	184,974.22	9,433,684.48	9,248,710.26
8/31/2015	31	2%	8,433,684.48	14,325.71	1,000,000.00	184,974.22	815,025.78	14,325.71	8,448,010.19	8,433,684.48
9/30/2015	30	2%	8,433,684.48	13,863.59	-	-	-	28,189.30	8,461,873.78	8,433,684.48
10/31/2015	31	2%	8,433,684.48	14,325.71	-	-	-	42,515.01	8,476,199.49	8,433,684.48
11/30/2015	30	2%	8,433,684.48	13,863.59	-	-	-	56,378.60	8,490,063.08	8,433,684.48
12/31/2015	31	2%	8,433,684.48	14,325.71	-	-	-	70,704.31	8,504,388.79	8,433,684.48
1/31/2016	31	2%	8,433,684.48	14,325.71	-	-	-	85,030.02	8,518,714.50	8,433,684.48
2/29/2016	29	2%	8,433,684.48	13,401.47	-	-	-	98,431.49	8,532,115.97	8,433,684.48
3/31/2016	31	2%	8,433,684.48	14,325.71	-	-	-	112,757.20	8,546,441.68	8,433,684.48
4/30/2016	30	2%	8,433,684.48	13,863.59	-	-	-	126,620.79	8,560,305.27	8,433,684.48
5/31/2016	31	2%	8,433,684.48	14,325.71	-	-	-	140,946.50	8,574,630.98	8,433,684.48
6/30/2016	30	2%	8,433,684.48	13,863.59	-	-	-	154,810.09	8,588,494.57	8,433,684.48
7/31/2016	31	2%	8,433,684.48	14,325.71	-	-	-	169,135.80	8,602,820.28	8,433,684.48
8/31/2016	31	2%	7,602,820.28	12,914.38	1,000,000.00	169,135.80	830,864.20	12,914.38	7,615,734.66	7,602,820.28
9/30/2016	30	2%	7,602,820.28	12,497.79	-	-	-	25,412.17	7,628,232.45	7,602,820.28
10/31/2016	31	2%	7,602,820.28	12,914.38	-	-	-	38,326.55	7,641,146.83	7,602,820.28
11/30/2016	30	2%	7,602,820.28	12,497.79	-	-	-	50,824.34	7,653,644.62	7,602,820.28
12/31/2016	31	2%	7,602,820.28	12,914.38	-	-	-	63,738.72	7,666,559.00	7,602,820.28
1/31/2017	31	2%	7,602,820.28	12,914.38	-	-	-	76,653.10	7,679,473.38	7,602,820.28
2/28/2017	28	2%	7,602,820.28	11,664.60	-	-	-	88,317.70	7,691,137.98	7,602,820.28
3/31/2017	31	2%	7,602,820.28	12,914.38	-	-	-	101,232.08	7,704,052.36	7,602,820.28
4/30/2017	30	2%	7,602,820.28	12,497.79	-	-	-	113,729.87	7,716,550.15	7,602,820.28
5/31/2017	31	2%	7,602,820.28	12,914.38	-	-	-	126,644.25	7,729,464.53	7,602,820.28
6/30/2017	30	2%	7,602,820.28	12,497.79	-	-	-	139,142.04	7,741,962.32	7,602,820.28
7/31/2017	31	2%	7,602,820.28	12,914.38	-	-	-	152,056.42	7,754,876.70	7,602,820.28
8/31/2017	31	2%	6,754,876.70	11,474.04	1,000,000.00	152,056.42	847,943.58	11,474.04	6,766,350.74	6,754,876.70
9/30/2017	30	2%	6,754,876.70	11,103.91	-	-	-	22,577.95	6,777,454.65	6,754,876.70
10/31/2017	31	2%	6,754,876.70	11,474.04	-	-	-	34,051.99	6,788,928.69	6,754,876.70
11/30/2017	30	2%	6,754,876.70	11,103.91	-	-	-	45,155.90	6,800,032.60	6,754,876.70
12/31/2017	31	2%	6,754,876.70	11,474.04	-	-	-	56,629.94	6,811,506.64	6,754,876.70
1/31/2018	31	2%	6,754,876.70	11,474.04	-	-	-	68,103.98	6,822,980.68	6,754,876.70
2/28/2018	28	2%	6,754,876.70	10,363.65	-	-	-	78,467.63	6,833,344.33	6,754,876.70
3/31/2018	31	2%	6,754,876.70	11,474.04	-	-	-	89,941.67	6,844,818.37	6,754,876.70
4/30/2018	30	2%	6,754,876.70	11,103.91	-	-	-	101,045.58	6,855,922.28	6,754,876.70
5/31/2018	31	2%	6,754,876.70	11,474.04	-	-	-	112,519.62	6,867,396.32	6,754,876.70
6/30/2018	30	2%	6,754,876.70	11,103.91	-	-	-	123,623.53	6,878,500.23	6,754,876.70
7/31/2018	31	2%	6,754,876.70	11,474.04	-	-	-	135,097.57	6,889,974.27	6,754,876.70
8/31/2018	31	2%	5,889,974.27	10,004.89	1,000,000.00	135,097.57	864,902.43	10,004.89	5,899,979.16	5,889,974.27
9/30/2018	30	2%	5,889,974.27	9,682.15	-	-	-	19,687.04	5,909,661.31	5,889,974.27
10/31/2018	31	2%	5,889,974.27	10,004.89	-	-	-	29,691.93	5,919,666.20	5,889,974.27
11/30/2018	30	2%	5,889,974.27	9,682.15	-	-	-	39,374.08	5,929,348.35	5,889,974.27
12/31/2018	31	2%	5,889,974.27	10,004.89	-	-	-	49,378.97	5,939,353.24	5,889,974.27
1/31/2019	31	2%	5,889,974.27	10,004.89	-	-	-	59,383.86	5,949,358.13	5,889,974.27
2/28/2019	28	2%	5,889,974.27	9,036.67	-	-	-	68,420.53	5,958,394.80	5,889,974.27
3/31/2019	31	2%	5,889,974.27	10,004.89	-	-	-	78,425.42	5,968,399.69	5,889,974.27

Combined Heat and Power Plant - DF Facilities Operations Dept /DT 02010350 - AV VP-OH UNIVERSITY RESOURCES (10050)

Start Date	Days	Rate	Principal	Interest	Total Payment	Interest	Principal	Accumulated Interest	Loan Balance	Outstanding Principal Balance
2/38/2023	28	2%	2,254,175.09	3,458.46	-	-	-	26,185.48	2,280,360.57	2,254,175.09
3/31/2023	31	2%	2,254,175.09	3,829.01	-	-	-	30,014.49	2,284,189.58	2,254,175.09
4/30/2023	30	2%	2,254,175.09	3,705.49	-	-	-	33,719.98	2,287,895.07	2,254,175.09
5/31/2023	31	2%	2,254,175.09	3,829.01	-	-	-	37,548.99	2,291,724.08	2,254,175.09
6/30/2023	30	2%	2,254,175.09	3,705.49	-	-	-	41,254.48	2,295,429.57	2,254,175.09
7/31/2023	31	2%	2,254,175.09	3,829.01	-	-	-	45,083.49	2,299,258.58	2,254,175.09
8/31/2023	31	2%	1,299,258.58	2,206.96	1,000,000.00	45,083.49	954,916.51	2,206.96	1,301,465.54	1,299,258.58
9/30/2023	30	2%	1,299,258.58	2,135.77	-	-	-	4,342.73	1,303,601.31	1,299,258.58
10/31/2023	31	2%	1,299,258.58	2,206.96	-	-	-	6,549.69	1,305,808.27	1,299,258.58
11/30/2023	30	2%	1,299,258.58	2,135.77	-	-	-	8,685.46	1,307,944.04	1,299,258.58
12/31/2023	31	2%	1,299,258.58	2,206.96	-	-	-	10,892.42	1,310,151.00	1,299,258.58
1/31/2024	31	2%	1,299,258.58	2,206.96	-	-	-	13,099.38	1,312,357.96	1,299,258.58
2/29/2024	29	2%	1,299,258.58	2,064.58	-	-	-	15,163.96	1,314,422.54	1,299,258.58
3/31/2024	31	2%	1,299,258.58	2,206.96	-	-	-	17,370.92	1,316,629.50	1,299,258.58
4/30/2024	30	2%	1,299,258.58	2,135.77	-	-	-	19,506.69	1,318,765.27	1,299,258.58
5/31/2024	31	2%	1,299,258.58	2,206.96	-	-	-	21,713.65	1,320,972.23	1,299,258.58
6/30/2024	30	2%	1,299,258.58	2,135.77	-	-	-	23,849.42	1,323,108.00	1,299,258.58
7/31/2024	31	2%	1,299,258.58	2,206.96	-	-	-	26,056.38	1,325,314.96	1,299,258.58
8/31/2024	31	2%	325,314.96	552.59	1,000,000.00	26,056.38	973,943.62	552.59	325,867.55	325,314.96
9/30/2024	30	2%	325,314.96	534.76	-	-	-	1,087.35	326,402.31	325,314.96
10/31/2024	31	2%	325,314.96	552.59	-	-	-	1,639.94	326,954.90	325,314.96
11/30/2024	30	2%	325,314.96	534.76	-	-	-	2,174.70	327,489.66	325,314.96
12/31/2024	31	2%	325,314.96	552.59	-	-	-	2,727.29	328,042.25	325,314.96
1/31/2025	31	2%	325,314.96	552.59		-	-	3,279.88	328,594.84	325,314.96
2/28/2025	28	2%	325,314.96	499.11		-	-	3,778.99	329,093.95	325,314.96
3/31/2025	31	2%	325,314.96	552.59		-	-	4,331.58	329,646.54	325,314.96
4/30/2025	30	2%	325,314.96	534.76		-	-	4,866.34	330,181.30	325,314.96
5/31/2025	31	2%	325,314.96	552.59		-	-	5,418.93	330,733.89	325,314.96
6/30/2025	30	2%	325,314.96	534.76		-	-	5,953.69	331,268.65	325,314.96
7/31/2025	31	2%	325,314.96	552.59		-	-	6,506.28	331,821.24	325,314.96
8/31/2025	31	2%	21.24	0.04	331,800.00	6,506.28	325,293.72	0.04	21.28	21.24

Total Expense: #########

Board of Trustees
Finance Committee Meeting Minutes
September 20, 2007

Trustee Conrad Santiago, chair of the Finance Committee, called the meeting to order in the Live Oak Room, in Ferrell Commons at 10:15 a.m. The following committee members were present:

The Honorable Manoj Chopra	The Honorable Phyllis Klock
The Honorable Richard Nunis	The Honorable Tom Yochum

MEETING MINUTES APPROVAL
The minutes of the July 26, 2007, meeting were approved as submitted.

FINANCE
Budgets:
Operating Budget Status
William F. Merck II, Vice President, Administration and Finance, reported that both revenue and expenditures are within the expected ranges for this point in the budget year. Regarding the proposed budget reduction, once the state makes a decision on budget reductions, the budget will be revised and brought to the committee for review.

There was a brief discussion about budget reduction activities and Merck reported that we are working on energy savings opportunities and looking at the staffing and reorganization of some departmental budgets for more efficiency. Terry Hickey, Provost and Executive Vice President, briefly reported that the hiring freeze, which includes an exemption process, is the primary cost savings measure at the university. Hickey added that Information Technologies and Resources will be implementing programs that put various computers in sleep mode when they are not being used.

Greek Housing
Maribeth Ehasz, Vice President, Student Development and Enrollment Services, reported that a master plan for student housing is currently being developed. The plan will explore all aspects of current and future housing needs and how they fit with the mission of the university.

Currently, there are twenty thousand student beds in a two-mile radius of campus with approximately ten thousand of those being UCF beds. Ehasz pointed out that the student success measures for retention and graduation are much higher for students who live on campus in their first year. There are unmet housing demands from special interest groups such as second year sophomores, transfer students, graduate students, and international students. Trustee Hollinger briefly added that she gets requests from graduate students for housing help and has hired a graduate coordinator to assess graduate student needs.

Chair Santiago confirmed that there will be a workshop scheduled to review the specifics and the process for developing a strategic plan for housing, which will include the possibility of two Greek housing purchases within the context of the entire campus housing plan to meet the overall needs of our students.

Other:

Support Agreement Fund Balances Report

William Merck reported that the support agreement fund balances are in good shape. Trustee Christiansen had pointed out that approximately $11 million in internal debt was not reflected in the report. Merck commented that this will be adjusted in the next report. Merck added that taking into consideration this adjustment, the coverage ratio required is still very healthy. The bond insurers require that we keep two times the amount of legally available funds to replenish the debt service reserve if needed for projects. This report shows that we have 7.3 times rather than the 2 times required.

Draft Investment Policy and statutes

Merck explained that the draft investment policy and the two governing statutes were provided for the board members review and comment. With devolution, we have the opportunity to invest our cash. In the past, the state managed our investments. In the absence of a board approved policy, we are restricted to SPIA and SBA to earn interest on our cash balances. A board approved policy will give us an opportunity to continue to use those but to expand beyond that should we decide to do so. Merck will work with Chair Santiago to further develop the policy and then provide it to the board members for their review.

FACILITIES

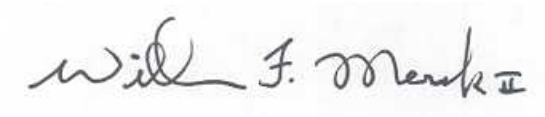
UCF construction projects

William Merck reported that in the Finance Committee materials there was a status report on all projects and pointed out that the first item listed mentioned a five-acre reduction in the Lake Nona property. He explained that this did not happen, so therefore the item is to be deleted.

Merck then gave a presentation of campus projects specifically highlighting the successful grand openings for the new UCF Arena and the Bright House Networks Stadium, along with the unveiling of the Knight statue, compliments of our Board of Trustees' Chair, Rick Walsh.

CLOSING COMMENTS

Since there were no further items for discussion, Chair Santiago adjourned the Finance Committee meeting at 11:25 a.m.



Respectfully submitted: 10/30/2007

William F. Merck II
Vice President
Administration and Finance

Date

Minutes
Board of Trustees Meeting
University of Central Florida
May 22, 2008

In the absence of Chair Richard Walsh and Vice Chair Tom Yochum, Corporate Secretary John Hitt called the meeting of the Board of Trustees to order in the Live Oak Center on the University of Central Florida campus at 1:26 p.m. The following members attended the meeting:

The Honorable Judith A. Albertson
The Honorable Logan Berkowitz
The Honorable Olga M. Calvet
The Honorable Manoj Chopra
The Honorable Patrick Christiansen
The Honorable Alan Florez
The Honorable Micky Grindstaff
The Honorable Phyllis Klock
The Honorable Harris Rosen
The Honorable Conrad Santiago

WELCOME

Corporate Secretary Hitt welcomed the board members and called for approval of the minutes of the March 18, 2008, board meeting. The minutes were approved as written.

Hitt called on Dan Holsenbeck, Vice President for University Relations, to introduce Dan Webster, State Senate Majority Leader, and the 2008 UCF Legislative Scholar interns: DeOnte Brown, Justin Collins, Jamie Moellentine, Victoria Paterson, Robert Putnam, Raymond Stephens, and Jillian Strong.

Hitt welcomed new trustee, Logan Berkowitz, and presented him with a gold Pegasus pin. Berkowitz replaces Trustee Brandie Hollinger on the board and serves by virtue of his office as the president of the Student Government Association.

REMARKS AND INTRODUCTIONS

Corporate Secretary Hitt announced the Pegasus Professors for 2008: Dr. Eduardo Salas and Dr. Mary Lou Sole. The Pegasus Professor Award is the highest honor UCF bestows upon a faculty member. It recognizes those who consistently demonstrate excellence in teaching, research, and service to the students, the community, and to the profession. Dr. Salas is a member of the UCF Psychology Department, the Institute for Simulation and Training, and holder of a trustee chair in industrial and organizational psychology. He helps organizations improve teamwork and develop procedures for making effective decisions in stressful environments. He designs tools and strategies to minimize human errors in aviation, law enforcement, and medical environments, including the UCF College of Medicine. Salas is known as a leader within national and international research communities and, since 1999, has earned about $20 million in external grants and contracts. In 2002, he was named UCF Researcher of the Year.

Dr. Sole, a professor in the UCF College of Nursing since 1991, specializes in critical care. Her research contributions include studies of ventilator-associated pneumonia, airway management, and mechanical ventilation. Sole was influential in establishing the master's and doctoral programs in the UCF College of Nursing. Today, she coordinates the Clinical Nurse Specialist graduate program, and she recently helped found the Clinical Nurse Leader graduate program. Sole has received numerous UCF honors, including the Excellence in Undergraduate Teaching Award, the Excellence in Professional Service Award, and the Excellence in Research Award, which she has won twice. Hitt congratulated these two Pegasus Professors for 2008.

Hitt also announced that Dr. Michael Leuenberger, assistant professor of theoretical physics in the UCF NanoScience Technology Center, has received the prestigious Young Faculty Award from the Defense Advanced Research Projects Agency, the central research and development organization for the Department of Defense. Hitt congratulated Dr. Leuenberger on this achievement and wished him success in this new endeavor.

Hitt introduced the following outstanding students: Paul Stokes, a graduate research assistant with the NanoScience Technology Center and the Physics Department, who was selected as one of 60 participants from the U.S. who will attend the 58th meeting of Nobel Prize winners in physics at the Lindau Nobel Laureate meeting in Lindau, Germany, June 29-July 4, 2008; James Martin, a junior majoring in physics and a member of the Research Experiences for Undergraduates program, who will receive a gold Congressional Award medal in June at the Capitol Building in Washington, D.C.; Ashley Ewh, a junior mechanical engineering major who maintains a 3.88 G.P.A., who works in the lab of Dr. Yongho Sohn, plans to pursue a Ph.D. in materials science and engineering, and was recognized as a 2008 Goldwater Scholar; and Christopher Estoch, a junior majoring in political science, who was recently awarded a Pickering Undergraduate Foreign Affairs Fellowship. Estoch is a member of the Burnett Honors College and an Honors in the Major student working with Dr. Houman Sadri on a research project investigating strategic weapons in the 21st century. He is also an intern in the Global Perspectives office.

Hitt recognized the UCF women's softball team for its winning season and great performance at the recent NCAA Gainesville Regional softball tournament. Although the team lost the second of two games to number one-ranked University of Florida, it broke the Gators' long winning streak, upsetting them 1-0 in the first game of the tournament. The Knights finished the 2008 season with 49 wins, a program record. He extended his sincere congratulations to the team and to its coaches, Renee Gillespie, Beth Watson, and Tracy Coffman.

Hitt introduced the Employee of the Month for March, Carmen Afonso, an executive secretary in the Office of Diversity Initiatives, and the Employee of the Month for April, Valda Ramdial, a recruiting coordinator with Career Services. He asked the audience to join him in congratulating all of these outstanding members of the UCF family.

004

And finally, Hitt announced that after 40 years with the university, and 15 years working with him, Beth Barnes, Vice President and Chief of Staff, will be retiring on December 18. Hitt thanked Barnes for her dedicated and excellent service to the university, the board, and to his office and told her she would truly be missed. He also announced that her replacement will be Dr. John Schell (not present), who is currently vice provost for academic affairs. Schell received his Ph.D. from Vanderbilt University and came to the university in 1987 from the University of Arkansas to serve as the chair of the English Department. More recently, he served as dean of undergraduate studies and was instrumental in developing the UCF undergraduate research initiative.

BUSINESS MEETING

Members of the board of trustees voted Trustee Patrick Christiansen acting chair to serve in the absence of Chair Rick Walsh.

CONSENT AGENDA

Acting Chair Pat Christiansen called for approval of the consent agenda. A motion was made by Trustee Logan Berkowitz and members of the board concurred. The approved consent agenda included the following items:

- **BOT-2 2009 BOT Meeting Dates –** The 2009 Board of Trustees' meetings are scheduled as follows, but are subject to change pending revisions of the Board of Governors' meeting schedule:

  January 22, 2009 – Thursday
  March 19, 2009 – Tuesday [correction—Thursday]
  May 21, 2009 – Thursday
  July 23, 2009 – Thursday
  September 17, 2009 – Thursday
  November 19, 2009 - Thursday

- **BOT-3 Equity Accountability Program –** Approval of the Equity Accountability Plan Narrative Progress Report and Update 2006-2007. The Office of Equal Opportunity/Affirmative Action Programs submitted a report on the progress made toward improving diversity during 2006-07 and the steps taken to achieve 2007-08 employment goals.

- **BOT-4 Revision in University of Central Florida Parking Rules –** Approval of amendments to existing university rules regarding campus parking, including a 5% increase in parking fees and an increase in the campus transportation access fee to $7.59 per credit hour.

005

- **EP-1 2009-2010 Proposed Academic Calendar –** Approval of UCF's 2009-2010 proposed academic calendar. Calendars are reviewed and approved by the Board of Governors' staff to ensure that the university has followed the guidelines established in Rule 6C-8.001. The provost approved the 2009-2010 calendar developed by the UCF Academic Calendar Committee and the board of trustees granted final approval.

- **EP-2 Educational Programs Committee Charter –** Approval of the charter for the Educational Programs Committee of the board of trustees.

- **EP-3 Tenure Recommendations –** Approval of the 2008 faculty tenure nominations.

- **FIN-1 Tuition Waiver and Rate Policy for Graduate Assistants and Fellows–** Approval to replace the tuition policy approved May 25, 2006, for graduate assistants and graduate fellows with a new policy to be effective Fall 2009. The proposed policy changes will apply to all graduate assistants and graduate fellows who are enrolled full-time in graduate study and receiving competitive stipends.

- **NOM-1 *Trustee Emeritus* Policy –** Approval of a policy to confer *trustee emeritus* status on selected former trustees of the University of Central Florida in recognition of their distinguished service to the university.

GENERAL BUSINESS

- **BOT-1 University of Central Florida Board of Trustees' Committee Appointments –** The board may establish committees to assist in carrying out its responsibilities. The board chair has determined the membership of the committees and their chairs. For information only, the board received a list of 2008 committee assignments.

ADVANCEMENT COMMITTEE REPORT

Trustee Alan Florez, chair of the Advancement Committee, reported that the committee had no action items to consider and reported the following:

- Philanthropy year-end projections were presented by Robert Holmes, Vice President for Alumni Relations & Development.
- The UCF Foundation reported $42 million in booked gifts from 14,000 donors, approximately $1 million behind the total this same time last year.
- Holmes anticipated reaching $45 to $46 million in gift-giving and 16,000 donors by year-end.
- The Foundation retained the firm of Marts & Lundy to assess its alumni relations and development operations.

- Alumni support was up over last year for the academic annual fund.
- Alumni Association membership is increasing because of a new program involving graduation regalia. When students rent their caps and gowns, their rental automatically includes a one-year Alumni Association membership.
- Annual support for Athletics is $300,000 ahead of this time last year.
- Holmes reported that the number of donors continues to track on a par with last year and that the state of the economy has yet to show an overall negative impact on broad-based giving.
- Dan Holsenbeck, Vice President for University Relations, reported that the differential tuition bill was passed in the House and Senate and was in the hands of the governor. UCF qualified for differential tuition.
- UCF Centers for Excellence were not funded by the legislature; instead, energy efficiency centers were funded for five state universities.
- Holsenbeck reported that a strong case was made to the legislature for the Partnership III Building, which is on the UCF 2008-2009 PECO project list.
- Trustee Florez thanked Holsenbeck for his outstanding work with the legislature.

AUDIT AND OPERATIONS REVIEW COMMITTEE REPORT

Trustee Olga Calvet, chair of the Audit and Operations Review Committee, reported on the discussions in the April 17, 2008, committee meeting:

- Following a request from Trustee Pat Christiansen, a copy of the university's operational audit report from the Auditor General was given to the UCFAA, Inc., board members prior to its April 22 meeting.
- Fraud prevention training for college budget staff has begun and will be ongoing.
- A management self-assessment tool is being developed in accordance with the Sarbanes Oxley Act, which outlines control requirements for public companies. The tool will be used to understand the controls in place across campus and help ensure that all staff and departments are following appropriate procedures and guidelines.
- Amy Voelker, Director of Audit, gave a brief report on the Auditor General's operational, federal financial, financial, and Bright Futures audits. Trustees will receive copies of each audit report directly from the Auditor General.
- Voelker discussed the various management assessment activities and the internal audit plan. The five-year plan will be presented to the committee members for comments in May.
- Trustee Pat Christiansen informed the committee of a new filing requirement for the IRS 990 form. This includes Form 990T that is prepared by the university. Either the Finance or the Audit Committee should review the form before being presented to the full board. The board will also be responsible for reviewing the 990 forms for the university's direct support organizations. These forms do not have to be filed until 2009.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Trustee Judy Albertson, chair of the Educational Programs Committee, reported on the discussions in the committee meeting:

- The Board of Governors is expected to devolve graduate admissions criteria to the university boards of trustees.
- One proposed exception to the admission policy would be removing the GRE and GMAT requirements from master's degree programs. Doctoral programs would also be able to waive the GRE or GMAT requirements for students with a master's degree.
- These exceptions would allow UCF to recruit and retain more high-quality graduate students by offering them competitive financial support packages to include full tuition coverage for all graduate fellows and graduate assistants who have individual appointments of at least 20 hours per week. In addition, the university plans to provide a health insurance subsidy for all graduate assistants.

FACILITIES PLANNING COMMITTEE REPORT

Trustee Pat Christiansen, chair of the Facilities Planning Committee, presented the following item for board approval and reported on the discussions in the committee meeting:

- **FP-1 & FIN-5 2008-2009 Capital Outlay Budget –** A motion was made by Trustee Santiago and passed by the board to approve the university's 2008-2009 capital outlay budget and to authorize the president to make adjustments as necessary during the year to the 2008-2009 capital outlay budget.
- The former Pi Kappa Alpha fraternity house on campus has been demolished. Plans include building one or more Greek houses in its place.
- William Merck, Vice President for Administration and Finance, and Lee Kernek, Associate Vice President for Administration and Finance, gave a master plan process update. The revised master plan for 2010 will be brought before the board in 2009 for approval.
- The Burnett Building for Biomedical Sciences at the College of Medicine's Lake Nona campus is proceeding on time and under budget.
- Foundation excavation is expected to begin on the College of Medicine building in the next few weeks. Students will move into that building in 2010. Both buildings are designed to meet Leadership in Energy and Environmental Design standards.
- The committee approved its Facilities Planning Committee Charter with revisions. The revised charter will be brought back to the board for approval at the next meeting.

008

FINANCE COMMITTEE REPORT

Trustee Conrad Santiago, chair of the Finance Committee, reported on the discussions in the committee meeting and presented the following items for board approval:

- Vanessa Fortier, Associate Vice President for Administration and Finance, gave a budget and tuition update and an overview of comparative tuition information with peer universities.
- Merck also gave a support agreement fund balances report, stating that the fund balances are in good shape, with a coverage ratio of 7.5 times coverage compared to the required 2.5 times coverage.
- Merck also reviewed all outstanding debt for the university. Trustee Santiago requested that John Pittman, Director of Financial Services, review UCF's revenue bonds to determine if there are any favorable options for refinancing.
- Trustee Christiansen suggested adding a column in the debt report to show an amount available for draws under any lines of credit, and the committee requested that this addition become a part of the quarterly report, as well.

- **FIN-2 Investment Policy –** A motion was made by Trustee Santiago and passed by the board to approve an investment policy for the university and for university direct support organizations that do not have an investment policy. With devolution, the state universities were given the responsibility of investing funds that are being held to meet current expenses, as well as the excess funds required to meet current expenses. Florida statutes limit the universities' options for investing funds in the absence of a board of trustee-approved investment policy. This policy will allow the university greater flexibility in investing its funds.

- **FIN-3 College of Medicine Faculty Practice Plan –** A motion was made by Trustee Santiago and passed by the board to approve the implementation of the College of Medicine Faculty Practice Plan and to authorize allocation of funds to support that activity. The estimated external funding needed to supplement the plan over the next seven years is $7 million. The university plans to use funds that will be available from the lease of university-held broadband rights to fund this program.

- **FIN-4 College of Medicine Faculty Practice Plan Self-Insurance Plan –** A motion was made by Trustee Santiago and passed by the board to establish and fund a self-insurance program to cover the risks of professional liability that arise in operating a faculty practice plan. Approximately $3 million will be needed over the next three years to establish capital reserves for the self-insurance program.

- **FIN-6 Fall 2008 Tuition, Out-of-State Fees & Financial Aid Fees –** The Board of Governors and the legislature have established a 6% tuition increase for undergraduate resident students, effective Fall 2008. In addition, differential tuition of up to $6.96 per credit hour may be charged to undergraduate students. Tuition and out-of-state fees for graduate and non-resident students may be set by each university board of trustees as delegated by the Board of Governors.

  A motion was made by Trustee Santiago and passed by the board to approve the following tuition, differential tuition, non-resident fees, and financial aid fees for undergraduate and graduate students for Fall 2008:

	Current	Fall 2008 (Proposed)	Dollar Increase	Percent Increase
Undergraduate tuition	$ 77.39	$ 82.03	$ 4.64	6.0%
Undergraduate differential tuition	-	2.32	2.32	-
Undergraduate out-of-state fee	450.84	491.41	40.57	9.0%
Graduate tuition	217.95	237.56	19.61	9.0%
Doctor of Physical Therapy tuition	374.00	407.66	33.66	9.0%
Graduate out-of-state fee	692.63	754.96	62.33	9.0%
Undergraduate resident financial aid fee	3.86	4.10	0.24	6.2%
Undergraduate non-resident financial aid fee	22.54	24.57	2.03	9.0%
Graduate resident financial aid fee	10.89	11.87	0.98	9.0%
Doctor of Physical Therapy financial aid fee	10.89	20.38	9.49	87.1%
Graduate non-resident financial aid fee	34.63	37.74	3.11	9.0%

  These increases are subject to approval of the appropriate legislation by the governor and adoption of revised differential tuition language by the Board of Governors.

  FIN-7 Distance Learning Course Fee – A motion was made by Trustee Santiago and passed by the board to approve establishing a distance learning course fee. During the 2008 legislative session, the legislature amended Section 1009.24, F.S., providing explicit authorization for state universities to charge a per-credit hour distance learning course fee. The recommended fee of $18 per credit hour for a distance-learning course was based on the development and delivery costs of UCF's fully online and blended learning courses during FY 2007-2008, and the total student credit hours generated through these delivery modalities.

010

- **FIN-8 2008-2009 Operating Budget –** A motion was made by Trustee Santiago and passed by the board to approve the university's 2008-2009 operating budgets for the Educational and General, Auxiliary Enterprises, Sponsored Research, Student Financial Aid, Student Activities, and Concessions areas. The Educational and General budget reflects the amounts proposed by the legislature and is subject to approval by the governor. All other budgets were compiled using requests from individual departments and a review of expected revenue, expenditures, and fund balances for each area.

- **FIN-9 Finance and Purchase of Sigma Alpha Epsilon and Sigma Phi Epsilon Fraternity Houses –** Until financing has been finalized, this item has been deferred to a future meeting.

NOMINATING COMMITTEE REPORT

Trustee Phyllis Klock, chair of the Nominating Committee, reported on the discussions in the April 29, 2008, committee meeting:

- The *Trustee Emeritus* policy was adopted by the committee and approved by the board in the consent agenda.
- The committee continued discussions on a set of critical success factors it will develop as part of a presidential search.
- The committee will use this set of critical success factors as a springboard to begin development of a leadership statement defining the qualities the search committee would seek in a presidential candidate.
- The committee also turned its attention to the development of the process statement, which confirmed that, when needed, a search consultant and search firm would be engaged for the presidential search.
- Discussions also took place regarding the size and composition of the search committee with particular emphasis on the challenge of balancing the desire for broad representation of all the constituencies with timeliness, efficiency, and confidentiality needed to attract the optimum candidate.
- Trustee Klock reported that committee discussions will be continued in June.
- Klock also referenced the committee charge of providing input for the consideration of reappointments to the board of trustees by the governor. Currently, staff is tracking participation of members of committees. As a help to the nominating committee, Klock requested that those involved in maintaining records for committee participation begin tracking participation of non-members, as well.

NEW BUSINESS

Acting Chair Pat Christiansen gave a report on the National Meeting of the Association of Governing Boards' trustees meetings in Boston. He reported he was very pleased with the materials that were provided and with the seminars he attended.

ANNOUNCEMENTS AND ADJOURNMENT

President Hitt announced that freshman enrollment has been frozen for Fall 2008. Even so, he reported, the anticipated enrollment for the fall should be approximately 700 more than last year for a total approximate enrollment of 49,300 students. He also reported that there should be some improvement in average SAT scores and that the total number of National Merit Scholars should reach 60-66, as compared to 43 last year. "In terms of quality, it appears we will have another good year," stated Hitt.

The next Board of Governors' meeting will be June 18-19, 2008, in the UCF Live Oak Center, and the next Board of Trustees' meeting will be Thursday, July 24, 2008, in the Cape Florida Ballroom of the UCF Student Union.

The 2008 Educational Programs Committee Program Review Workshop will be held July 21, 2008, 9:00-12:00 a.m., in Millican Hall, Room 395E.

With no further business to discuss, Acting Chair Christiansen adjourned the board meeting at 2:58 p.m.

Respectfully submitted: _____Date: _____

John C. Hitt
Corporate Secretary

012

SUBJECT: Investment Policy	**Effective Date:**	**Policy Number:**
	Supersedes:	**Page** **1** **Of** **12**
	Responsible Authority: Vice President Administration and Finance and Chief Financial Officer	

APPLICABILITY:

This policy is applicable to the University of Central Florida (University) funds being held to meet current expenses and the excess of funds required to meet current expenses. This policy is also applicable to the University's various Direct Support Organizations (DSOs) that do not have a DSO Board-approved investment policy.

POLICY STATEMENT:

The University establishes its investment parameters in accordance with sections 1011.42(5) and 218.415, Florida Statutes, and complies with all applicable state ordinances and covenants. The vice president for administration and finance (vice president) or designee will consolidate, where practicable and allowable, cash balances and investments from all funds covered by this policy to minimize risk exposure and maintain liquidity while maximizing investment earnings.

I. Investment Objectives

As required by F. S. 218.415, the investment objectives of the University for invested funds shall be to provide for safety of capital, liquidity of funds, and investment income, in that order. The optimization of investment returns shall be secondary to the requirements for safety and liquidity. Funds may be divided in four different pools of funds as follows: Pool I will be designated as cash reserves for operational expenses, based on specific criteria to be determined by the Finance Committee; Pool II will be designated to cover the University's medium term requirements such as debt service for the next year; Pool III will be considered excess cash reserves that may be invested in longer term investments (up to five years). Pool IV will be designated for long term investments such as the UCF Foundation, Inc. Safety and optimization of investment returns may be the investment objectives of funds invested in Pool IV only (liquidity is secondary).

1. Safety - Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks the preservation of capital in the overall portfolio. The objective will be to limit credit risk and interest rate risk to a level commensurate with the risks associated with prudent investment practices and the performance benchmarks stated herein, if applicable.

2. Credit Risk - The University will limit credit risk (the risk of loss due to the failure of the security issuer or backer) by diversifying the investment portfolio so that potential losses on individual securities will be minimized and by limiting investments to specified credit ratings.

3. Liquidity - The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature to meet anticipated demands (static liquidity). Since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). The portfolio may be placed in local government investment pools, money market mutual funds or similar funds that perform similar to money market funds that offer same-day liquidity for short-term funds.

4. Yield - The investment portfolio shall be designed with the objective of attaining a market rate of return, as measured by specified benchmarks, throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

A. A security with declining credit risk may be sold early to minimize loss of principal.

B. A security swap that would improve the quality, yield, or target duration in the portfolio.

C. Liquidity needs of the portfolio require that the security be sold.

D. Adverse market or economic conditions.

5. Transparency - The University shall operate its portfolio in a transparent manner, making its periodic reports both available for public inspection and designed in a manner which communicates clearly and fully information about the portfolio, including market pricing, adjusted book value, and yields.

II. Performance Measurement

As a benchmark for investment returns, the University's investment portfolio, net of fees, should strive to equal or exceed the returns provided by the State Treasurer's Special Purpose Investment Account (SPIA). However, achieving this benchmark is secondary to the requirements for safety and liquidity.

III. Prudence and ethical standards

1. Prudence - The standard of prudence to be used by investment officials shall be the Prudent Person Rule and shall be applied in the context of managing an overall portfolio. University personnel, acting in accordance with this investment policy shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported to the University's governing board in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy. The Prudent Person Rule states that: "Investments should be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and

intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment."

2. Ethics and Conflicts of Interest - The Vice President and other authorized personnel shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. These investment officials shall disclose annually, in a written statement, any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. They shall refrain from undertaking personal investment transactions with the same individual(s) with whom business is conducted on behalf of the University.

3. Delegation of Authority - Authority to manage the investment program is granted to the Vice President. The Vice President may delegate authority to the Administration & Finance Associate Vice Presidents or the Treasurer. Additional authorized personnel include any other person or position approved by the University's governing board. The University may seek professional advice and therefore may contract with a federally registered investment advisory firm that specializes in public funds fixed income management, and it may also seek advice and counsel from the Finance Committee to assist with investment decisions. The Finance Committee will approve and, from time to time as they deem necessary, amend this investment policy. No person may engage in an investment transaction except as provided under the terms of this policy. The Vice President shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

IV. Broker Dealers, Safekeeping and Custody

1. Authorized Financial Dealers and Institutions – The University shall list financial institutions consisting of banks and other depository institutions authorized to provide depository and investment services. In addition, a list will be maintained of security broker/dealers consisting of "primary" dealers or regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule) that are providing services to the University or that the University contemplates using. Both lists shall be reviewed by the Finance Committee and the Vice President at least annually.

2. Annual Review - An annual review of the financial conditions and registration of qualified financial institutions and broker/dealers will be conducted by the Vice President or Investment Advisor under the direction of the University. The distribution of trading among the approved broker/dealers of securities which at the time of purchase had maturities greater than 7 days shall be reported annually to the Finance Committee.

3. Delivery vs. Payment - Securities transactions between a broker-dealer and the safekeeping agent or custodian involving purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction.

4. Safekeeping, Custody & Perfection of Interest - Securities shall be held with a third party; and all securities purchased by, and all collateral obtained by, the University should be properly designated as an asset of the University. No withdrawal of securities, in whole or in part, shall be made from safekeeping or custody, except by an authorized staff member of the University.

V. Authorized Investments

This investment policy is authorized by the University's Board of Trustees. The following investments are authorized to be utilized in achieving the objectives of this policy. Investments not listed are prohibited. The investment portfolio must be structured in such manner as to provide sufficient safety and liquidity to pay obligations as they come due. Investment maturities should anticipate cash flow requirements.

Prior to conducting transactions as authorized by this policy the Vice President shall determine the approximate maturity date based on cash-flow needs and market conditions, analyze and select one or more optimal types of investments, and competitively bid the security in question when feasible and appropriate. Except as otherwise required by law, the bid deemed to best meet the investment objectives shall be selected.

Investments shall be limited to securities selected from the following types:

1. The United States Treasury and Agency securities - Securities that are issued by the United States Treasury or those for which the full faith and credit of the United States government guarantees fully all principal and interests payments.

   A. Credit Ratings
   Ratings are not required for U.S. Treasury securities. Agencies backed by the full faith and credit of the United States government, such as Government National Mortgage Association (GNMA), must have at least two AAA/Aaa/AAA long-term credit ratings from Standard & Poor's, Moody's or Fitch respectively. The Finance Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.

   B. Interest Rate Risk Restrictions
   The United States Treasury and Agency securities backed by the full faith and credit of the United States government - At the time of purchase, securities must have a maturity no greater than five years from the date of settlement to the maximum possible maturity date. The forward delivery period on such securities may not exceed 60 days.

2. Government Sponsored Enterprises (GSE) - Securities issued by the Federal Farm Credit Bank, the Federal Home Loan Mortgage Corporation, the Federal Home Loan Bank, the Federal National Mortgage Association, or the Federal Agricultural Mortgage Corporation. Any other GSE shall be considered as corporate debt for the purposes of this Policy and shall be authorized under the criteria set forth in section V-7, Corporations.

   A. Credit Ratings
   Authorization of the listed GSE in section V-7 is predicated upon these institutions maintaining at least two AAA/Aaa/AAA long-term credit ratings from Standard & Poor's, Moody's or Fitch respectively. The Finance Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.

   B. Interest Rate Risk Restrictions

At the time of purchase, securities must have a maturity no greater than five years from the date of settlement to the maximum possible maturity date. The forward delivery period on such securities may not exceed 60 days.

3. The State Board of Administration's Local Government Investment Pool (SBA), the State Treasurer's Special Purpose Investments Account (SPIA) or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act as provided in s. 163.01.

   A. Credit Rating
   Local Government Investment Pools - At the time of purchase, local government investment pool must carry a AAA rating from Standard & Poor's (if applicable). The Finance Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.

   B. Interest Rate Risk Restrictions
   At the time of purchase, shares in the local government investment pool must be fully redeemable on the next business day.

4. Money Market Mutual Funds - Shares of any money market fund that is registered as an investment company under the federal "Investment Company Act of 1940", as amended.

   A. Credit Rating
   At the time of purchase, money market funds must carry a AAA rating from Standard & Poor's. The Finance Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.

   B. Interest Rate Risk Restrictions
   At the time of purchase, shares in the money market fund must be fully redeemable on the next business day.

5. Interest-bearing time deposits or savings accounts in Qualified Public Depositories (QPD) as defined in s. 280.02.

   A. Credit Rating or Limitations
   Bank deposits for the University must comply with Chapter 280.16 Florida Statutes. Such deposits in QPD's must be collateralized according to the statutory requirements.

6. Repurchase Agreements - Securities referred to in section 4 or 5 and that can otherwise be purchased under this Policy may be subject to a Repurchase Agreement. Such securities subject to this agreement must have a coupon rate that is fixed from the time of settlement until its maturity date, and must be marketable. Such securities must be delivered to the University or to a third-party custodian or third-party trustee for safekeeping on behalf of the public entity. The collateral securities of any repurchase agreement must be collateralized at no less than one hundred two percent and marked to market no less frequently than weekly. All approved institutions and dealers transacting repurchase agreements shall execute and perform as stated in the Master Repurchase Agreement. All repurchase agreement transactions shall adhere to the requirements of the Master Repurchase Agreement.

A. Credit Ratings
At the time of purchase the counter-party to any such agreements must carry short-term credit ratings which conform to those required by section V-7.

B. Interest Rate Risk Restrictions
For repurchase agreements, at the time of purchase such agreements must have a maturity no greater than one year from the date of settlement. The forward delivery period on such securities may not exceed 60 days.

7. Corporations - United States dollar denominated debt instruments issued by a corporation or bank which is organized and operated within the United States.

A. Credit Ratings
At the time of purchase, all non-money market instruments must carry at least two long-term credit ratings from Standard & Poor's, Moody's or Fitch's of at least AAA/Aaa/AAA respectively. For money market instruments, which comply with rule 2a7 at the time of purchase, such securities must carry at least two short-term credit ratings and no short-term credit rating may fall below A1+ from Standard & Poor's, P1 from Moody's, or F1+ from Fitch. The Finance Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.

Should a security's credit rating drop below these standards after purchase, the University's authorized personnel shall act as Prudent Persons in managing the risks associated with this security, and shall timely notify the Finance Committee of such an event.

B. Interest Rate Risk Restrictions
At the time of purchase, such securities must have a maturity no greater than three years from the date of settlement to the maximum possible maturity date. The forward delivery period on such securities may not exceed 60 days.

8. Other investments authorized by law or by ordinance for a county or a municipality.

9. Other investments authorized by law or by resolution for a school district or a special district.

10. Direct Support Organizations (DSO) duly authorized by the University's Board of Trustees. An agreement or memorandum of understanding must be executed prior to the placement of funds with any DSO.

11. Mutual funds, unit investment trusts or professionally managed securities or other investment vehicles specifically authorized by the Finance Committee.

VI. Portfolio Composition

The portfolio managed by the University, as opposed to funds placed with the Foundation, shall be maintained as a short-term maturity portfolio. The following restrictions apply in the management and investment of the University portfolio:

1. The effective maturity of floating rate securities shall be considered as the time until the next full reset of the coupon. The maximum effective duration of a floating rate security shall be five years from the date of purchase.

2. To provide sufficient liquidity and stability of principal, at least 25% of the Fund shall have an effective duration of one year or less.

VII. University Endowment

The preferred recipient of gifts for the University is the UCF Foundation, Inc. However, there may be special circumstances whereby a monetary gift or other asset is received by the University directly, or the University may choose to establish a quasi-endowment with funds available for such purpose from other sources. In these instances, the University may choose to enter into an agreement with the UCF Foundation, Inc. to manage the investment of a portion or all of a particular University endowment or quasi-endowment. The Foundation has several investment options. The decision as to which of the options to be utilized for University funds would be specified in an contractual document between the University and the Foundation, with specific instructions as to the authorization and manner in which receipts and disbursements would be processed. The University's assets may be pooled with Foundation assets for investment purposes, but with procedures in place for detailed accounting and reporting of the University's shares in the pool. These investments may deviate from the balance of this policy's direction to limit investments to no more than five years duration.

VIII. Risk and Diversification

The University portfolio shall be diversified to the extent practicable to control the risk of loss resulting from over concentration of assets in a specific maturity, issuer, instrument, dealer, or bank through which financial instruments are bought and sold. The diversification strategies laid out in this policy shall be reviewed and revised periodically, as deemed necessary by the Vice President and any revisions shall require the approval of the Finance Committee.

Investments that vary in length to maturity will be made to correlate with the University's cash flow projections. The correlation will be made conservatively, considering the University's projected need for liquidity. As the University develops a history with these guidelines, it is anticipated that the Finance Committee will refine and further define the maturity risks and diversification requirements. It is anticipated that the University Controller will provide annual cash flow projections, taking into consideration revenue receipt timing, payroll disbursements, debt service schedules and other historical operational expenditures. This information will be used as a basis for informed decisions regarding the allocation of cash balances into categories of investments with varying maturities. The investment vehicles used in the four categories will be determined by the Vice President in consultation with an investments consultant, the chair of the Finance Committee and other appropriate University staff.

In order to ensure liquidity and diversify risk to principal, multiple depository banks, in addition to the bank(s) currently under contract with the University to provide treasury services, may be utilized to hold and invest short term cash.

IX. Qualified public depositories, Investment Institutions and Dealers

The University Treasurer will maintain an approved list of qualified public depositories (as defined in Florida Statute 280.02), investment institutions and dealers for the purchase and sale of securities.

X. Third Party Custodial Agreements

Securities will be held with a third party; and all securities purchased by, and all collateral obtained by the University will be properly designated as an asset of the University. If a bank serves in the capacity of Investment Manager, said bank could also perform the required custodial and reporting services. No withdrawal of securities, in whole or in part, shall be made from safekeeping, except by those designated within the Investment Management and Custodial Agreement between the Custodian and the University. Securities transactions between a broker-dealer and the custodian involving purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction.

XI. Master Repurchase Agreement

The University Treasurer or the Investment Manager, if applicable, will maintain a master repurchase agreement and require all approved institutions and dealers transacting repurchase agreements to adhere to the requirements of the master repurchase agreement. The master repurchase agreement is a separate document.

XII. Bid Requirement

The University shall require purchases and sales to be executed in a competitive bid environment wherein a least three (3) offers or bids are obtained for each security. Exceptions to this approach may be made when (1) prices for purchases or sales are compared to systems providing current market prices and deemed reasonable, (2) when the security to be purchased is unique to one institution or (3) the security has recently been issued and is trading at the same price by all financial institutions.

XIII. Internal Controls

The University Treasurer shall establish a system of internal controls and operational procedures, which will be documented in writing. The internal controls will be reviewed by the University Audit staff and are subject to audit by the Auditor General of the State of Florida. The controls will be designed to prevent losses of public funds arising from fraud, employee error, imprudent actions by employees and misrepresentation by third parties. The internal controls and operational procedures is a separate document.

XIV. Continuing Education

The Vice President and the University Treasurer will annually (during each calendar year) complete 8 hours of continuing education in subjects or course of study related to investment practices and products.

XV. Reporting

1. Methods - The Vice President, or designee, shall or shall have prepared and provide to the Finance Committee an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last quarter. An outside investment advisor or other third party may be utilized to prepare the report. The management summary will be prepared in a manner that will allow the University to ascertain whether investment activities during the reporting period have conformed to the investment policy. This investment report shall include a list of securities in the portfolio by class or type, book value, income earned, and market value as of the report date. Such reports shall be available to the public.

2. Performance Standards - The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return during a market/economic environment of stable interest rates. The appropriate benchmark against which the portfolio performance shall be the 90-day Treasury Bill rate. At a minimum, portfolio performance shall be measured by comparing its year-to-date earnings to budgeted year-to-date earnings and its monthly "effective rate of return" to the 90-day Treasury Bill rate of return. Benchmarks may change over time based on the portfolio's weighted average maturity.

3. Marking to Market - The market value of the portfolio shall be calculated at least quarterly and a statement of the market value of the portfolio shall be issued at least quarterly. Information will be included in the report provided to the Finance Committee during scheduled meetings.

XVI. Implementation Considerations

1. Exemption - Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

2. Amendments - This policy shall be reviewed on an annual basis. Any changes must be approved by the Finance Committee.

DEFINITIONS:

Benchmark. A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

Bid. The price offered by a buyer of securities.

Collateral. Securities, evidence of deposit, or other property that a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

Delivery vs. Payment. Delivery versus payment is delivery of securities to a third party with an exchange of money for the securities. The transaction is not complete until both parties provide their commitments.

Diversification. Dividing investment funds among a variety of securities offering independent returns.

DSO. Direct Support Organization, pursuant to Section 1004.28 Florida Statutes, as certified by the University Board of Trustees.

Federal Deposit Insurance Corporation (FDIC). A federal agency that insures bank deposits, currently up to $100,000 per deposit.

Federal Farm Credit Bank (FFCB). The Federal Farm Credit Banks Funding Corporation issues debt securities as fiscal agent for the Farm Credit System, which is a nationwide network of borrower-owned lending institutions and service organizations specializing in agricultural and rural America. The mission of this government-sponsored enterprise is to ensure the availability of sound, dependable funding for agricultural producers, cooperatives, and certain farm related business.

Federal home Loan Bank (FHLB). Government sponsored wholesale banks that lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. The mission of the FHLBs is to liquefy the housing related assets of its members who must purchase stock in their district Bank.

Federal Home Loan Mortgage Corporation (FHLMC). FHLMC, commonly referred to as Freddie Mac, is a government sponsored enterprise that provides liquidity to the mortgage markets, much like FNMA and FHLB.

Federal National Mortgage Association (FNMA). FNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The Corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

LIBOR. London Interbank Offer Rate.

Liquidity. A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

Market Value. The price at which a security is trading and could presumably be purchased or sold.

Master Repurchase Agreement. A written contract covering all future transactions between the parties to repurchase agreements that establishes each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

Maturity. The date upon which the principal or stated value of an investment becomes due and payable.

Portfolio. Collection of securities held by an investor.

Prudent Person Standard. An investment standard in which investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Qualified Public Depository. Any bank, savings bank, or savings association that is organized under the laws of the United States or the State of Florida; has its principal place of business or a branch office to receive deposits in Florida; has deposit insurance under the provisions of the Federal Deposit Insurance Act; meets the requirements of Chapter 280, Florida Statutes (Florida Security for Public Deposits Act); and has been designated by the Chief Financial Officer of the State of Florida as a qualified public depository.

Repurchase agreement (REPO). A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use REPOs extensively to finance their positions. Exception: When the Fed is said to be doing REPOs, it is lending money that is increasing bank reserves.

Safekeeping. A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

Spread. (1) The yield or price difference between the bid and offer on an issue. (2) The yield or price difference between different issues.

State Board of Administration's Local Government Investment Pool (SBA). The aggregate of all funds from political subdivisions that are placed in the custody of the State Board of Administration for investment and reinvestment.

State Treasury Special Purpose Investment Account (SPIA). The aggregate of all funds from governmental entities that are placed in the custody of the State Treasury for investment and reinvestment.

Treasury Bills. A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in one month, three months, or six months.

Yield. The rate of annual income return on an investment, expressed as a percentage.
(1) Income yield is obtained by dividing the current dollar income by the current market price for the security. (2) Net yield or yield to maturity is the current income yield minus any premium

above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

INITIATING AUTHORITY: Vice President for Administration and Finance

Board of Trustees

Finance Committee Meeting Minutes

August 26, 2008

Trustee Conrad Santiago, Chair of the Finance Committee, called the meeting to order in the President's Boardroom at 1:03 p.m. In addition to Chair Santiago, committee members Trustees Manoj Chopra and Micky Grindstaff were present. Committee members Trustees Pat Christiansen, Tom Yochum, and Rick Walsh attended via teleconference. Trustee Logan Berkowitz also attended via teleconference.

APPROVAL OF MINUTES

The minutes of the July 8, 2008, meeting were approved with two corrections in the Support Agreement Fund Balances Report section. The first sentence should read "keep 2.0 times the amount" and the last sentence should read "to the required 2.0 times coverage."

OLD BUSINESS

Fraternity houses purchases update

Maribeth Ehasz, Vice President for Student Development and Enrollment Services, briefly reported that at its meeting on August 7, 2008, the Board of Governors approved the financing plan for the purchase of two fraternity houses. Ehasz commented that we have signed an agreement with a third appraisal consultant to review the two appraisals we have received on the Sigma Alpha Epsilon house. Plans are to resolve this in order to have the houses ready for occupancy by Fall 2009.

NEW BUSINESS

Operating budget status

Vanessa Fortier, Associate Vice President for Administration and Finance, reported on the status of the budget as of June 30, 2008. Education and General expenditures appear well under budget. The medical school's revenue and expenditures are close to its budget, which includes some carry-forward funds. Auxiliaries did well compared to last year; revenues increased and expenditures were below budget. Sponsored Research continues to grow. Student Activities are within budget. Concessions expenditures are at expected levels and are consistent with the prior year.

Support Agreement Fund Balances Report

William Merck, Vice President for Administration and Finance, gave a brief overview of the support agreement fund balances report, noting that the bond insurers require that we maintain at least 2.0 times the amount of legally available funds to replenish the annual debt service reserve, if necessary. We currently have 8.1 times the amount required. After some discussion, the members suggested that future reports should include footnotes for explanations of the various auxiliaries included in the report.

Stadium projections and *pro forma* review

Brad Stricklin, Associate Athletic Director, Business and Finance, UCFAA, reported on the stadium projections and *pro forma* review. In the review of the Golden Knights Corporation Proposed 2008-09 Budget, Trustee Christiansen suggested that the column titled "Projected 2007-08" be changed to "Actuals 2007-08," once the actuals are final. Trustee Christiansen also requested that the "Sources to pay taxable debt" line be clarified. For the next presentation, Stricklin will provide the information on the sources of funds to pay down the taxable debt on the schedule that was provided at the March 21, 2008, UCFAA, Inc., meeting.

Investments review

Merck reported that there had been discussions at prior meetings about the university's cash balances. He noted that until last year we had only two places in which we could place this cash, Florida Special Purpose Investment Account (SPIA) and the State Board of Administration (SBA) account. Because the Board of Trustees has now adopted an investment policy that allows us more flexibility in investing our cash balances, we will develop an investment plan that gives us more diversity. The members of the workgroup who will develop this plan are Tom Yochum, Manoj Chopra, Olga Calvet, and Conrad Santiago, along with senior staff members.

Participation in Certificate of Deposit Account Registry Service (CDARS)

Chair Santiago explained that the CDARS program allows an institution to insure with the FDIC up to $50 million in certificates of deposit. This insurance is accomplished by distributing the certificates in $100,000 increments at multiple banks participating in the CDARS program. Merck recommended that the UCF Purchasing Department prepare a bid document for the seven local banks that participate in CDARS, specifying several scenarios of interest to us. Chair Santiago concurred with this strategy for investing up to $50 million initially. He further asked that Merck consult both the president and him before awarding the bid.

CLOSING COMMENTS

Since there were no further items for discussion, Chair Santiago adjourned the Finance Committee meeting at 3:16 p.m.

Respectfully submitted: _____ _____

William F. Merck II
Vice President, Administration and Finance
and Chief Financial Officer

Date

Board of Trustees
Finance Committee Work Group
Minutes
September 9, 2008

The noticed meeting was held in Conrad Santiago's conference room beginning at 10:00 a.m. Trustees present were chair Conrad Santiago, Manoj Chopra, and Tom Yochum. Trustee Olga Calvet participated by telephone. The staff members present were Bill Merck, Vanessa Fortier, and Tracy Clark.

The first order of business was a review of an earlier noticed meeting that was the precursor to the establishment of the working group. At that earlier meeting, the CDARS program had been discussed. Subsequently, staff members had acquainted themselves with the program and were prepared to issue a request for bids to place $50 million of $250 to $270 million of UCF cash balances in the program as an alternative to SPIA.

The working group discussed the proposed action and decided to ladder the proposed $50 million investment in increments of $10 million with maturities of 3, 6, 9, 12, and 15 months. At the maturity of the first 3 months CD's, that principal would be reinvested for 15 months. At the end of the first 5-increment cycle, all principal would be invested with 15-month maturities, with an increment maturing every 3 months.

When the bids are received, the results will be reviewed with Chair Santiago and President Hitt. If the results seem to be favorable, then the investment plan will be activated.

Discussion ensued regarding four investment pools that had been identified earlier:

1. Cash reserves--$80 million minimum (current average operating expenses)
2. Debt service due in one year--$20 million
3. Debt service due in two to five years--$80 million
4. Remainder, not to exceed 20% of the total cash available

The initial plan is to keep funds in pool #1 invested in SPIA. Any funds invested in the CDARS program would be part of pools #2 and #3. The levels in the respective pools will be revisited as the overall cash balance changes.

The group discussed issuing an RFP for an investment advisor for the remaining funds to be invested in pools #2 and #3, as well as the funds in pool #4. University staff members will develop an RFP and circulate it to the group for review. Once an RFP is issued, as many as five to seven of the respondents will be interviewed and the next steps will be determined.

Throughout the meeting, the purpose of the working group was discussed. The group agreed to continue working with staff members to develop a structure, or model, for investment of the cash balances of the university. This model would work within the parameters of the university investment policy adopted earlier by the Board of Trustees. The working group would also constitute the core of a selection committee for review of the investment advisor proposals.

The meeting was adjourned at 10:30 a.m.

Submitted by: _____ _____

William F. Merck II Date

Board of Trustees
Finance Committee Meeting
President's Boardroom
July 8, 2009
MINUTES

CALL TO ORDER

Trustee Conrad Santiago, chair of the Finance Committee, called the meeting to order at 8:01 a.m. Committee members Micky Grindstaff and Rick Walsh were present. Committee member Al Weiss attended via teleconference.

MINUTES APPROVAL

The minutes of the May 21, 2009, meeting were approved as submitted.

NEW BUSINESS

College of Medicine Faculty Practice Plan FY 2010 budget (FINC-1)

Deborah German, Dean of the College of Medicine, presented the College of Medicine's Faculty Practice Plan budget for fiscal year 2010. Scott Sumner, Associate Dean for Administration and Finance for the College of Medicine, reviewed the budget's revenues and expenses projected for the February 1, 2010, start-up and operations of the Faculty Practice Plan. After some discussion, Dr. German's team agreed to report on the financial status of the faculty practice plan at least twice each year to the committee. The budget for fiscal year 2010 was approved by the committee.

College of Medicine Self-Insurance Program FY 2010 budget (FINC-2)

Dr. German presented the College of Medicine's self-insurance program budget for fiscal year 2010. Sumner explained that the UCF self-insurance program to be managed by the University of Florida's Self-Insurance Program will be initially capitalized with a $1 million gift to the College of Medicine from the City of Orlando. The proposed budget of $318,000 for the first year of premiums and operating expenses will be funded by the College of Medicine. The budget was approved by the committee.

Tuition remission for graduate assistants and fellows (FINC-3)

Patricia Bishop, Vice Provost and Dean of Graduate Studies, reported that the Florida legislature amended state statutes 1009.21 and 1009.24, governing tuition for graduate assistants and fellows effective for the fall 2009 semester. She presented changes necessary to bring UCF's regulations into alignment with the amended statutes, which were approved by the committee.

Five-year Capital Improvement Plan (FINC-4)

Lee Kernek, Associate Vice President for Administration and Finance, reviewed the five-year capital improvement plan for 2010-11 through 2014-15. The plan, required to be updated each year and submitted to the Board of Governors, identifies projects that will be included in the Three-year

Public Education Capital Outlay (PECO) list, identifies projects that may be included in future Courtelis Facilities Enhancement Challenge Grant lists, and provides information to the State Board of Education for capital project funding for 2010-11. The five-year capital improvement plan was approved by the committee.

Parking Garage VI ("I") (FINC-5)
William Merck, Vice President for Administration and Finance and Chief Financial Officer, presented a resolution requesting the Florida Board of Governors to authorize the Division of Bond Finance of the Florida State Board of Administration to issue bonds for the purpose of financing the construction of a new parking garage. The resolution requires the project cost not to exceed $19.5 million and the interest rate not to exceed 6.5 percent. As 6.5 percent is above market cost at this time, the committee directed that the final numbers be reviewed with the chair of the Finance Committee and the president before execution. The project's financing comes from the net proceeds of fixed-rate, tax-exempt revenue bonds, secured by the net revenues of the UCF Parking System. There is an additional debt service reserve requirement of approximately $1.8 million plus bond issuance costs.

Extending online course delivery modalities eligible to charge the distance-learning course fee (FINC-6)
Joel Hartman, Vice Provost for Information and Technologies and Resources, requested approval to make online streaming video courses eligible for the distance-learning course fee at the currently-established level of $18 per credit hour effective January 1, 2010. The request was approved by the committee.

Draft Finance Committee charter review
Merck reviewed the draft Finance Committee charter. Chair Conrad Santiago recommended changing the required minimum number of meetings from three to four. The committee approved the charter with this recommendation.

Financial dashboard indicators
Merck presented five financial ratios to be used in the future as indications of the university's financial health and to be incorporated in some form in the universities "dashboard" indicators. Merck gave each member of the committee a copy of the book Strategic Financial Analysis, which is the source document for the ratios. The five ratios are the primary reserve ratio, net operating revenues ratio, return on net assets ratio, viability ratio, and debt burden ratio. Additionally, Merck provided a composite financial index that aggregated the first four of the five ratios. Trustee Walsh asked Merck and his team to distill these ratios into something appropriate for the university dashboard.

UCFAA, Inc., proposed university loan payment schedule
Brad Stricklin, Associate Athletic Director for Business and Finance, reported on a proposed repayment schedule by Athletics for loans received from the university. The schedule lists a loan balance of $10,552,769 as of July 1, 2009, with a repayment plan that shows complete repayment by 2022. There were no objections to the plan. Stricklin asked that, in order to assist with cash flows, the withholding of $300,000 from the expendable funds of UCFAA, Inc., be discontinued

once all annual debt service obligations are met. The committee agreed to drop the requirement under that condition.

Operating budget status
Vanessa Fortier, Associate Vice President for Administration and Finance, reported that as of May 31, 2009, expenditures were well within budget, and revenues were on track. She further reported that departments were frugal in their spending in this difficult budget climate.

Support Agreement Fund Balances report
Merck reviewed the Support Agreement Fund Balances report which showed that the balance is well above the 2x trigger point. The coverage ratio is currently 9.2x the maximum annual debt service.

Investment consultant RFP update
Merck reported that the Bogden Group was selected as the investment consultant for the university's cash balances. While the contract with Bogden is being finalized, the university controller and Bogden are preparing detailed annual cash flow schedules to guide investment discussions with Bogden.

Direct support organization's quarterly financial reports
A representative from each of the direct support organizations gave a brief report on the quarterly financial reports provided to the board.

CLOSING COMMENTS
Chair Santiago adjourned the Finance Committee meeting at 10:48 a.m.

Respectfully submitted: _____ _____
William F. Merck II Date
Vice President for Administration and Finance
and Chief Financial Officer

Board of Trustees
Finance Committee Meeting
President's Boardroom
October 28, 2009
MINUTES

CALL TO ORDER

Trustee Conrad Santiago, chair of the Finance Committee, called the meeting to order at 8:01 a.m. Committee members Pat Christiansen and Micky Grindstaff were present. Tom Yochum attended via teleconference.

MINUTES APPROVAL

The minutes of the August 26, 2009, meeting were approved as submitted.

NEW BUSINESS

Supplement to the UCF investment policy (FINC-1)

Dave West and Troy Brown from The Bogdahn Group reviewed the operating funds supplement to the UCF investment manual that further describe operating pools 1, 2, 3, and 4. The pools will be reviewed with the Finance Committee on a regular basis. The frequency of the reviews will be determined later. The committee unanimously approved the supplement to the UCF investment policy.

The Finance Committee was interrupted at 9:00 a.m. for a joint meeting with the Educational Programs Committee to discuss budget recommendations.

Budget alignment recommendations

Terry Hickey, Provost and Executive Vice President, noted that at its July 2009 meeting the Board of Trustees requested that all non-recurring funds be removed from university budgets by July 1, 2011. The Finance Committee and Educational Program Committee met in joint session on October 28 to consider a request by Provost Hickey that non-recurring funds be removed from unit budgets by July 1, 2014. Specifically, the request is that 20 percent of the non-recurring funds be removed each year, beginning with a 40 percent reduction on July 1, 2011. Both committees approved the plan and asked for annual updates on the five-year budget projections.

The Finance Committee resumed its regular meeting.

Tuition Waivers for Specified Online Graduate Programs (FINC-2)

David Harrison, Vice Provost for Regional Campuses, requested that the Division of Continuing Education have the authority to waive a portion of the out-of-state fee charged to students in

online graduate programs. This option will allow the university to better serve out-of-state students.

The second paragraph of the new tuition waiver regulation will be changed from "A nonresident graduate student **will** be awarded a partial waiver" to "A nonresident graduate student **may** be awarded a partial waiver." A motion to approve the new tuition waiver regulation was approved by the Finance Committee.

UCFAA revised loan agreement with the university (FINC-3)
Brad Stricklin, Associate Athletic Director for Business and Finance, requested that UCFAA be allowed to consolidate its multiple loans from the university. Stricklin also presented a plan to repay the consolidated debt over a 14-year schedule. Trustee Christiansen commented that there should be a trustee workshop to review a strategic plan for Athletics. The committee approved the UCFAA revised loan agreement with the recommended minimum annual payment. The committee asked for an annual review of the debt repayment with the intent to accelerate the debt repayment as financial conditions improve. Trustee Yochum voted against the motion.

Chair Santiago left early and appointed Trustee Christiansen to serve as acting chair.

UCFAA operational line of credit (FINC-4)
Stricklin reviewed a UCFAA request to establish an operational line of credit from Fifth Third Bank to be used to smooth out fluctuations between revenue collections and expenditures. The committee approved the operational line of credit. Trustee Christiansen abstained from voting due to a conflict of interest.

UCFAA construction line of credit for the track and soccer complex (FINC-5)
Acting Chair Christiansen recommended deferring this item to the full board meeting. The committee agreed to defer this item to the November 19, 2009, board meeting.

UCF Foundation refinancing (FINC-6)
Rocky Yearwood, CFO and Associate Vice President for Alumni Relations and Development, reported that the UCF Foundation proposes to refinance multiple debt instruments on the Research Pavilion, the Orlando Tech Center (which includes four buildings), and the IST Building, located in the Research Park, into a single loan. Due to a conflict of interest, acting chair Christiansen appointed Trustee Grindstaff to serve as acting chair. The committee approved the refinancing of these Research Park buildings by the UCF Foundation. Trustee Christiansen abstained from voting. Trustee Christiansen resumed as chair.

Key financial ratio update
Fortier reported on the key financial ratios for UCF. Trustee Christiansen recommended that future reports have clarifying footnotes.

Parking Garage VI update
Merck reported that Parking Garage VI parking spaces will cost approximately $10,000-$12,000 per space. The Division of Bond Finance plans to sell the bonds in December 2009 or January 2010.

Draft university financial statements review
Fortier responded to questions regarding the UCF draft financial statements, which are currently being reviewed by the state auditors.

U. S. Department of Education's Emergency Management for Higher Education grant update
Merck reported that UCF received a grant to develop an emergency management plan, hold workshops, and conduct emergency drills. One of the requirements of the grant is to inform the board of trustees of the grant.

University debt report
Merck reviewed the university and DSO debt report with the committee.

Support Agreement Fund Balances report
Merck reported that the actual coverage ratio has improved from 8.6 to 10.4. Trustee Christiansen requested that future reports show prior years' data to get a sense of the trend on these reports.

Operating budget status
Fortier reviewed the status of the budget as of August 31, 2009. No anomalies were reported.

ADJOURNMENT
Acting Chair Christiansen adjourned the Finance Committee meeting at 11:30 a.m.

Respectfully submitted:_____ _____
William F. Merck II Date
Vice President for Administration and Finance
and Chief Financial Officer

THE BANK OF NEW YORK MELLON

RECEIVED
MAY 05 2010
UCF OFFICE OF
ADMINISTRATION AND FINANCE

CUSTODY AGREEMENT

(U.S. Securities)

AGREEMENT, date as of January, 8 2010 between ("Customer") University of Central Florida and The Bank of New York Mellon Trust Company, National Association ("Custodian").

ARTICLE I
DEFINITIONS

Whenever used in this Agreement, the following words shall have the meanings set forth below:

1. **"Authorized Person"** shall be any person, whether or not an officer or employee of Customer, duly authorized by Customer to give Oral and/or Written Instructions on behalf of Customer, such persons to be designated in a Certificate of Authorized Persons which contains a specimen signature of such person.

2. **"BNY Affiliate"** shall mean any office, branch or subsidiary of The Bank of New York Mellon Company, Inc.

3. **"Book Entry System"** shall mean the Federal Reserve/Treasury book entry system for receiving and delivering securities, its successors and nominees.

4. **"Business Day"** shall mean any day on which Custodian, Book Entry System and relevant Depositories are open for business.

5. **Depository"** shall include the Depository Trust Company, the Participants Trust Company and any other securities depository or clearing agency (and their respective successors and nominees) registered with the Securities and Exchange Commission or otherwise authorized to act as a securities depository or clearing agency.

6. **"Oral Instructions"** shall mean instructions received verbally by Custodian.

7. **"U.S. Securities"** shall include, without limitation, common stock and other equity securities, bonds, debentures and other debt securities, notes, mortgages or other obligations, and any instruments representing rights to receive, purchase, or subscribe for the same, or representing any other rights or interests therein (whether represented by a certificate or held in the Book-Entry System, a Depository or on the books of the issuer).

8. **"Written Instructions"** shall mean written communications actually received by Custodian by S.W.I.F.T., tested telex, letter, email, facsimile transmission, or other method or system specified by Custodian as available for use in connection with the services hereunder.

ARTICLE II
APPOINTMENT OF CUSTODIAN; ACCOUNTS; REPRESENTATION AND WARRANTIES

1. Customer hereby appoints Custodian as custodian of all U.S. Securities and cash at any time delivered to Custodian during the term of this Agreement, and authorizes Custodian to hold U.S. Securities in registered form in its name or the name of its nominees. Custodian hereby accepts such appointment and agrees to establish and maintain one or more securities accounts and cash accounts in the name of Customer (collectively, the "Account") in which it will hold U.S. Securities and cash as provided herein.

2. Customer hereby represents and warrants, which representations and warranties shall be continuing and shall be deemed to be reaffirmed upon each Oral or Written Instruction given by Customer, that:

(a) Customer is duly organized and existing under the laws of the jurisdiction of its organization, with full power to carry on its business as now conducted, to enter into this Agreement and to perform its obligations hereunder;

(b) This Agreement has been duly authorized, executed and delivered by Customer, constitutes a valid and legally binding obligation of Customer, enforceable in accordance with its terms, and no statute, regulation, rule, order, judgment or contract binding on Customer prohibits Customer's execution or performance of this Agreement; and

(c) Either Customer owns the U.S. Securities in the Account free and clear of all liens, claims, security interests and encumbrances (except those granted herein) or, if the U.S. Securities are owned beneficially by others, Customer has the right to pledge such U.S. Securities to the extent necessary to secure Customer's obligations hereunder, free of any right of redemption or prior claim by the beneficial owner. Custodian's security interest pursuant to Article V hereof shall be a first lien and security interest subject to no setoffs, counterclaims or other liens prior to or on a parity with it in favor of any other party (other than specific liens granted preferred status by statute), and Customer shall take any and all additional steps which are required to assure Custodian of such priority and status, including notifying third parties or obtaining their consent to, Custodian's security interest.

ARTICLE III

CUSTODY AND RELATED SERVICES

1. Subject to the terms hereof, Customer hereby authorizes Custodian to hold any Securities received by it from time to time for Customer's account. Custodian shall be entitled to utilize the Book Entry System and Depositories to the extent possible in connection with its performance hereunder. Securities and cash deposited by Custodian in the Book-Entry System or a Depository will be held subject to the rules, terms and conditions of the Book-Entry System or such Depository. Custodian shall identify on its books and records the U.S. Securities and cash belonging to Customer, whether held directly or indirectly through the Book-Entry System or a Depository. U.S. Securities and cash of Customer deposited in the Book Entry System or a Depository will be represented in accounts which include only assets held by Custodian for its customers.

2. Custodian shall furnish Customer with a monthly summary of all account transfers and activity; unless client has given other direction. Customer hereby waives the right to receive hard copy written transaction advices. The forgoing waiver may be rescinded at any time in writing to the custodian. Customer may elect to receive advices, confirmations, reports or statements electronically through the Internet. By electing to use the Internet for this purpose, Customer acknowledges that such transmissions are not encrypted and therefore are insecure. Customer further acknowledges that there are other risks inherent in communicating through the Internet such as the possibility of virus contamination and disruptions in service, and agrees that Custodian shall not be responsible for any loss, damage or expense suffered or incurred by Customer or any person claiming by or through Customer as a result of the use of such methods.

3. With respect to all U.S. Securities held in the Account, Custodian shall, unless otherwise instructed to the contrary:

(a) Receive all income and other payments and advise Customer as promptly as practicable of any such amounts due but not paid;

(b) Present for payment and receive the amount paid upon all U.S. Securities which may mature and advise Customer as promptly as practicable of any such amounts due but not paid;

(c) Forward to Customer all information or documents that it may receive from an issuer of U.S. Securities which, in the opinion of Custodian, are intended for the beneficial owner of U.S. Securities;

(d) Execute, as custodian, any certificates of ownership, affidavits, declarations or other certificates under any tax laws now or hereafter in effect in connection with the collection of bond and note coupons;

(e) Hold directly, or through the Book Entry System or a Depository, all rights and similar U.S. Securities issued with respect to any U.S. Securities credited to the Account hereunder; and

(f) Endorse for collection checks, drafts or other negotiable instruments.

4. (a) Custodian shall notify Customer of such rights or discretionary actions or of the date or dates by when such rights must be exercised or such action must be taken provided that Custodian has received, from the issuer or the relevant Depository, timely notice of such rights or discretionary corporate action or of the date or dates such rights must be exercised or such action must be taken. Communication shall be delivered by Inform, S.W.I.F.T., tested telex, letter, email, facsimile transmission, or other method or system specified by Custodian as available for use in connection in this agreement. Absent actual receipt of such notice, Custodian shall have no liability for failing to so notify Customer and Custodian shall follow timely directions received in writing through one of the Communication processes so specified by the Custodian.

(b) Whenever U.S. Securities (including, but not limited to, warrants, options, tenders, options to tender or non mandatory puts or calls) confer optional rights on Customer or provide for discretionary action or alternative courses of action by Customer, Customer shall be responsible for making any decisions relating thereto and for directing Custodian to act. In order for Custodian to act, it must receive Customer's Written Instructions at Custodian's offices, addressed as Custodian may from time to time request, not later than noon (Florida time) at least two (2) Business Days prior to the last scheduled date to act with respect to such U.S. Securities (or such earlier date or time as Custodian may notify Customer). Absent Custodian's timely receipt of such Written Instructions, Custodian shall not be liable for failure to take any action relating to or to exercise any rights conferred by such U.S. Securities.

5. Custodian will make available to Customer proxy voting services upon the request of, Customer in accordance with terms and conditions to be mutually agreed upon by Custodian and Customer.

6. Custodian shall promptly advise Customer upon its notification of the partial redemption, partial payment or other action affecting less than all U.S. Securities of the relevant class. If Custodian or Depository holds any such U.S. Securities in which Customer has an interest as part of a fungible mass, Custodian or Depository may select the U.S. Securities to participate in such partial redemption, partial payment or other action in any non-discriminatory manner that it customarily uses to make such selection.

7. Custodian shall not under any circumstances accept bearer interest coupons which have been stripped from United States federal, state or local government or agency securities unless explicitly agreed to by Custodian in writing.

8. Any foreign exchange transaction effected by Custodian in connection with this Agreement may be entered with Custodian or a BNY Affiliate acting as principal or otherwise through customary banking channels. Customer may issue standing Written Instructions with respect to foreign exchange transactions but Custodian may establish rules or limitations concerning any foreign exchange facility made available to Customer. Customer shall bear all risks of holding cash denominated in a foreign currency. Without limiting the foregoing, Customer shall bear the risks that rules or procedures imposed by Depositories, exchange controls, asset freezes or other laws, rules, regulations or orders shall prohibit or impose burdens or costs on the transfer to, by or for the account of Customer of property held outside Customer's jurisdiction or denominated in a currency other than its home jurisdiction or the conversion of cash from one currency into another currency. Custodian shall not be obligated to substitute another currency for a currency whose transferability, convertibility or availability has been affected by such law, regulation, rule or procedure. Custodian shall not be liable to Customer for any loss resulting from any of the foregoing events.

9. To the extent that Custodian has agreed to provide pricing or other information services in connection with this Agreement, Custodian is authorized to utilize any vendor (including brokers and dealers of Securities) reasonably believed by Custodian to be reliable to provide such information. Customer understands that certain pricing information with respect to complex financial instruments (e.g., derivatives) may be based on calculated amounts rather than actual market transactions and may not reflect actual market values, and that the variance between such calculated amounts and actual market values may or may not be material. Where vendors do not provide information for particular Securities or other property, an Authorized Person may advise Custodian regarding the fair market value of, or provide other information with respect to, such Securities or property as determined by it in good

faith. Custodian shall not be liable for any loss, damage or expense incurred as a result of errors or omissions with respect to any pricing or other information utilized by Custodian hereunder.

10. As an accommodation to Customer, Custodian may provide consolidated recordkeeping services pursuant to which Custodian reflects on Account statements Securities not held in Custodian's vault or for which Custodian or its nominee is not the registered owner ("Non-Custody Securities"). Non-Custody Securities shall be designated on Custodian's books as "shares not held" or by other similar characterization. Customer acknowledges and agrees that it shall have no security entitlement against Custodian with respect to Non-Custody Securities, that Custodian shall rely, without independent verification, on information provided by Customer regarding Non-Custody Securities (including but not limited to positions and market valuations) and that Custodian shall have no responsibility whatsoever with respect to Non-Custody Securities or the accuracy of any information maintained on Custodian's books or set forth on account statements concerning Non-Custody Securities.

11. From time to time Custodian may make available to Customer or its agent(s) certain services, computer programs or other products or services (collectively, "Tools") that allow Customer or its agent(s) to perform certain analytic, accounting, compliance, reconciliation and other functions with respect to the Securities and other assets in the Account. By way of example, Tools may assist Customer or its agent(s) in analyzing the performance of investment managers appointed by Customer, determining on a post-trade basis whether transactions for the Account comply with Customer's investment guidelines, evaluating assets at risk, and account reconciliation. Such Tools, whether or not modified to meet specific needs of Customer, are provided "AS IS" and CUSTODIAN DISCLAIMS ANY AND ALL WARRANTIES, EXPRESS OR IMPLIED, WITH RESPECT TO THE TOOLS, INCLUDING BUT NOT LIMITED TO WARRANTIES OF MERCHANTABILITY, TITLE, NON-INFRINGEMENT AND FITNESS FOR A PARTICULAR PURPOSE. ANYTHING IN THIS AGREEMENT TO THE CONTRARY NOTWITHSTANDING, CUSTODIAN SHALL NOT BE LIABLE FOR ANY LOSS, EXPENSE, DAMAGE, LIABILITY OR CLAIM SUFFERED OR INCURRED BY CUSTOMER, ITS AGENT(S) OR ANY OTHER PERSON AS A RESULT OF USE OF, OR RELIANCE UPON, ANY TOOLS BY CUSTOMER, ITS AGENT(S) OR ANY OTHER PERSON.

ARTICLE IV

PURCHASE AND SALE OF U.S. SECURITIES; CREDITS TO ACCOUNT

1. Promptly after each purchase or sale of U.S. Securities by Customer, an Authorized Person shall deliver to Custodian Written Instructions specifying all information necessary for Custodian to settle such purchase or sale. Custodian shall account for all purchases and sales of U.S. Securities on the actual settlement date unless otherwise agreed by Custodian.

2. Customer understands that when Custodian is instructed to deliver U.S. Securities against payment, delivery of such U.S. Securities and receipt of payment therefor may not be completed simultaneously. Customer assumes full responsibility for all credit risks involved in connection with Custodian's delivery of U.S. Securities pursuant to instructions of Customer.

3. Custodian may, as a matter of bookkeeping convenience or by separate agreement with Customer, credit the Account with the proceeds from the sale, redemption or other disposition of U.S. Securities or interest, dividends or other distributions payable on U.S. Securities prior to its actual receipt of final payment therefor. All such credits shall be conditional until Custodian's actual receipt of final payment and may be reversed by Custodian to the extent that final payment is not received. Payment with respect to a transaction will not be "final" until Custodian shall have received immediately available funds which under applicable law or rule are irreversible and not subject to any security interest, levy or other encumbrance, and which are specifically applicable to such transaction.

ARTICLE V

OVERDRAFTS OR INDEBTEDNESS

If Custodian in its sole discretion advances funds to Customer or there shall arise for whatever reason an overdraft in the Account (including, without limitation, overdrafts incurred in connection with the settlement of securities transactions or funds transfers) or if Customer is for any other reason indebted to Custodian, Customer agrees to repay Custodian on demand the amount of the advance, overdraft or indebtedness plus accrued interest at a rate ordinarily charged by Custodian to its institutional custody customers. In order to secure repayment of Customer's obligations to Custodian hereunder, Customer hereby agrees that Custodian shall have a continuing lien and security interest in, and right of set-off against, all U.S. Securities, money and other property now or hereafter held in the Account (including proceeds thereof), and any other property at any time held by it for the account of Customer. In this regard, Custodian shall be entitled to all the rights and remedies of a pledgee under common law and a secured party under the New York Mellon Uniform Commercial Code and any other applicable laws, rules or regulations as then in effect.

ARTICLE VI

CONCERNING CUSTODIAN

1. (a) Except as otherwise expressly provided herein, Custodian shall not be liable for any costs, expenses, damages, liabilities or claims including attorneys' and accountants' fees (collectively, "Losses") incurred by or asserted against Customer, except those Losses arising out of the negligence or willful misconduct of Custodian. Custodian shall have no obligation hereunder for Losses which are sustained or incurred by reason of any action or inaction by the Book-Entry System or any Depository or issuer of Securities. In no event shall Custodian be liable to Customer or any third party for special, indirect or consequential damages, or lost profits or loss of business, arising in connection with this Agreement.

(b) To the extent permitted under Florida law, Customer agrees to indemnify, save and hold Custodian harmless from and against any and all Losses sustained or incurred by or asserted against Custodian by reason of or as a result of any action or inaction, or arising out of Custodian's performance hereunder, including reasonable fees and expenses of counsel incurred by Custodian in a successful defense of claims by Customer; provided, that Customer shall not indemnify Custodian for those Losses arising out of Custodian's negligence or willful misconduct. This indemnity shall be a continuing obligation of Customer, its successors and assigns, notwithstanding the termination of this Agreement.

2. Without limiting the generality of the foregoing, Custodian shall be under no obligation to inquire into, and shall not be liable for, any losses incurred by Customer or any other person as a result of the receipt or acceptance of fraudulent, forged or invalid U.S. Securities, or U.S. Securities which are otherwise not freely transferable or deliverable without encumbrance.

3. Custodian may, with respect to questions of law specifically regarding the Account, obtain the advice of counsel and shall be fully protected with respect to anything done or omitted by it in good faith in conformity with such advice.

4. Custodian shall be under no obligation to take action to collect any amount payable on U.S. Securities in default, or if payment is refused after due demand and presentment.

5. Custodian shall have no duty or responsibility to inquire into, make recommendations, supervise, or determine the suitability of any transactions affecting any Account.

6. Customer shall pay to Custodian the fees and charges as may be specifically agreed upon from time to time and such other fees and charges at Custodian's standard rates for such services as may be applicable. Customer shall reimburse Custodian for all costs associated with the conversion of Customer's U.S. Securities hereunder and the transfer of U.S. Securities and records kept in connection with this Agreement. Customer shall also reimburse Custodian for out of pocket expenses which are a normal incident of the services provided hereunder. Custodian may debit the Account for amounts payable hereunder which remain in arrears for over 60 days.

7. In addition to the rights of Custodian under applicable law and other agreements, at any time when Customer shall not have honored any and all of its obligations to Custodian, whether or not relating to or arising under this Agreement, Custodian shall have the right without notice to Customer to retain or set-off, against such obligations of Customer, any U.S. Securities or cash Custodian or a BNY Affiliate may directly or indirectly hold for the account of Customer, and any obligations (whether matured or unmatured) that Custodian or a BNY Affiliate may have to Customer. Any such asset of, or obligation to, Customer may be transferred to Custodian and any BNY Affiliate in order to effect the above rights.

8. (a) Subject to the terms below, Custodian shall be entitled to rely upon any Written or Oral Instructions actually received by Custodian and reasonably believed by Custodian to be duly authorized and delivered. Customer agrees that an Authorized Person shall forward to Custodian Written Instructions confirming Oral Instructions by the close of business of the same day that such Oral Instructions are given to Custodian. Customer agrees that the fact that such confirming Written Instructions are not received or that contrary Written Instructions are received by Custodian shall in no way affect the validity or enforceability of transactions authorized by such Oral Instructions and effected by Custodian.

(b) If Custodian receives Written Instructions which appear on their face to have been transmitted by an Authorized Person via (i) computer facsimile, email, the Internet or other insecure electronic method, or (ii) secure electronic transmission containing applicable authorization codes, passwords and/or authentication keys, Customer understands and agrees that Custodian cannot determine the identity of the actual sender of such Written Instructions and that Custodian shall conclusively presume that such Written Instructions have been sent by an Authorized Person. Customer shall be responsible for ensuring that only Authorized Persons transmit such Written Instructions to Custodian and that all Authorized Persons treat applicable user and authorization codes, passwords and/or authentication keys with extreme care.

(c) Customer acknowledges and agrees that it is fully informed of the protections and risks associated with the various methods of transmitting Written Instructions to Custodian and that there may be more secure methods of transmitting Written Instructions than the method(s) selected by Customer. Customer agrees that the security procedures (if any) to be followed in connection with its transmission of Written Instructions provide to it a commercially reasonable degree of protection in light of its particular needs and circumstances.

(d) If Customer elects to transmit Written Instructions through an on-line communication system offered by Custodian, Customer's use thereof shall be subject to the Terms and Conditions attached hereto as Appendix I. If Customer elects (with Custodian's prior consent) to transmit Written Instructions through an on-line communications service owned or operated by a third party, Customer agrees that Custodian shall not be responsible or liable for the reliability or availability of any such service.

9. Upon reasonable request and provided Custodian shall suffer no significant disruption of its normal activities, Customer shall have access to Custodian's books and records relating to the Account during Custodian's normal business hours. Upon reasonable request, copies of any such books and records shall be provided to Customer at Customer's expense.

10. It is understood that Custodian is authorized to supply any information regarding the Account which is required by any law, regulation or rule now or hereafter in effect.

11. Custodian shall not be responsible or liable for any failure or delay in the performance of its obligations under this Agreement arising out of or caused, directly or indirectly, by circumstances beyond its reasonable control, including without limitation, acts of God; earthquakes; fires; floods; wars; civil or military disturbances; sabotage; epidemics; riots; interruptions, loss or malfunctions of utilities, computer (hardware or software) or communications service; accidents; labor disputes; acts of civil or military authority or governmental actions; it being understood that Custodian shall use its best efforts to resume performance as soon as practicable under the circumstances.

12. Custodian is hereby authorized to assign its rights and delegate its duties hereunder to any BNY Affiliate, whenever and on such terms and conditions as it deems necessary or appropriate to perform its services hereunder, without any further notice to Customer. Customer agrees to be bound by all actions taken by a BNY Affiliate pursuant to the preceding sentence to the same extent as if they were taken by Custodian, it being understood and agreed that no such assignment or delegation shall discharge Custodian

from its obligations hereunder. Customer each further agrees that any BNY Affiliate providing services pursuant to the foregoing authorization shall be entitled to all of the protections afforded to Custodian under this Agreement (including, without limitation, pursuant to Articles V and VI). If so advised by Custodian, Customer shall provide Oral or Written Instructions or other information to a BNY Affiliate rather than to Custodian.

13. Custodian shall have no duties or responsibilities whatsoever except such duties and responsibilities as are specifically set forth in this Agreement, and no covenant or obligation shall be implied against Custodian in connection with this Agreement.

ARTICLE VII

TERMINATION

Either party may terminate this Agreement by giving to the other party a notice in writing specifying the date of such termination, which shall be not less than ninety (90) days after the date of such notice. Upon termination hereof, Customer shall pay to Custodian such compensation as may be due to Custodian, and shall likewise reimburse Custodian for other amounts payable or reimbursable to Custodian hereunder. Custodian shall follow such reasonable Oral or Written Instructions concerning the transfer of custody of records, U.S. Securities and other items as Customer shall give; provided, that (a) Custodian shall have no liability for shipping and insurance costs associated therewith, and (b) full payment shall have been made to Custodian of its compensation, costs, expenses and other amounts to which it is entitled hereunder. If any U.S. Securities or cash remain in the Account, Custodian may deliver to Customer such U.S. Securities and cash. Upon termination of this Agreement, except as otherwise provided herein, all obligations of the parties to each other hereunder shall cease.

ARTICLE VIII

MISCELLANEOUS

1. Customer agrees to furnish to Custodian a new Certificate of Authorized Persons in the event of any change in the then present Authorized Persons. Until such new Certificate is received, Custodian shall be fully protected in acting upon Oral Instructions and Written Instructions of such present Authorized Persons.

2. Any notice or other instrument in writing, authorized or required by this Agreement to be given to Custodian, shall be sufficiently given if addressed to Custodian and received by it at its offices at 10161 Centurion Parkway, Jacksonville, Florida 32256 or at such other place as Custodian may from time to time designate in writing.

3. Any notice or other instrument in writing, authorized or required by this Agreement to be given to Customer shall be sufficiently given if addressed to Customer and received by it at its offices at 4000 Central Florida Boulevard, Millican Hall, Room 384, Orlando, Florida, 32816, Attn: Office of Administration and Finance or at such other place as Customer may from time to time designate in writing.

4. Each and every right granted to either party hereunder or under any other document delivered hereunder or in connection herewith, or allowed it by law or equity, shall be cumulative and may be exercised from time to time. No failure on the part of either party to exercise, and no delay in exercising, any right will operate as a waiver thereof, nor will any single or partial exercise by either party of any right preclude any other or future exercise thereof or the exercise of any other right.

5. In case any provision in or obligation under this Agreement shall be invalid, illegal or unenforceable in any jurisdiction, the validity, legality and enforceability of the remaining provisions or obligations shall not in any way be affected thereby. This Agreement may not be amended or modified in any manner except by a written agreement executed by both parties. This Agreement shall extend to and shall be binding upon the parties hereto, and their respective successors and assigns; provided however, that this Agreement shall not be assignable by either party without the written consent of the other.

6. (a) This Agreement shall be construed in accordance with the substantive laws of the State of Florida, without regard to conflicts of laws principles thereof. Customer and Custodian hereby consent to the jurisdiction of a state court situated in Orange County, Florida in connection with any dispute arising hereunder. To the extent that in any jurisdiction Customer may now or hereafter be entitled to claim, for itself or its assets, immunity from suit, execution, attachment (before or after judgment) or other legal process, Customer irrevocably agrees not to claim, and it hereby waives, such immunity. Customer and Custodian each hereby irrevocably waives any and all rights to trial by jury in any legal proceeding arising out of or relating to this Agreement.

(b) The parties hereto agree that the establishment and maintenance of the Account, and all interests, duties and obligations with respect thereto, shall be governed by the laws of the State of Florida.

(c) **For Governmental Entities**: If permissible by law; to the extent that in any jurisdiction Customer may now or hereafter be entitled to claim, for itself or its assets, immunity from suit, execution, attachment (before or after judgment) or other legal process, Customer irrevocably agrees not to claim, and it hereby waives, such immunity

7. The parties hereto agree that in performing hereunder, Custodian is acting solely on behalf of Customer and no contractual or service relationship shall be deemed to be established hereby between Custodian and any other person.

8. This Agreement may be executed in any number of counterparts, each of which shall be deemed to be an original, but such counterparts shall, together, constitute only one instrument.

9. Customer hereby acknowledges that Custodian is subject to federal laws, including the Customer Identification Program (CIP) requirements under the USA PATRIOT Act and its implementing regulations, pursuant to which Custodian must obtain, verify and record information that allows Custodian to identify Customer. Accordingly, prior to opening an Account hereunder Custodian will ask Customer to provide certain information including, but not limited to, Customer's name, physical address, tax identification number and other information that will help Custodian to identify and verify Customer's identity such as organizational documents, certificate of good standing, license to do business, or other pertinent identifying information. Customer agrees that Custodian cannot open an Account hereunder unless and until the Custodian verifies the Customer's identity in accordance with its CIP.

IN WITNESS WHEREOF, Customer and Custodian have caused this Agreement to be executed by their respective officers, thereunto duly authorized, as of the day and year first above written.

UNIVERSITY OF CENTRAL FLORIDA

Authorized Signature

President — Title

01/08/2010 — Date

59-2924021
Tax Identification No

THE BANK OF NEW YORK MELLON TRUST CO. N.A.

Authorized Signature

SENIOR ASSOCIATE — Title

2-26-10 — Date

Legal Content Approved
J. Clark, 1/5/10

APPENDIX I

THE BANK OF NEW YORK MELLON

ON-LINE COMMUNICATIONS SYSTEM (THE "SYSTEM")

TERMS AND CONDITIONS

1. License; Use. (a) This Appendix I shall govern Customer's use of the System and any computer software provided by BNY to Customer in connection herewith (collectively, the "**Software**"). In the event of any conflict between the terms of this Appendix I and the main body of this Agreement with respect to Customer's use of the System, the terms of this Appendix I shall control.

(b) Upon delivery to Customer of Software and/or System access codes, Custodian grants to Customer a personal, nontransferable and nonexclusive license to use the Software and the System solely for the purpose of transmitting Written Instructions, receiving reports, making inquiries or otherwise communicating with Custodian in connection with the Account(s). Customer shall use the Software and the System solely for its own internal and proper business purposes and not in the operation of a service bureau. Except as set forth herein, no license or right of any kind is granted to Customer with respect to the Software or the System. Customer acknowledges that Custodian and its suppliers retain and have title and exclusive proprietary rights to the Software and the System, including any trade secrets or other ideas, concepts, know-how, methodologies, or information incorporated therein and the exclusive rights to any copyrights, trademarks and patents (including registrations and applications for registration of either), or other statutory or legal protections available in respect thereof. Customer further acknowledges that all or a part of the Software or the System may be copyrighted or trademarked (or a registration or claim made therefor) by Custodian or its suppliers. Customer shall not take any action with respect to the Software or the System inconsistent with the foregoing acknowledgments, nor shall Customer attempt to decompile, reverse engineer or modify the Software. Customer may not copy, sell, lease or provide, directly or indirectly, any of the Software or any portion thereof to any other person or entity without Custodian's prior written consent. Customer may not remove any statutory copyright notice or other notice included in the Software or on any media containing the Software. Customer shall reproduce any such notice on any reproduction of the Software and shall add any statutory copyright notice or other notice to the Software or media upon Custodian's request.

(c) If Customer subscribes to any database service provided by Custodian in connection with its use of the System, delivery of such database to Customer shall constitute the granting by Custodian to Customer of a non-exclusive, non-transferable license to use such database for so long as this Appendix I is in effect. It is understood and agreed that any database supplied by Custodian is derived from sources which Custodian believes to be reliable but Custodian does not, and cannot for the fees charged, guarantee or warrant that the data is correct, complete or current. All such databases are provided as an accommodation by Custodian to its customers and are compiled without any independent investigation by Custodian. However, Custodian will endeavor to update and revise each database on a periodic basis as Custodian, in its discretion, deems necessary and appropriate. Customer also agrees that Customer will promptly install all updates and revisions to each database which Custodian provides and that Custodian cannot bear any responsibility whatsoever for Customer's failure to do so. CUSTODIAN IS NOT RESPONSIBLE FOR ANY RESULTS OBTAINED BY CUSTOMER FROM USE OF DATABASE SERVICES PROVIDED BY CUSTODIAN.

2. Equipment. Customer shall obtain and maintain at its own cost and expense all equipment and services, including but not limited to communications services, necessary for it to utilize the Software and obtain access to the System, and Custodian shall not be responsible for the reliability or availability of any such equipment or services.

3. Proprietary Information. The Software, any data base and any proprietary data, processes, information and documentation made available to Customer (other than which are or become part of the public domain or are legally required to be made available to the public) (collectively, the "Information"), are the exclusive and confidential property of Custodian or its suppliers. However, for the avoidance of doubt, reports generated by Customer containing information relating to the Account(s) are not deemed to be within the meaning of the term "Information". Customer shall keep the Information confidential by using the same care and discretion that Customer uses with respect to its own confidential property and trade secrets, but not less than reasonable care. Upon termination of the Agreement or the licenses granted herein for any reason, Customer shall return to Custodian any and all copies of the Information which are in its possession or under its control. The provisions of this Section 3 shall not affect the copyright status of any of the Information which may be copyrighted and shall apply to all information whether or not copyrighted.

4. Modifications. Custodian reserves the right to modify the Software from time to time and Customer shall install new releases of the Software as Custodian may direct. Customer agrees not to modify or attempt to modify the Software without Custodian's prior written consent. Customer acknowledges that any modifications to the Software, whether by Customer or Custodian and whether with or without Custodian's consent, shall become the property of Custodian.

5. NO REPRESENTATIONS OR WARRANTIES. CUSTODIAN AND ITS MANUFACTURERS AND SUPPLIERS MAKE NO WARRANTIES OR REPRESENTATIONS WITH RESPECT TO THE SOFTWARE, THE SYSTEM, ANY SERVICES OR ANY DATABASE, EXPRESS OR IMPLIED, IN FACT OR IN LAW, INCLUDING BUT NOT LIMITED TO WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE. CUSTOMER ACKNOWLEDGES THAT THE SOFTWARE, THE SYSTEM, ANY SERVICES AND ANY DATABASE ARE PROVIDED "AS IS." TO THE FULLEST EXTENT PERMITTED BY APPLICABLE LAW, IN NO EVENT SHALL CUSTODIAN OR ANY SUPPLIER BE LIABLE FOR ANY DAMAGES, WHETHER DIRECT, INDIRECT SPECIAL, OR CONSEQUENTIAL, WHICH CUSTOMER MAY INCUR IN CONNECTION WITH THE SOFTWARE, SERVICES OR ANY DATABASE, EVEN IF CUSTODIAN OR SUCH SUPPLIER HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. IN NO EVENT SHALL CUSTODIAN OR ANY SUPPLIER BE LIABLE FOR ACTS OF GOD, MACHINE OR COMPUTER BREAKDOWN OR MALFUNCTION, INTERRUPTION OR MALFUNCTION OF COMMUNICATION FACILITIES, LABOR DIFFICULTIES OR ANY OTHER SIMILAR OR DISSIMILAR CAUSE BEYOND THEIR REASONABLE CONTROL.

6. Security; Reliance; Unauthorized Use. Custodian will establish security procedures to be followed in connection with the System. Customer understands and agrees that the security procedures are intended to determine whether instructions received by Custodian through the System are authorized but are not (unless otherwise specified in writing) intended to detect any errors contained in such instructions. Customer will cause all persons utilizing the Software and the System to treat all applicable user and authorization codes, passwords and authentication keys with the highest degree of care and confidentiality. Custodian is hereby irrevocably authorized to comply with and rely upon on Written Instructions, whether or not authorized, received by it through the System in accordance with the security procedures. Customer acknowledges that it is its sole responsibility to assure that only Authorized Persons use the System and that to the fullest extent permitted by applicable law Custodian shall not be responsible nor liable for any unauthorized use thereof or for any losses sustained by Customer arising from or in connection with the use of the System or Custodian's reliance upon and compliance with Written Instructions received through the System.

7. System Acknowledgments. Custodian shall acknowledge through the System its receipt of each transmission communicated through the System, and in the absence of such acknowledgment Custodian shall not be liable for any failure to act in accordance with such transmission and Customer may not claim that such transmission was received by Custodian.

8. EXPORT RESTRICTIONS. EXPORT OF THE SOFTWARE IS PROHIBITED BY UNITED STATES LAW. CUSTOMER MAY NOT UNDER ANY CIRCUMSTANCES RESELL, DIVERT, TRANSFER, TRANSSHIP OR OTHERWISE DISPOSE OF THE SOFTWARE (IN ANY FORM) IN OR TO ANY OTHER COUNTRY. IF CUSTODIAN DELIVERED THE SOFTWARE TO CUSTOMER OUTSIDE OF THE UNITED STATES, THE SOFTWARE WAS EXPORTED FROM THE UNITED STATES IN ACCORDANCE WITH THE EXPORT ADMINISTRATION REGULATIONS. DIVERSION CONTRARY TO U.S. LAW IS PROHIBITED. Customer hereby authorizes Custodian to report its name and address to government agencies to which Custodian is required to provide such information by law.

9. Encryption. Customer acknowledges and agrees that encryption may not be available for every communication through the System, or for all data. Customer agrees that Custodian may deactivate any encryption features at any time, without notice or liability to Customer, for the purpose of maintaining, repairing or troubleshooting the System or the Software.

10. On-Line Inquiry and Modification of Records. In connection with Customer's use of the System, Custodian may, at Customer's request, permit Customer to enter data directly into a Custodian database for the purpose of modifying certain information maintained by Custodian's systems, including, but not limited to, change of address information. To the extent that Customer is granted such access and to the extent permitted under Florida law, Customer agrees to indemnify and hold Custodian harmless from all loss, liability, cost, damage and expense (including attorney's fees and expenses) to which Custodian may be subjected or which may be incurred in connection with any claim which may arise out of or as a result of changes to Custodian database records initiated by Customer.

COPY

CERTIFICATE OF AUTHORIZED PERSONS
(Customer - Oral and Written Instructions)

The undersigned hereby certifies that John C. Hitt is the duly elected and acting President of University of Central Florida (the"Customer/Corporation"), and further certifies that the following officers or employees of the Customer/Corporation have been duly authorized in conformity with the Articles of Incorporation and By-Laws to deliver Oral and Written Instructions to The Bank of New York Mellon Trust Company, N.A. ("BNY") pursuant to the Custody Agreement between the Customer/Corporation and BNY and that the signatures appearing opposite their names are true and correct:

Name	Title	Signature
William F. Merck, II	VP Admin & Finance and CFO	
Vanessa Fortier	Assoc VP Admin & Finance	
Tracy Clark	Controller	
Wilson Rosario	Assoc Controller	
Randy Foster	Assoc Budget Director	
Joyce Larson	Coordinator of Accounting	

This certificate and above authorized person(s) will be recognized as authorized individuals you may currently have on file.

Title: President

Date: January 8, 2010

Disclosure

Upon appointment of The Bank of New York Mellon Trust Company, N.A. as Domestic Custodian,

University of Central Florida

Shall be responsible for the payment of the fees, expenses and charges as set forth in this Fee Schedule.

ANNUAL ADMINISTRATIVE FEE:

An annual fee covering the duties and responsibilities related to account administration, which may include maintenance of accounts on various systems, collection and payment of principal and interest on assets held in the account. Fees are calculated based on the total market value of assets in arrears on a quarterly billing cycle.

Total Market Value: ..... **2.5 basis points**

INVESTMENT and SECURITY TRANSACTION COMPENSATION

Bank Money Market Sweep/Maintenance Fee*:	**Waived**
Book Entry Purchases, Sales and Wire/Check Trans*	**$10.00**

*First 6 months waive 10 transaction charges per month
*After 6 months 5 free transaction charges per month(15 per qtr)
*Waive for transitional transactions when ConvergEX used for Service

ON LINE INTERNET ACCESS FEES

INFORM BASIC:	**Waived**

OUT-OF-POCKET EXPENSES

These are charges outside of normal duties and usually requested by the client. An example would be the Client or Client Money Manager request prior 3 year period of statements to be sent overnight by courier. Additional out-of-pocket expenses may include, but are not limited to, telephone; facsimile; courier; copying; postage; supplies, termination fees and expenses of The Bank of New York Trust Company, N.A. or The Bank of New York representative(s) and Counsel for attending special meetings and related cost.

MISCELLANEOUS

Charges for performing extraordinary, global transactions or other services not contemplated at the time of the execution of the transaction or not specifically covered elsewhere in this schedule will be determined by appraisal in amounts commensurate with the services to be provided. Additional information will be provided at such time. Miscellaneous fees may include, but are not necessarily limited to the following, if applicable: Not in Bank assets, auditor confirmation fees, transaction fees to settle unusual transactions or create customized statements/reports.

MONEY MARKET FUNDS - With respect to investments in money market mutual funds or other type of money market alternative products, BNY (or its affiliates) may also receive and retain additional fees not reflected in this agreement from these products for shareholder services or other similar fees described in the Prospectus and set fourth in the Authorization and Direction to BNY to Invest Cash Balances in Money Market Mutual Funds or other products.

FEE CYCLE

Administrative, Transaction and other Non Money Market related fees will be billed quarterly in arrears.

TERMS OF PROPOSAL

Final acceptance of the appointment as account agreement is subject to approval of authorized officers of BNY and full review and execution of all documentation related hereto. If applicable please note that if this transaction does not close, you will be responsible for paying any expenses incurred, including Counsel Fees. We reserve the right to terminate this offer if we do not enter into final written documents within three months from the date this document is first transmitted to you. These fees are good from the date of client acceptance based on services expressed and contemplated at the time of the proposal.

CUSTOMER NOTICE REQUIRED BY THE USA PATRIOT ACT

To help the US government fight the funding of terrorism and money laundering activities, US Federal law requires all financial institutions to obtain, verify, and record information that identifies each person (whether an individual or organization) for which a relationship is established.

What this means to you: When you establish a relationship with BNY, we will ask you to provide certain information (and documents) that will help us to identify you. We will ask for your organization's name, physical address, tax identification or other government registration number and other information that will help us to identify you. We may also ask for a Certificate of Incorporation or similar document or other pertinent identifying documentation for your type of organization.

CLASS ACTION

( ) Send all class action notices and forms to the Client/Customer.
( ) Send all class action notices and forms to the appointed Money Managers.
(X) Custodian submits all class action forms and information to the Class Action Claims Administrator

SEC 14b-2:

We are required by the Security and Exchange Commission Regulations to solicit your authorization with respect to Rule 14b-2. As you may be aware, the Securities and Exchange Commission adopted this rule to facilitate direct communications between companies that issue securities and the holders who own securities.

Securities and Exchange Commission ("SEC") shareholder communications rules and the Shareholders Communications Act of 1985 (the "Act") require the Bank of New York ("BNY") to disclose to issuers of U.S. securities, upon the issuers' request, the name, address and securities position of our customers who are the "beneficial owners" (as defined in the Act) of the issuer's securities held by BNY, if the beneficial owner does not object to such disclosure. (For these purposes, securities include debt and equity securities, including bonds, money market funds and mutual funds.) The Act also requires BNY to disclose to issuers of U.S. securities, upon the issuers' request, the name and address of our customers who are acting as a "respondent bank" (as defined in the Act) with respect to the securities held by BNY. Under the Act, "respondent banks" do not have the option of objecting to such disclosure upon the issuers' request.

The Act defines a "beneficial owner" as any person who has, or shares, the power to vote a security (pursuant to an agreement or otherwise), or who directs the voting of a security. The Act defines a "respondent bank" as any bank, association or other entity that exercises fiduciary powers which holds securities on behalf of beneficial owners and deposits such securities for safekeeping with a bank, such as BNY. Under the Act, you are either the "beneficial owner" or a "respondent bank."

In accordance with these requirements, please check the appropriate boxes below, *sign this form,* and return it to me. Please do not hesitate to contact me if you have any questions.

By signing this form, you agree that: (i) your selections below apply to all of your current BNY accounts and to all BNY accounts you may open in the future; and (ii) your selections below amend any contrary selections or directions in any prior agreement or other prior writing from you as to your status as a beneficial owner or respondent bank, and, for beneficial owners, as to your objection or non-objection to the disclosure of your information to requesting issuers.

For "beneficial owners" and "respondent banks," please complete the following:

(X) I am the beneficial owner of the securities held by BNY.
( ) I am not the beneficial owner of the securities held by BNY, but I am acting as a "respondent bank" with respect to the securities held by BNY.

"Respondent banks" will receive an omnibus proxy and will need to make their own proxy voting arrangements for their clients to vote as part of the omnibus proxy.
If we do not receive a response within 10 business days, we will assume that you are the beneficial owner, and we will follow the procedure below for beneficial owners.

For "beneficial owners" only, please complete the following:

( ) I object to the disclosure of my name, address, and securities position to requesting issuers.
(X) I do not object to the disclosure of my name, address, and securities position to requesting issuers.

For your protection, SEC regulations prohibit any Issuer from using this information for any purpose other than communicating with its shareholders. Please note, however, that should we not receive your response within 10 business days, *we will assume you have no objection to the disclosure of this information and we will make this information available to any issuer of securities that we hold for you, upon the issuer's request.*

Mutual Fund Transaction Processing

Pursuant to the Custody Agreement (the "Agreement") between ("Customer") and The Bank of New York ("BNY"), Customer may, from time to time, authorize and direct BNY (or its nominee), as agent for Customer, to process purchases, redemptions or exchange orders ("Transactions") for registered investment company ("Fund") shares, as well as submit all documents and information required by such Fund and provided by Customer to BNY, as well as to make or receive payment, in accordance with the terms of such Fund Transactions.

In connection with the foregoing, each direction and authorization from Customer relating to a Transaction shall constitute a representation and warranty from Customer that Customer (a) has reviewed, understands and accepts the terms of the relevant prospectus for such Fund, including the fees and expenses borne by the Fund, and is in compliance with the prospectus for such Fund, including the eligibility requirements of each Fund; (b) will comply with the requirements of the prospectus for such Fund, including the restrictions on frequent trading and redemption fee provisions of such prospectus; and (c) is the beneficial owner of the Fund shares or has the authority to sign as agent for and to act on behalf of the beneficial owner. Customer acknowledges and agrees that BNY has not exercised investment discretion in connection with the beneficial owner's decision to purchase, redeem or exchange the Fund shares that are the subject of the Transaction. Customer hereby agrees to be bound by any such other terms and conditions of ownership whether they be required by a Fund or BNY.

Customer acknowledges and agrees that BNY may use the services of an unaffiliated sub-custodian or broker (the "Service Provider") to effect the purchase, redemption or exchange of Fund shares, to clear and settle Fund Transactions and to sub-custody Fund shares. Customer also acknowledges and agrees that each Fund and its investment adviser(s), distributor(s) and/or administrator(s) (each an "Agent") may make payments to the Service Provider in connection with certain services provided to the Fund by the Service Provider (such as "shareholder servicing" fees), all or a portion of which may be paid by the Service Provider to BNY. The Fund or its Agents may also make payments to the Service Provider for facilitating the purchase, sale or exchange of Fund shares (Rule 12b-1 distribution fees). Customer further acknowledges and agrees that a Fund may (a) purchase securities from or through BNY or its affiliates; (b) engage in repurchase transactions in

which BNY or its affiliates may act as clearing bank or custodian; (c) place funds on deposit in accounts with BNY or its affiliates and receive interest income thereon; or (d) obtain other services from BNY or its affiliates that may result in fees for BNY or its affiliates. Customer hereby consents to the receipt of fees by the Service Provider or BNY and the transactions described in this paragraph.

	University of Central Florida:	BNY Mellon Trust Co. N.A.:
Signature:	John C. Hitt	
Date:	January 8, 2010	2.16.10
Name:	John C. Hitt	CHRISTY SHEPPARD
Title:	President	SENIOR ASSOCIATE

Legal Content Approved
J. Clark 1/6/10

Board of Trustees
Finance Committee Meeting Minutes
October 21, 2008

Trustee Conrad Santiago, chair of the Finance Committee, called the meeting to order in the President's Boardroom at 8:30 a.m. In addition to Chair Santiago, committee member Manoj Chopra was present. Committee members Rick Walsh, Tom Yochum, and Pat Christiansen attended via teleconference.

APPROVAL OF MINUTES
The minutes of the August 26, 2008, meeting were approved.

OLD BUSINESS
Fraternity houses purchase update
Maribeth Ehasz, Vice President for Student Development and Enrollment Services, briefly reported that an agreement had been reached on prices for both houses: $1.5 million for the SAE House and $1.46 million for the SPE House. The UCF Housing and Residence Life cash reserves will be used to purchase these houses. The closings should occur in two months, after which renovations on the houses will begin and decisions will be made about the Greek organizations that will occupy each house. The houses should be occupied by fall of 2009 and the rental income will go to UCF Housing and Residence Life.

CDARS investments update
William Merck, Vice President for Administration and Finance, gave a brief update on the investment of a portion of the university's cash balances into the Certificate of Deposit Registry System (CDARS) program. Within the past year, the Board of Trustees adopted an investment policy to allow diversification of university cash balances beyond the limited options allowed in state statutes absent a board policy. Subsequently, within the parameters of the new policy, the board directed staff member to review the CDARS with an objective of moving $50 million into this program. After a thorough review and a bid process, the committee chose CNL Bank to work within the CDARS program and invested $50 million in two tranches. The first $30 million was divided into thirds, laddered with a 9-month maturity at 3.85%, a 12-month maturity at 4.05%, and a 15-month maturity at 4.25%. One week later, the second tranche invested with half at 6 month's maturity at 3.45% and 15 months at 4.05%.

NEW BUSINESS
2009 Finance Committee meeting dates
Chair Santiago reviewed a list of future meeting dates with the committee and it was approved.

Public funds banking resolution
W. Scott Cole, Vice President and General Counsel, reported that the CDARS transactions with CNL Bank required that a board resolution be adopted giving signatory authority to specific UCF staff members William Merck, Vanessa Fortier, and Tracy Clark, to conduct business with CNL. Scott reported that two signatures would be needed for transactions. The resolution was approved.

Operating budget status
Vanessa Fortier, Associate Vice President for Administration and Finance, reported on the status of the operating budget, reviewing the budget presentation contained in the agenda materials.

Review of UCF's draft financial statements
In past years, the UCF annual financial statements have been presented to the Board of Trustees after they have been audited and printed in a final document. In a change in procedure, the controller presented draft financial statements to the Finance Committee for review and comment well in advance of the preparation of final documents. This presentation led to a number of constructive comments from the committee that will make the final documents much clearer to the reader. The normal process results in the June 30 year-end financial statements being seen by the Board after the state releases its final audited report in the following spring. By that time it is a good historical document, but not timely in the sense of providing a management tool to the Finance Committee. This new procedure allows for constructive comment, as well as a timely look at the statements.

Letters of credit for t he UCF Convocation Corporation and the UCF Finance Corporation
William Merck, Vice President for Administration and Finance, reported that the three-year evergreen letter of credit with the Bank of America that replaced approximately $7.5 million taken from the convocation center housing reserves to build the event garage was renewed for an additional year for 85 basis points. The annual fee for the outstanding letter of credit will remain at 25 basis points for the remaining two years of the original agreement. The UCF Finance Corporation also has a letter of credit with Fifth Third Bank. This letter of credit was in lieu of bond insurance supporting $60 million in bonds issued for the Burnett Bio Medical Building at Lake Nona. The original letter of credit was issued for ten years at an annual cost of 24 basis points. This letter of credit is not being renewed by Fifth Third; but since only nine years remain on the balance, this situation does not pose an immediate problem for UCF.

Support Agreement Fund Balances Report
William Merck reviewed the support agreement fund balances report that shows coverage of 8.5 times the required maximum annual debt service on the convocation center and stadium projects. The support agreement requires a minimum coverage of 2 times.

Revised stadium projections and taxable debt payment schedule
Brad Stricklin, Associate Athletic Director of Business and Finance, UCFAA, Inc., reviewed the subject documents that reflected the changes requested by the committee in the last meeting. Chair Santiago commented on the likely changes that will occur in the amounts shown for ticket sales and donor contributions. He requested that these numbers be updated for the next meeting and further updates provided every six months.

New Regulation
Scott Cole brought to the committee's attention that a new regulation will soon be presented to the committee by the College of Medicine requesting a waiver of out-of-state tuition for medical students since the tuition charges for all students, in- or out-of state have been set at $20,000. Following the committee's action, the regulation will go to the full board. This material will be prepared for the committee in the next few weeks.

CLOSING COMMENTS
With no further items for discussion, Chair Santiago adjourned the meeting at 10:07 a.m.

Respectfully Submitted: _____ Date: _____
William F. Merck II
Vice President, Administration and Finance
and Chief Financial Officer

BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
December 6, 2007

SUBJECT: Regulation 9.007 – State University Operating Budgets

PROPOSED BOARD ACTION

Approve Regulation 9.007 – State University Operating Budgets

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Section 7(d), Art. IX, Florida Constitution

BACKGROUND INFORMATION

Regulation 9.007 – State University Operating Budgets - was approved for public notice at the September 2007 meeting.

The Board of Governors, Budgeting and Fiscal Policy Office, coordinates the annual operating budget submission process for the State University System. Operating budgets shall be prepared by each university president, for approval by the University's Board of Trustees, in accordance with instructions, guidelines, and standard formats provided by the Board of Governors. Operating budgets approved by the Board of Trustees are presented to the Board of Governors for approval on an annual basis.

No public comments or amendments were made to this regulation.

Supporting Documentation Included: Regulation 9.007

Facilitators/Presenters: Tim Jones, Executive Director

New

Regulation BOG-9.007 State University Operating Budgets

(1) Each university president shall prepare an operating budget 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 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 is presented to the Board of Governors for approval. Each university president shall implement the operating budget of the university as prescribed by regulations of the Board of Governors, policies of the University Board of Trustees, provisions of the General Appropriations Act, and data reflected within the Allocation Summary.

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

(a) Educational and General (E&G)– reports actual and estimated year operating revenues and expenditures (actual year expenditures should include year-end encumbrances) for all E&G funds, including: General Revenue, Student and Other Fees, 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.

1. The E&G budget funds the general instruction, research, public service, plant operations and maintenance, student services, libraries, administrative support, and other enrollment-related and stand-alone operations of the universities. Universities shall accumulate ending fund balances for activities such as, but not limited to, a contingency for unfunded enrollment growth, potential budget reductions, anticipated increases in university operations, and prior year encumbrances. At any time the unencumbered available balance in the E&G fund of the University Board of Trustees approved operating budget falls below five (5) percent of the approved total, the president shall provide a written notification and explanation to the Board of Governors.

2. 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.

3. The following units are required to report under this budget entity:

State Universities
UF-Institute of Food and Agricultural Science
UF Health Science Center
USF Medical Center
FSU Medical School
UCF Medical School
FIU Medical School

(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.

(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. 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 tuition. The provisions of the General Appropriations Act and the Allocation Summary will be taken into consideration in the development and preparation of the E&G data.

(b) Actual prior-year revenues, expenditures (including prior-year encumbrances), and positions (excluding E&G carry forward amounts expended, except on Schedule I reports) and current-year estimated revenues, expenditures, and positions.

(c) Assurance that the universities are in compliance with general legislative intent for expenditure of the appropriated state funds and with the BOG guidelines and priorities.

(5) Interest earnings resulting from the investment of current-year educational and general 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 interest earnings are not to be utilized for fixed capital outlay expenditures. Interest earnings resulting from invested carry forward funds are considered to be additions to the university's carry forward balance, and are not reported in the annual operating budget with the exception of the manually-prepared

estimated year E&G Schedule I reports.

Anticipated interest earnings for the estimated year from invested E&G funds should not be included when building the detailed operating budget schedules. Estimated year E&G interest 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 E&G operating activities only.

Specific Authority: Article IX, Section 7(d), Florida Constitution; Section 216.023, Florida Statutes; New _____.

FLORIDA BOARD OF GOVERNORS
NOTICE OF PROPOSED REGULATION AMENDMENT

DATE: September 17, 2013

REGULATION NUMBER AND TITLE: 9.007 State University Operating Budgets

SUMMARY:

This regulation is being amended to include the following changes:

- Adds clarifying language that university carry forward funds shall be included in annual expenditure data.
- Adds clarifying language that Education & General funds are to be used for operating activities, unless specifically authorized by law.
- Adds language requiring universities to comply with all applicable federal, state, and local laws when implementing grants, contracts and sponsored research programs.
- Adds language regarding the inclusion of technology fee revenues/expenditures and Board approved fees in the annual operating budget submissions.
- Adds clarifying language that Education & General interest earnings should be used for Education & General operating purposes, unless specifically authorized by law.

FULL TEXT OF THE REGULATION IS INCLUDED WITH THIS NOTICE.

AUTHORITY TO PROPOSE REGULATION(S): Section 7(d), Art. IX, Fla. Const.; BOG Regulation Development Procedure dated March 23, 2006.

THE BOARD OF GOVERNORS' OFFICIAL INITIATING THE PROPOSED REGULATION: Tim Jones, Chief Financial Officer

COMMENTS REGARDING THE PROPOSED REGULATION SHOULD BE SUBMITTED WITHIN 14 DAYS OF THE DATE OF THIS NOTICE TO THE CONTACT PERSON IDENTIFIED BELOW. The comments must identify the regulation on which you are commenting:

General Counsel, Board of Governors, State University System, 325 W. Gaines Street, Suite 1614, Tallahassee, Florida 32399, (850) 245-0466 (phone), (850) 245-9685 (fax), or generalcounsel@flbog.edu.

9.007 State University Operating Budgets

(1) Each university president shall prepare an operating budget for approval by the uUniversity bBoard of tTrustees, in accordance with instructions, guidelines, and standard formats provided by the Board of Governors.

(2) Each uUniversity bBoard of tTrustees shall adopt an operating budget for the general operation of the university as prescribed by the regulations of the Board of Governors. The uUniversity bBoard of tTrustees-ratified operating budget is presented to the Board of Governors for approval. Each university president shall implement the operating budget of the university as prescribed by regulations of the Board of Governors, policies of the uUniversity bBoard of tTrustees, 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 represent the following budget entities:

(a) Education and General (E&G)– reports actual and estimated year operating revenues and expenditures ~~(actual year expenditures should include year-end encumbrances)~~ for all E&G funds, including: General Revenue, Student and Other Fees, 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 carryforward funds (unexpended E&G balances from all prior-period appropriations) shall be included in the actual history year reporting. University carryforward funds shall not be included in any estimated-year (budgeted) amounts.

1. Unless otherwise expressed 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, student services, libraries, administrative support, and other enrollment-related and stand-alone operations of the universities.

~~1.~~2. Universities shall accumulate ending fund balances for activities such as, but not limited to, a contingency for unfunded enrollment growth, potential budget reductions, anticipated increases in

university operations, and prior year encumbrances. At any time the unencumbered available balance in the E&G fund of the u~~U~~niversity b~~B~~oard of t~~T~~rustees approved operating budget falls below five (5) percent of the approved total, the president shall provide a written notification and explanation to the Board of Governors.

3. 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.

4. The following units are required to report under this budget entity:

   State Universities
   UF - Institute of Food and Agricultural Science
   UF Health Science Center
   USF Medical Center
   FSU Medical School
   UCF Medical School
   FIU Medical School
   FAU Medical School

(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 u~~U~~niversity'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.

~~5.~~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 tuition. The provisions of the General Appropriations Act and the SUS 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 prior year encumbrances)~~ (including E&G carryforward amounts expended), and positions, as well as current-year estimated revenues, expenditures, and positions. University carryforward funds shall not be included in any estimated-year (budgeted) amounts.

(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' guidelines and priorities.

(5) Interest earnings 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 interest earnings are not to be utilized for non-E&G related activities or for fixed capital outlay activities except where expressly allowed by law. Interest earnings resulting from invested carryforward funds are considered to be additions to the university's carryforward balance.

Anticipated interest earnings for the estimated year from invested E&G funds should not be included when building the detailed operating budget schedules. Estimated-year E&G interest 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 E&G operating activities only except where expressly allowed by law..

Authority: Section 7(d), Art. IX, Fla. Const., History–New 12-6-07, _____

STATE OF FLORIDA AUDITOR GENERAL

Operational Audit

Report No. 2020-005
July 2019

FLORIDA INTERNATIONAL UNIVERSITY

Sherrill F. Norman, CPA
Auditor General

Board of Trustees and President

During the period January 2017 through December 2017, Dr. Mark B. Rosenberg served as President of Florida International University and the following individuals served as Members of the Board of Trustees:

Claudia Puig, Chair
Jorge L. Arrizurieta, Vice Chair
Cesar L. Alvarez J.D.
Dr. Jose J. Armas M.D.
Leonard Boord
Alian Collazo through 5-14-17 [a]
Dean C. Colson from 3-30-17
Gerald C. Grant Jr.
Michael G. Joseph
Natasha Lowell
Albert Maury through 3-29-17
Justo L. Pozo
Marc D. Sarnoff
Krista M. Schmidt from 5-15-17 [a]
Dr. Kathleen L. Wilson [b]

[a] Student Body President.
[b] Faculty Senate Chair.

The team leader was Elias I. Jaime, CPA, and the audit was supervised by Hector J. Quevedo, CPA.

Please address inquiries regarding this report to Jaime N. Hoelscher, CPA, Audit Manager, by e-mail at jaimehoelscher@aud.state.fl.us or by telephone at (850) 412-2868.

This report and other reports prepared by the Auditor General are available at:

FLAuditor.gov

Printed copies of our reports may be requested by contacting us at:

State of Florida Auditor General

Claude Pepper Building, Suite G74 · 111 West Madison Street · Tallahassee, FL 32399-1450 · (850) 412-2722

FLORIDA INTERNATIONAL UNIVERSITY

SUMMARY

This operational audit of Florida International University (University) focused on selected University processes and administrative activities and included a follow-up on findings noted in our report No. 2016-187. Our operational audit disclosed the following:

Finding 1: University textbook affordability procedures continue to need improvement.

Finding 2: The University over allocated $8.2 million net investment income to the Auxiliary Enterprises Fund and under allocated that same amount to other funds, which increased the risk that income from restricted resources will not be used consistent with the restrictions governing those resources.

Finding 3: University procedures need improvement to ensure that investment information required by State law is presented to the Board and investment account reconciliations are performed timely.

Finding 4: The University made severance payments that exceeded the limits established in State law. A similar finding was noted in our report No. 2016-187.

Finding 5: University rules and records supporting University property, facilities, and personal services used by the University direct-support organizations (DSOs) could be improved. In addition, absent legal authority, the University should discontinue the transfer of royalty and licensing fees to DSOs.

Finding 6: The University intercollegiate athletic programs were not self-supporting and continued to experience fund deficits.

Finding 7: The University did not always timely cancel purchasing card privileges when a cardholder separated from University employment.

Finding 8: Certain University information technology (IT) access controls over finance applications need improvement.

Finding 9: Some unnecessary IT user access privileges existed that increase the risk that unauthorized disclosure of sensitive personal information of students may occur.

BACKGROUND

The Florida International University (University) is part of the State university system of public universities, which is under the general direction and control of the Florida Board of Governors (BOG). The University is directly governed by a Board of Trustees (Trustees) consisting of 13 members. The Governor appoints 6 citizen members and the BOG appoints 5 citizen members. These members are confirmed by the Florida Senate and serve staggered 5-year terms. The Faculty Senate Chair and Student Body President also are members.

The BOG establishes the powers and duties of the Trustees. The Trustees are responsible for setting University policies, which provide governance in accordance with State law and BOG Regulations. The University President is selected by the Trustees and confirmed by the BOG. The University President

serves as the Executive Officer and the Corporate Secretary of the Trustees and is responsible for administering the policies prescribed by the Trustees for the University.

FINDINGS AND RECOMMENDATIONS

Finding 1: Textbook Affordability

State law[1] requires each university to post prominently in the course registration system and on its Web site, as early as feasible, but at least 45 days before the first day of class for each term, a hyperlink to lists of required and recommended textbooks and instructional materials for at least 95 percent of all courses and course sections offered at the university during the upcoming term. In addition, State law[2] requires universities to report to the Chancellor of the State University System (SUS) no later than September 30, 2017, the number of courses and course sections that were not able to meet the textbook and instructional materials posting deadline for the previous fiscal year.

According to University personnel, course instructors submit a list of required and recommended textbooks and instructional materials to the Bookstore Vendor to determine whether the items are available for purchase. If immediately available, the textbooks and instructional materials are posted on the University Web site and in the student registration system. University guidelines[3] also require course instructors to confirm to the Bookstore Vendor the courses and course sections that will require no textbooks or instructional materials.

Our examination of University records supporting textbooks and instructional materials for the Spring, Summer, and Fall 2017 Semesters and discussions with University personnel disclosed that:

- The University contracted with the Bookstore Vendor to manage and operate the bookstore, as well as compile and post adopted textbooks and instructional materials in the course registration system and on the University Bookstore Web site. Table 1 shows, for the Spring, Summer, and Fall 2017 Semesters, the posted status of course sections and the percentage of course sections timely posted.

Table 1
Textbook and Instructional Materials Postings

Posted Status	Spring 2017 Course Sections	Summer 2017 Course Sections	Fall 2017 Course Sections
Timely	6,996	3,355	7,619
Late	499	196	738
Not Posted	281	145	317
Totals	**7,776**	**3,696**	**8,674**
Percent Timely	**90%**	**91%**	**88%**

Source: University records.

[1] Section 1004.085(6), Florida Statutes.
[2] Section 1004.085(8), Florida Statutes.
[3] University Textbook Adoption Process.

As the University only timely posted the textbooks and instructional materials for 90, 91, and 88 percent of the course sections during the Spring, Summer, and Fall 2017 Semesters, respectively, the University did not comply with State law requiring such information be timely posted for at least 95 percent of the course sections. In response to our inquiries, University personnel indicated that delays occurred because, for several course sections, the instructors revised the textbook and instructional material information that would be used in their respective courses after the 45-day deadlines. The timely posting of required and recommended textbook and instructional material information in the course registration system and on the University Bookstore Web site is necessary for students to understand course textbook requirements, have sufficient time to consider textbook purchase options, and limit their textbook costs.

- The University Report to the Chancellor of the SUS for the Spring and Fall 2017 Semesters indicated that textbook and instructional materials information for 5 percent of the course sections did not meet the posting deadline and, therefore, the University represented that 95 percent of course sections met the posting deadline for each semester. In response to our inquiries regarding the differences for the 95 percent represented for both semesters and the 90 and 88 percent of textbooks and instructional materials timely posted for those semesters, respectively, University personnel indicated that the University report was based on the course section information available at the posting deadlines and, therefore, did not include changes to course sections after the posting deadline. Accurate information reported to the SUS Chancellor is required by State law and helps the Chancellor summarize and report the information by institution to the Board of Governors.

A similar finding was noted in our report No. 2016-187.

Recommendation: To promote compliance with State law and help ensure that University textbooks and instructional materials of acceptable quality are available to students at the lowest prices, the University should:

- **At least 45 days before the first day of classes, prominently post in the course registration system and on its Web site, a hyperlink to lists of required and recommended textbooks and instructional materials for at least 95 percent of all courses and course sections offered at the University during the upcoming term.**
- **Include changes to course sections made after the posting deadlines when reporting to the SUS Chancellor.**

Finding 2: Net Investment Income Allocations

Board of Governor (BOG) regulations[4] require that interest earnings resulting from the investment of current-year education and general (E&G) State appropriations be considered of the same nature and subject to the same expenditure regulations as the original appropriations. Similarly, BOG regulations provide that interest earnings resulting from invested carry forward funds be considered additions to the University's carry forward balance. As a good business practice, when restricted funds are commingled with other funds for investment purposes, it is important for records to demonstrate the equitable allocation of the generated investment income to the respective funding source to ensure that restricted income is used for purposes consistent with applicable funding restrictions.

Our examination of University records and discussions with University personnel disclosed that, for the 2017-18 fiscal year, the University maintained an average monthly investment balance of $371.9 million

[4] BOG Regulation 9.007(5), *State University Operating Budgets*.

for all University funds, including $364.6 million or 98 percent that represented various resources accounted for in the Auxiliary Enterprises[5] Fund. Table 2 details the sources of the $364.6 million that were maintained in the Auxiliary Enterprises Fund for that period, including auxiliary enterprises resources, E&G Funds resources,[6] and other resources.[7] According to University records, investment income was allocated to the respective contributing funds based on each fund's cash balance and contribution to the Auxiliary Enterprises Fund investments, and either the State of Florida Special Purpose Investment Account (SPIA) interest rate or the 30-day United States Treasury Bill (US T-Bill) interest rate, depending on the restrictive nature of each fund's resources.

Table 2
Auxiliary Enterprises Fund
Monthly Average Investment Balances

2017-18 Fiscal Year
(Amounts in Millions)

Source of Investments	Amount	Percentage
Auxiliary Enterprises Fund	$152.7	42%
E&G Funds	103.5	28%
Other Funds	108.4	30%
Total Investment Balance	**$364.6**	**100%**

Source: University records.

Table 3 details the $16.1 million in University net investment income generated by investments maintained in the Auxiliary Enterprises Fund during the 2017-18 fiscal year, including $14.9 million retained in the Auxiliary Enterprises Fund, $0.5 million allocated to E&G Funds, and $0.7 million allocated to other funds.

[5] Section 1011.47(1), Florida Statutes, defines auxiliary enterprises as activities that directly or indirectly provide a product or service, or both, to a university or its students, faculty, or staff and for which a charge is made. These auxiliary enterprises are business activities of a university which require no support from the General Revenue Fund, and include activities such as food services, bookstores, and intercollegiate athletic programs.

[6] E&G State appropriations, such as the General Revenue Fund, Educational Enhancement Fund, and College of Medicine (COM) Fund, are designated for specified operational purposes and, therefore, may not be used for major capital acquisitions.

[7] Other resources were from funds that supported housing, parking, and Federal and State grant activities.

Table 3
Investment Income and Expenses
For Investments in the Auxiliary Enterprises Fund

2017-18 Fiscal Year
(Amounts in Millions)

	All Funds		Auxiliary Enterprises Fund		E&G Funds		Other Funds	
Investment Income/Expense	**Amount**	**Percentage**	**Amount**	**Percentage**	**Amount**	**Percentage**	**Amount**	**Percentage**
Interest and Dividend Income	**$6.1**	**100%**	$4.9	80%	$0.5	8%	$0.7	12%
Realized Gains on Sale of Investments	**25.2**	**100%**	25.2	100%	-	-	-	-
Unrealized Losses on Investments	**(14.1)**	**100%**	(14.1)	100%	-	-	-	-
Investment Expenses	**(1.1)**	**100%**	(1.1)	100%	-	-	-	-
Total Net Investment Income	**$16.1**	**100%**	**$14.9**	**93%**	**$0.5**	**3%**	**$0.7**	**4%**

Source: University records.

Based on the information compiled in Tables 2 and 3, we estimated that, as shown in Table 4, the University over allocated net investment income to the Auxiliary Enterprises Fund by $8.2 million and under allocated net investment income to other funding sources by that same amount.

Table 4
Estimated Net Investment Income Over (Under) Allocated

2017-18 Fiscal Year
(Amounts in Millions)

	Total Net Investment Income of $16.1 Million Multiplied By	Estimated Net Investment Income Over (Under) Allocated
Auxiliary Enterprises Fund	51% [a]	$ 8.2
E&G Funds	(25)% [b]	$(4.0)
Other Funds	(26)% [c]	$(4.2)

[a] Table 3: 93% minus Table 2: 42%.
[b] Table 3: 3% minus Table 2: 28%.
[c] Table 3: 4% minus Table 2: 30%.

The University over and under allocated these amounts because net investment income was commingled and not equitably allocated to the respective funding sources based on the investment balances attributable to each funding source. In response to our inquiries regarding the University's investment income allocation process, University personnel responded that:

- The allocation method allowed for those resources accumulated in the Auxiliary Enterprises Fund to be used to subsidize student scholarships. For example, during the 2017-18 fiscal year, the University used $5.9 million of the investment income retained in the Auxiliary Enterprises Fund to subsidize student scholarships provided through the Current Unrestricted Scholarship Fund.

- Participating funds with net negative cash balances were not allocated any investment earnings and funds with positive cash balances were allocated investment income based on the SPIA interest rate or the 30-day US T-Bill interest rate.
- The allocation process was implemented to guarantee investment income to participating funds, regardless of the actual performance of the underlying investments, and to protect participating funds, including E&G Funds, from proportionally sharing significant investment losses during periods when investments experience losses.

Notwithstanding these responses, while unrestricted investment income accumulated in the Auxiliary Enterprises Fund may be used to subsidize student scholarships, because the resources accumulated in that Fund also include earnings on restricted investment balances, the University's investment income allocation process increases the risk that income earned on restricted funds will be used to fund scholarships which is not consistent with the restrictions governing those funds. In addition, as disclosed in Table 4, certain restricted funds with positive cash balances, such as E&G Funds, were not equitably allocated investment income and, as the University investments were mainly in mutual funds (i.e., not invested exclusively in SPIA and US T-Bills), the rates used by the University to allocate investment income to funds with positive cash balances were not the actual rates of return generated by the investments.

Recommendation: The University should establish and adhere to an appropriate methodology for equitably allocating and recording investment income to the respective resources that generated the income. In addition, the University should maintain, by fund, records that adequately and accurately account for the restricted resource investments and related income. The University should also restore the appropriate amount (e.g., $8.2 million) from the Auxiliary Enterprises Fund to the respective funds that generated the investment income or document the reasonableness and equity of the investment income allocations for the 2017-18 fiscal year.

Finding 3: Investment Reporting and Reconciliations

State law[8] requires University investment policy to provide for appropriate annual or more frequent reporting of investment activities and, to that end, University officials are to prepare for the University Trustees periodic reports that include securities in the portfolio by class or type, book value, income earned, and market value as of the report date. University policies[9] established the Investment Committee, which is to meet quarterly to review the performance of University investment portfolios, determine whether investment objectives are being met and University guidelines are being followed, and provide the Trustees with regular performance reports on the investment portfolios. In addition, good business practices require that investment accounts be periodically reconciled to accounting records and that the University establish procedures to periodically reconcile investment accounts (e.g., 30 to 45 days after the end of each quarter).

During the 2017 calendar year, the Investment Committee presented to the Trustees quarterly reports consisting of a general overview of the University's liquidity position, the composition of investments (including asset allocation), performance benchmarks by asset class, and outstanding debt. While the reports presented to the Trustees had many positive features, the reports did not include, as prescribed

[8] Section 218.415(15), Florida Statutes.

[9] University Policy 1160.010 - *Investment Policy*.

by State law, securities in the portfolio by book value and income earned. In response to our inquiries, University personnel indicated that the investment reports lacked this information because State law only suggested, instead of required, that this information be presented to the Trustees. University personnel also indicated that, in December 2018, the University began including the book value and income earned for the securities in the investment portfolios presented to the Trustees.

As part of our audit, we reviewed the four quarterly investment reconciliations performed by the University during the 2017 calendar year. Our examination disclosed that the University did not always timely reconcile the investment accounts as the accounts were reconciled 87 to 309 days, or an average of 202 days, after the end of each quarter. In response to our inquiries, University personnel indicated that the untimeliness of the reconciliations was due to the untimely receipt of documentation from the investment managers, malware, and changes in the shared drive used by University personnel.

Without complete investment report presentations to the Board and timely investment account reconciliations, there is an increased risk that the Board may not be informed and understand the performance of University investments, increasing the risk that errors or fraud could occur without prompt detection and resolution.

Recommendation: The University should ensure that the investment information presented to the Board includes all the information required by State law and that investment reconciliations are timely performed.

Finding 4: Severance Pay

State law[10] provides that a unit of government that enters into a contract or employment agreement, or renewal or renegotiation of an existing contract or employment agreement, that contains a provision for severance pay must also include a provision in the contract or employment agreement that precludes severance pay from exceeding 20 weeks of compensation and prohibits the pay in instances of misconduct. State law defines severance pay as salary, benefits, or perquisites for employment services yet to be rendered that are provided to an employee who has recently been or is about to be terminated.

Contrary to State law, University policies and procedures[11] provide that upon termination without cause, non-bargaining unit employees with 10 years of consecutive service as of June 30, 2005, are to be paid 6 months of severance pay. According to University records, 56 employees received severance payments totaling $1.3 million during the period December 2016 through December 2017. As part of our audit, we examined University records supporting payments totaling $1.2 million made to 22 selected employees and noted that 4 employees received amounts in excess of those established in State law. Specifically:

- As noted in our report No. 2016-187, the University entered into a multi-year agreement with an athletic coach on January 4, 2013, and the University subsequently amended the agreement on September 5, 2014, to provide for a salary increase. The amended agreement provided that, upon termination without cause, the coach would be paid the lesser of 2 contract years' annual base salary or the base salary payable during the remaining term of the agreement. The athletic coach was terminated without cause by the University in September 2016 and, subsequently, the

[10] Section 215.425(4), Florida Statutes.

[11] University Policy 1710.280 – *Separations of Employment* and *Separation of Employment Payout* Chart.

University made severance payments totaling $646,193 to the former athletic coach. The severance payments were equivalent to 60 weeks of the former athletic coach's weekly salary and resulted in severance payments that exceeded the amount allowed by State law by a total of $431,698. In response to our inquiries, University personnel indicated that the payments made to the coach represented liquidated damages and that the University was contractually obligated to make the payments.

- The University made 3 severance payments totaling $110,787 to 3 employees for 26 weeks of severance pay, which resulted in severance payments that exceeded the amount allowed by State law by a total of $26,262. In response to our inquiries, University personnel indicated that the payments were made pursuant to University policies and procedures that provide, in part, that certain University employees may receive up to 26 weeks of severance pay.

These payment amounts represented compensation for employment services not yet rendered and were provided to employees whose employment had recently been terminated. Therefore, as the payments exceeded the statutory severance pay limits, the payments appear contrary to State law. A similar finding was noted in our report No. 2016-187.

Recommendation: The University should ensure that the severance pay provisions in University employment agreements are consistent with State law and that severance payments do not exceed the amounts established in State law.

Finding 5: Direct-Support Organizations

To promote accountability over University property, facility, and personal services use, it is important that public records prescribe the conditions for such use, document appropriate approval before the use occurs, and demonstrate appropriate use. Such records help document authorization for the use, demonstrate the reasonableness of the value associated with that use, and enhance government transparency.

State law[12] provides that a direct-support organization (DSO) is organized and operated exclusively to receive, hold, invest, and administer property and to make expenditures to, or for the benefit of the University. Additionally, State law[13] authorizes the Trustees to permit the use of University property, facilities, and personal services by a DSO, and requires the Trustees to prescribe by regulation any condition with which a DSO must comply for such use.

The Trustees approved the Florida International University Foundation, Inc. (Foundation), the FIU Athletics Finance Corporation (AFC), the Florida International University Academic Health Center Health Care Network Faculty Group Practice, Inc. (HCN), and the Florida International Research Foundation, Inc. (Research Foundation) as DSOs that routinely receive and use charitable contributions for the benefit of the University. University regulations[14] require that, upon approval by the Trustees, a DSO shall be certified and authorized to use University property, facilities, and personal services to the extent permissible by applicable law and the conditions prescribed by University regulations.

[12] Section 1004.28(1)(a)2., Florida Statutes.

[13] Section 1004.28(2)(b), Florida Statutes.

[14] FIU Regulation 1502 – *Direct Support Organizations*.

DSO-Use of University Property or Facilities and Personal Services

According to University personnel, during the 2017 calendar year, the Foundation received personal services and used University property and facilities. The Foundation received University personal services totaling $11.4 million provided by 127 University employees and reimbursed the University $3.2 million related to these costs. The 127 employees included 125 who were compensated $8.1 million and devoted 100 percent of their time and effort to the Foundation and 2 who were compensated $100,000 and provided a portion of their time and effort to the Foundation.

While the University-approved employee job descriptions and position summaries included the percentages of allocated time expected to be provided to the Foundation for personal services, University records did not document the 2 employees' actual time and effort spent on services for the University and on services for the Foundation. In response to our request for University records to support the basis for the reimbursement of $3.2 million, University personnel provided a March 2010 memorandum of understanding between the Foundation and the University that was approved by the University President. However, the Trustees did not approve the memorandum and the memorandum did not specify the amount the Foundation would reimburse to the University for personal services. In addition, in response to our request, the University provided a list of the University facilities used by the Foundation during the 2017 calendar year. However, although we requested, University records were not provided to document the value of such use.

In response to our request for records supporting the approval of the personal services and the Foundation's use of University property and facilities, University personnel indicated that the 2016-17 and 2017-18 fiscal year budgets, which included the expected personnel cost contribution and allowed for Foundation use of University property and facilities, were presented to the Trustees and subsequently approved. According to University personnel, the budget approval represented an acknowledgment and approval of the Foundation-related costs by the Trustees. Notwithstanding, without Trustees-approved agreements, there is an increased risk of misunderstanding between the University Trustees and a DSO and for over and under reimbursements to occur.

Although University regulations establish procedures with conditions for DSO use of University property, facilities, and personal services, University records associated with such use could be improved by obtaining:

- The Trustees' approval of anticipated DSO use and the estimated value of the associated University resources before the use occurs.
- Confirmations and other documentation from DSO management affirming that University resources were used only for purposes approved by the Trustees.

Approvals by the Board of Trustees and documentation affirming the actual use of University resources would provide additional assurance that DSO use of University resources is consistent with the Trustees' intent and enhance transparency for such use. Subsequent to our review, in June 2018 the University separately itemized and submitted to the Trustees for approval the expected personnel costs and use of University property and facilities by the Foundation for the 2018-19 fiscal year.

Cash Transfers to DSOs

Our review of University records disclosed that during the 2017 calendar year, the University transferred $43,775 received for technology and merchandise licensing and royalty fees to its DSOs. In response to our inquiry, University personnel indicated that, by approving the DSO budgets, which disclosed that projected revenues would be generated from royalty income, the Trustees had approved the payments of the royalty fees to the DSOs. However, University records did not document the Trustees' authority for transferring University royalty fees to the DSOs.

Recommendation: We recommend that:

- **The University document University employee actual time and effort provided to DSOs to support the purpose for and value of such services and the distribution of applicable personal services costs among specific University and DSO activities.**
- **The Trustees enter into agreements with DSOs to establish the basis for DSO reimbursements.**
- **The University document the Trustees' consideration and approval of DSO anticipated use of University resources, at least on an annual basis, before the use occurs. To enhance government transparency, Trustee approval documentation should identify the positions of the employees who will provide the personal services, the square footage of the office space and related buildings that will be used by the respective DSOs, and the value of such use.**
- **The University obtain confirmations and other documentation from DSO management affirming that University resources were used only for purposes approved by the Trustees.**
- **In the absence of specific authority, the University discontinue the transfer of royalty and licensing fees to its DSOs.**

Finding 6: Intercollegiate Athletic Programs – Deficit Fund Balances

Auxiliary enterprises are operated by the University or contracted to vendors to provide goods and services to faculty, staff, students, and others. State law[15] provides that auxiliary enterprises include, for example, bookstore, food service, housing, and intercollegiate athletic activities. BOG regulations[16] provide that each university may determine whether its auxiliary services will be self-supporting on an individual or collective basis, except for intercollegiate athletics, which must be a self-supporting entity.

The University elected to account for its intercollegiate athletic programs in a separate auxiliary enterprise fund. Our examination of University records supporting the financial results of University auxiliary enterprises for the past 9 fiscal years disclosed that the intercollegiate athletic programs did not produce sufficient resources to be self-supporting. Specifically, for each of the past 9 fiscal years, the auxiliary enterprise fund intercollegiate athletic programs had a deficit fund balance. Table 5 shows the deficit fund balances reported for the intercollegiate athletic programs for the fiscal years ended June 30, 2010, through June 30, 2018.

[15] Section 1011.47(1), Florida Statutes.

[16] BOG Regulation 9.013 – *Auxiliary Operations*.

Table 5
Auxiliary Enterprise Fund
Intercollegiate Athletic Programs

Fiscal Year Ended June 30	Deficit Fund Balances
2010	$ (1,170,953)
2011	(1,887,676)
2012	(4,654,342)
2013	(1,688,004)
2014	(1,502,367)
2015	(3,932,824)
2016	(3,172,191)
2017	(5,616,165)
2018	(11,761,454)

Source: University records.

While the deficit fund balances do not represent University bank account cash deficits, the balances require the use of cash resources from other auxiliary enterprises to finance expenses of intercollegiate athletic programs. On May 3, 2010, an interdepartmental loan agreement was entered into between the intercollegiate athletic programs and other auxiliary enterprises funds to loan over the next 4 fiscal years $5 million to fund budget deficits for the intercollegiate athletic programs and on June 4, 2010, the Trustees approved the agreement. The loan agreement provided for the repayment of principal plus 2 percent interest beginning June 15, 2019, and ending June 15, 2035. The accrued interest was to be capitalized and added to the principal amount. On June 26, 2015, a one-time principal pre-payment of $631,000 was made, which reduced the principal amount.

On January 18, 2018, another interdepartmental loan agreement for $4.4 million to fund the construction of athletic practice fields was entered into between the intercollegiate athletic programs and other auxiliary enterprises funds (e.g., food service and bookstore concessions). The construction of the athletic practice fields and the funding of the project with an interdepartmental loan were approved by the Trustees on December 9, 2015. The agreement for this loan also provided for the repayment of principal plus 2 percent interest beginning June 15, 2020, and ending June 15, 2043. The accrued interest for this loan was also to be capitalized and added to the principal amount. From June 15, 2019, through June 15, 2043, principal and interest payments of the loaned amounts will range from $125,000 to $600,000. After consideration of the loans, at June 30, 2018, the intercollegiate athletic programs reported total deficit fund balances of $11,761,454 and a due to (loan from) other auxiliary enterprises of $9,444,455.

In response to our inquiries, University personnel indicated that the fund deficits were the result of planned expansion projects supporting various athletic programs beginning in 2011 and the interdepartmental loan was issued to provide needed working capital to the intercollegiate athletics program fund. Additionally, University personnel indicated that the deficit fund balances resulted from non-recurring capital expenditures and that if those capital expenditures had not occurred, the fund

balances would not be negative. A similar finding was noted by the University's Office of Internal Audit in report No. 17/18-01.

Although the intercollegiate athletic programs are part of the approved budget for auxiliary enterprises, the intercollegiate athletic programs' continued use of financial resources generated by other auxiliary enterprises decreases the resources available for the other auxiliary enterprises.

Recommendation: The Trustees should continue to monitor the financial condition of the intercollegiate athletic programs and take appropriate actions to ensure that intercollegiate athletic programs are self-supporting pursuant to BOG regulations.

Finding 7: Purchasing Cards

The University administers a purchasing card (P-card) program, which gives employees the convenience of purchasing items without using the standard purchase order process. P-cards are designed to provide a cost-effective, convenient, and decentralized method for individuals to make certain purchases on behalf of the University. The bank that administers the P-card program requires charge disputes to be made within 5 days of the billing close date.

The University has adopted P-Card guidelines and procedures and established a P-card administrative team that had responsibilities for issuing P-cards, monitoring P-card transactions, providing P-card training, and canceling P-cards. The departments of cardholders are required to e-mail the administrative team to cancel P-cards, including those assigned to employees who separated from University employment, immediately prior to submitting the card cancellation form, which includes the cardholder name, identification number, copy of the card cut in half, and cardholder and supervisor signatures. Additionally, department supervisors are to conduct exit interviews; collect all university property, including the P-card cut in half and affixed to a card cancellation form; and providing the card cancellation form to the P-card administrative team.

The University had 825 active P-cards as of December 31, 2017, and, during the 2017 calendar year, 77 cardholders separated from University employment or transferred to another department. We examined University records supporting 23 of the cardholders who separated from University employment and found that the University did not cancel the P-cards assigned to 4 of the 23 cardholders until 9 to 108 days, or an average of 41 days, after the cardholders' employment separation dates. According to University personnel, the untimely cancellations of the P-cards were primarily caused by departments not following established policies and procedures.

Our examination of University records supporting P-card activity of the 4 former employees did not disclose any inappropriate charges; however, our procedures cannot substitute for the University's responsibility to implement adequate internal controls over P-card cancellations. The untimely cancellation of P-card privileges increases the risk that such privileges could be misused by former employees or others and may limit the University's ability to satisfactorily resolve disputed charges.

Recommendation: The University should continue efforts to ensure that P-card privileges are timely canceled upon a cardholder's separation from University employment.

Finding 8: Information Technology User Access Privileges – Enterprise Resource Planning System

Access controls are intended to protect University data and information technology (IT) resources from unauthorized disclosure, modification, or destruction. Effective access controls provide employees access to IT resources based on a demonstrated need to view, change, or delete data and restrict employees from performing incompatible functions or functions inconsistent with their assigned responsibilities. Periodic evaluations of assigned IT access privileges are necessary to ensure that employee access remains necessary and appropriate.

Our examination of University records and discussions with University personnel disclosed that 8,654 employees had access privileges to critical transactions within the finance and human resource (HR) applications. The privileges were for 8,558 employees with update access to the finance application, 86 employees with update access to the HR application, and 10 employees (including 3 student account clerks) who were financial superusers (SF Superusers). The SF Superusers had full access to the Student Financial module in the University finance application, which allowed update access to student charges, payments, loans, and other information. According to University personnel, the University performed annual documented evaluations of assigned IT access privileges for most employees. However, the University did not have procedures to periodically document evaluations of assigned IT access privileges to the University Enterprise Resource Planning (ERP) system applications to ensure that the SF Superusers could access only those IT resources that were necessary to perform their assigned job responsibilities and that assigned access privileges enforced an appropriate separation of incompatible responsibilities.

As part of our audit procedures, we examined University records supporting the access privileges of 35 selected employees to the ERP system finance and HR applications and identified 5 employees with access privileges to the finance application that appeared unnecessary for their assigned job duties and a former employee who retained unnecessary access privileges. Specifically:

- 3 student account clerks required access to one specific function in the University finance application to perform their job duties. However, the clerks were given the SF Superuser roles that granted full access to the Student Financial module and allowed the clerks to make changes to student charges, payments, loans, and other information. Since such access requires extreme care, SF Superuser roles are usually granted only to University personnel in high level supervisory positions. In response to our inquiries, University personnel indicated that the 3 clerks were provided the SF Superuser roles because the specific function in the University finance application needed by the clerks to perform their job duties was only available through the SF Superuser role.
- 2 custodial workers had inquiry and update access to various functions in the finance application such as update access to procurement and view access to financial transactions, which was unnecessary for their respective job positions and responsibilities. In response to our inquiries, University personnel indicated that the employees had access to basic functions and that additional roles and security levels were needed for the employees to make procurement transactions. In addition, University personnel also indicated that any transactions created by these workers using their access would be subject to multiple levels of approval. University personnel also confirmed that one of the custodial workers did not create any financial transactions and was unable to confirm whether the other custodial worker used the access.

- A former Controller retained SF Superuser access to the finance application after employment separation from the University in February 2017. Subsequent to our requests in April 2018, University personnel removed the SF Superuser access for the former Controller. University personnel indicated that the former Controller access was not removed timely due to oversight.

While our examination of University records supporting selected transactions did not disclose any fraud or errors as a result of the unnecessary access privileges, our procedures do not substitute for management's responsibility to implement adequate controls. Unnecessary or inappropriate access privileges and the lack of a review of IT user access privileges assigned to the ERP system applications increase the risk that unauthorized disclosure, modification, or destruction of University data or IT resources may occur.

Recommendation: The University should continue efforts to perform documented periodic evaluations of IT user access privileges to the ERP system applications based on a demonstrated need for such access and remove any inappropriate or unnecessary access privileges detected.

Finding 9: Information Technology User Access Privileges – Student Information

The Legislature has recognized in State law[17] that social security numbers (SSNs) can be used to acquire sensitive personal information, the release of which could result in fraud against individuals or cause other financial or personal harm. Therefore, public entities are required to provide extra care in maintaining the confidential status of such information. Effective controls restrict employees from accessing information unnecessary for their assigned job responsibilities and provide for documented, periodic evaluations of access privileges to help prevent individuals from accessing sensitive personal information inconsistent with their responsibilities.

The University collects and uses SSNs for various purposes, such as to register newly enrolled students, comply with Federal tax reporting requirements and other Federal and State requirements related to financial and academic assistance, and perform other University responsibilities. According to University personnel and records, the University established a unique identifier, other than the student's SSN, to identify each student and maintained student information, including SSNs, in the University's ERP system.

As of June 2018, the University ERP system contained the sensitive personal information of 985,940 students, including 78,631 current, 384,958 former, and 522,351 prospective students, and 397 employees had access to that information. To protect the sensitive personal information from unauthorized disclosure, modification, or destruction, the University requires employee supervisors and department administrators to approve IT user access privileges based on a demonstrated need for such access. According to University personnel, the University documented monthly evaluations of IT user access privileges in the ERP system to monitor certain access privileges, including evaluations of access privileges to the sensitive personal information of students.

As part of our audit, we examined the access privileges in the ERP system for 137 selected employees. We found that 96 employees in positions such as program assistant, lead ERP technician analyst, and student clerk positions, did not require access to the sensitive personal information of students to perform

[17] Section 119.071(5)(a), Florida Statutes.

their job assignments. In response to our inquiries, University personnel agreed with our conclusions and, in September 2018, removed the access privileges for 28 of the 96 employees.

University personnel indicated that the other 68 employees only needed access to the last four digits of the student SSNs to perform their job assignments and, in October 2018, University personnel were awaiting updated justifications from the respective employee supervisors before modifying the access privileges for these 68 employees. Subsequent to our inquiries, as of December 2018 University personnel had reduced the number of employees with access to the sensitive personal information of students in the ERP system to 245 employees.

We also noted that, since the University ERP system did not differentiate employee access privileges to the sensitive personal information of current students from access privileges to former and prospective students, the remaining 245 employees retained continuous access to the information of all 985,940 students. According to University personnel, the 245 employees needed access to former student SSNs in the ERP system, for example, to assist former students who may return to the University for additional classes or may request administrative action on their records. Although we requested, University records were not provided to demonstrate the public purpose served by maintaining the sensitive personal information of individuals who applied but had not enrolled in the University.

The existence of unnecessary access privileges increases the risk of unauthorized disclosure of sensitive personal information of students and the possibility that the information may be used to commit a fraud against University students or others.

Recommendation: To ensure access to the sensitive personal information of students is properly safeguarded, the University should:

- **Document the public purpose served for maintaining that information for individuals who do not enroll in the University. Absent such, the University should discontinue the practice of indefinitely maintaining the sensitive personal information of prospective students who do not enroll.**
- **Upgrade the University IT system to differentiate IT user access privileges to current student information from access privileges to former and prospective student information.**
- **Continue efforts to ensure that only those employees who have a demonstrated need to access the sensitive student information have such access. If an employee only requires occasional access, access privileges should be granted only for the time needed.**

PRIOR AUDIT FOLLOW-UP

The University had taken corrective actions for findings included in our report No. 2016-187, except as noted in Findings 1 and 4.

OBJECTIVES, SCOPE, AND METHODOLOGY

The Auditor General conducts operational audits of governmental entities to provide the Legislature, Florida's citizens, public entity management, and other stakeholders unbiased, timely, and relevant information for use in promoting government accountability and stewardship and improving government operations.

We conducted this operational audit from March 2018 to April 2019 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The objectives of this operational audit were to:

- Evaluate management's performance in establishing and maintaining internal controls, including controls designed to prevent and detect fraud, waste, and abuse, and in administering assigned responsibilities in accordance with applicable laws, rules, regulations, contracts, grant agreements, and other guidelines.
- Examine internal controls designed and placed in operation to promote and encourage the achievement of management's control objectives in the categories of compliance, economic and efficient operations, reliability of records and reports, and safeguarding of assets, and identify weaknesses in those controls.
- Determine whether management had taken corrective actions for findings included in our report No. 2016-187.
- Identify statutory and fiscal changes that may be recommended to the Legislature pursuant to Section 11.45(7)(h), Florida Statutes.

This audit was designed to identify, for those programs, activities, or functions included within the scope of the audit, weaknesses in management's internal controls; instances of noncompliance with applicable laws, rules, regulations, contracts, grant agreements, and other guidelines; and instances of inefficient or ineffective operational policies, procedures, or practices. The focus of this audit was to identify problems so that they may be corrected in such a way as to improve government accountability and efficiency and the stewardship of management. Professional judgment has been used in determining significance and audit risk and in selecting the particular transactions, legal compliance matters, records, and controls considered.

As described in more detail below, for those programs, activities, and functions included within the scope of our audit, our audit work included, but was not limited to, communicating to management and those charged with governance the scope, objectives, timing, overall methodology, and reporting of our audit; obtaining an understanding of the program, activity, or function; exercising professional judgment in considering significance and audit risk in the design and execution of the research, interviews, tests, analyses, and other procedures included in the audit methodology; obtaining reasonable assurance of the overall sufficiency and appropriateness of the evidence gathered in support of our audit findings and conclusions; and reporting on the results of the audit as required by governing laws and auditing standards.

Our audit included transactions, as well as events and conditions, occurring during the audit period of January 2017 through December 2017, and selected University actions taken prior and subsequent thereto. Unless otherwise indicated in this report, these records and transactions were not selected with the intent of statistically projecting the results, although we have presented for perspective, where practicable, information concerning relevant population value or size and quantifications relative to the items selected for examination.

An audit by its nature does not include a review of all records and actions of management, staff, and vendors and, as a consequence, cannot be relied upon to identify all instances of noncompliance, fraud, waste, abuse, or inefficiency.

In conducting our audit, we:

- Reviewed University information technology (IT) policies and procedures to determine whether the policies and procedures addressed certain important IT control functions, such as security, systems development and maintenance, and disaster recovery.
- Evaluated University procedures for maintaining and reviewing employee access to IT data and resources. We examined access privileges to the database and finance and human resources applications during the audit period for 35 of the 8,654 employees to determine the appropriateness and necessity of the access based on the selected employees' job duties and user account functions and whether the access prevented the performance of incompatible duties. We also examined the administrator account access privileges granted and procedures for oversight of administrator accounts for the network, operating system, database, and application to determine whether these accounts had been appropriately assigned, managed, and monitored.
- Evaluated University procedures for protecting the sensitive personal information of students, including student social security numbers. From the population of 397 employees who had access to the sensitive personal information of students during the audit period, we examined University records supporting the access privileges granted to 137 employees to determine the appropriateness of and necessity for the access privileges based on the employees' assigned job responsibilities.
- Evaluated Trustees security policies and University procedures for the audit period governing the classification, management, and protection of sensitive and confidential information.
- Evaluated the appropriateness of the University's comprehensive IT disaster recovery plan effective during the audit period and determined whether it had been recently tested.
- Reviewed operating system, database, network, and application security settings to determine whether authentication controls were configured and enforced in accordance with IT best practices.
- Examined Trustees, committee, and advisory board meeting minutes to determine whether Trustee approval was obtained for the University policies and procedures in effect during the audit period and for evidence of compliance with Sunshine Law requirements (i.e., proper notice of meetings, meetings readily accessible to the public, and properly maintained meeting minutes).
- Examined University records for the audit period to determine whether the University informed students and employees at orientation and on its Web site of the existence of the Florida Department of Law Enforcement sexual predator and sexual offender registry Web site and the toll-free telephone number that gives access to sexual predator and sexual offender public information as required by Section 1006.695, Florida Statutes.
- Reviewed the internal audit function to determine whether the University followed professional requirements and provided for peer review of reports issued. For internal audits, we determined whether audit reports were properly completed and submitted to the Trustees.
- Examined University records to determine whether the University had developed an anti-fraud policy for the audit period to provide guidance to employees for communicating known or suspected fraud to appropriate individuals. Also, we examined University records to determine whether the University had implemented appropriate and sufficient procedures to comply with its anti-fraud policy.

- Evaluated University investment policies and procedures during the audit period to determine whether the policies and procedures complied with Section 218.415, Florida Statutes, adhered to good business practices, and whether University investments were in accordance with those policies and procedures.
- Examined University records to determine if investment accounts maintained during the audit period were timely reconciled to financial institution records and if statutorily required investment information was presented timely to the Trustees.
- From the population of payments and transfers totaling $12 million made during the audit period from the University to its direct-support organizations (DSOs), examined University records supporting payments and transfers totaling $6.4 million to determine whether the transactions were as described by Section 1004.28(1)(a)2. and (2), Florida Statutes.
- Examined University records to determine whether the Trustees had prescribed by rule, pursuant to Section 1004.28(2)(b), Florida Statutes, the conditions with which the DSOs must comply in order to use University property, facilities, and personal services and whether the Trustees documented consideration and approval of anticipated property, facilities, and personal services provided to the DSOs and the related costs.
- Examined University records to determine whether student receivables were properly authorized, adequately documented and properly recorded. Specifically, from the population of 13,947 student accounts receivable totaling $33.9 million as of December 31, 2017, we examined documentation relating to 31 selected student accounts receivable totaling $638,156 to determine the adequacy of University collection efforts and whether restrictions on student records and holds on transcripts and diplomas were appropriate and enforced for students with delinquent accounts in accordance with Trustees regulations established pursuant to Section 1010.03(4), Florida Statutes.
- Examined University records to determine whether uncollectible accounts totaling $1.3 million written off during the audit period were properly approved.
- Examined tangible personal property records to determine whether the records contained information necessary to account for and identify property items. We also examined University records supporting 60 selected property items to determine whether University property records accurately described the property items.
- Examined University records to determine if acquired facilities were in accordance with contractual obligations and the mission of the University.
- Analyzed payments from tuition differential fees collected during the audit period to determine whether the University assessed and used tuition differential fees in compliance with Section 1009.24(16)(a), Florida Statutes.
- From the population of 62,512 students enrolled as Florida residents during the Spring 2017, Summer 2017, and Fall 2017 Semesters, examined University records for 30 selected students to determine whether the University documented Florida residency and whether student status and residency determinations complied with Section 1009.21, Florida Statutes, and Board of Governor (BOG) Regulation 7.007.
- Reviewed University procedures to determine whether distance learning fees totaling $7.6 million for the audit period were assessed, collected, and separately accounted for in accordance with Section 1009.24(17), Florida Statutes.
- From the population of 30 decentralized locations with collections totaling $39.1 million, selected 6 locations with collections totaling $8.6 million during the audit period, and examined University records supporting collections totaling $2.4 million from the 6 locations to determine the effectiveness of University collection procedures.

- From the population of 40 contracts for auxiliary operations, which generated revenue totaling $6.6 million for the audit period, examined University records supporting 17 selected contracts, which generated revenues totaling $4.8 million, to determine whether the University properly monitored compliance with the contract terms for fees, insurance, and other provisions. Also, we performed analytical procedures to determine whether University auxiliary services were self-supporting.
- Examined University records supporting textbook adoptions for 20,146 course sections offered during the audit period to determine whether the University textbook affordability procedures complied with Section 1004.085, Florida Statutes.
- From the population of compensation payments totaling $484.1 million made to 14,119 employees during the audit period, selected 30 payments totaling $263,141 and examined related payroll and personnel records to determine the accuracy of the rate of pay, whether supervisory personnel reviewed and approved employee reports of time worked, the validity of employment contracts, whether the employees met the required qualifications, whether performance evaluations were completed, and the accuracy of leave records.
- Evaluated University policies and procedures for payments of accumulated annual and sick leave (terminal leave pay) to determine whether the policies and procedures promoted compliance with State law and University policies. Specifically, from the population of 331 employees who separated from University employment during the audit period and were paid $1.8 million for terminal leave, we selected 15 employees with terminal payments totaling $451,101 and examined the supporting records to determine compliance with Section 110.122, Florida Statutes, and Trustees Regulation No. 320.045.
- Examined severance pay provisions in 4 employee contracts to determine whether the provisions complied with Section 215.425(4)(a), Florida Statutes. From the population of 56 employees who received severance pay totaling $1.3 million during the period December 2016 through December 2017, we examined University records for 22 selected employees paid severance pay totaling $1.2 million to determine whether the severance payments complied with State laws and University policies.
- Examined University records for 29 administrative employees, including the President, who received compensation totaling $11.5 million during the audit period to determine whether the amounts paid did not exceed the limits established in Sections 1012.975(3) and 1012.976(2), Florida Statutes.
- Evaluated University policies and procedures to ensure health and life insurance was provided only to eligible employees and dependents and that such insurance was timely canceled upon employee termination. Also, we determined whether the University has procedures for reconciling health insurance costs to employee and Trustees-approved contributions.
- Examined University records to determine whether selected expenses were reasonable, correctly recorded, adequately documented, for a valid University purpose, properly authorized and approved, and in compliance with applicable laws, rules, contract terms, and Trustees policies. Specifically, from the population of expenses totaling $983.2 million for the audit period, we examined University records supporting:
    - 33 selected payments for general expenses totaling $111.8 million.
    - 30 selected payments for contractual services totaling $432,338.
- From the population of 1,934 vendors paid $42.5 million for the audit period, examined University records for 30 vendors paid $432,338 to determine whether the vendors were properly selected, as applicable; carried adequate insurance; and were paid in accordance with contract terms. In

addition, we determined whether the payments were for a valid purpose, properly authorized and approved, and in compliance with applicable laws, rules, contract terms, and Trustee policies.

- From the population of 91,466 purchasing card (P-card) transactions totaling $30 million during the audit period, examined University records supporting 30 selected P-card transactions totaling $414,670 to determine whether the P-card program was administered in accordance with Trustee policies and University procedures and transactions were not of a personal nature.
- From the population of P-Card transactions to 39 vendors, with cumulative transactions over $75,000 during the audit period, totaling $11.2 million, examined solicitation documentation for 20 vendors totaling $5.2 million to determine whether the P-cards were administered in accordance with University policy and procedures and BOG regulations for competitive solicitation.
- Examined P-card records for 23 cardholders who separated from University employment selected from the 77 cardholders who separated from University employment or transferred to other departments during the audit period to determine whether the University timely canceled the cardholders' P-cards.
- From the population of President and Trustees travel expenses totaling $41,267 during the audit period, examined 26 selected travel reimbursements totaling $30,834 to determine whether the travel expenses were reasonable, adequately supported, for valid University purposes, and limited to amounts allowed by Section 112.061, Florida Statutes.
- From the population of 78 payments totaling $75,370 during the audit period to employees for other than travel and compensation, examined 24 selected payments totaling $56,615 to determine whether such payments were reasonable, adequately supported, for valid University purposes, and whether such payments were related to employees doing business with the University, contrary to Section 112.313(3), Florida Statutes.
- Reviewed Trustees policies and University procedures related to identifying potential conflicts of interest. We also reviewed Department of State, Division of Corporations, records; statements of financial interest; and University records for 22 selected University officials to identify any potential relationships that represented a conflict of interest with vendors used by the University.
- From the population of 6 major construction projects in progress during the audit period with expenditures totaling $49.3 million, selected 30 payments totaling $3.4 million related to 3 major construction projects with expenditures totaling $8.2 million and examined University records to determine whether the payments were made in accordance with contract terms and conditions, University policies and procedures, and provisions of applicable State laws and rules.
- Reviewed documentation related to 4 major construction projects with total construction costs of $13.6 million during the audit period to determine whether the University process for selecting design professionals and construction managers was in accordance with State law; the selection process of subcontractors was adequately monitored; the Trustees had adopted a policy establishing minimum insurance coverage requirements for design professionals; and design professionals provided evidence of required insurance.
- From the population of University minor projects in progress with cumulative expenditures totaling $165.5 million as of December 31, 2017, examined supporting documentation for 34 projects totaling $26.3 million to determine if the projects were in accordance with Trustees policies and procedures, provisions of State laws and rules, and BOG regulations.
- Communicated on an interim basis with applicable officials to ensure the timely resolution of issues involving controls and noncompliance.
- Performed various other auditing procedures, including analytical procedures, as necessary, to accomplish the objectives of the audit.

- Prepared and submitted for management response the findings and recommendations that are included in this report and which describe the matters requiring corrective actions. Management's response is included in this report under the heading ***MANAGEMENT'S RESPONSE***.

AUTHORITY

Section 11.45, Florida Statutes, requires that the Auditor General conduct an operational audit of each University on a periodic basis. Pursuant to the provisions of Section 11.45, Florida Statutes, I have directed that this report be prepared to present the results of our operational audit.



Sherrill F. Norman, CPA
Auditor General

MANAGEMENT'S RESPONSE

FIU | FLORIDA INTERNATIONAL UNIVERSITY

OFFICE OF FINANCE & ADMINISTRATION

July 18, 2019

Sherrill F. Norman, CPA
Auditor General
State of Florida
Claude Denson Pepper Building G74
111 West Madison Street
Tallahassee, Fl 32399-1450

Dear Ms. Norman,

Enclosed are Florida International University's responses to the preliminary and tentative findings and recommendations for the Operational Audit of Florida International University for the calendar year ended December 31, 2017. The University will implement the recommendations identified during the audit in accordance with the enclosed schedule of responses.

We appreciate the thoroughness and professionalism of your staff in completing the operational audit. The resulting recommendations will assist FIU in improving our operations and safeguarding our resources.

If you have any questions or need additional information, please do not hesitate to contact me at kjessell@fiu.edu or 305-348-2101 at your convenience.

Sincerely,

Kenneth A. Jessell, Ph.D.
Chief Financial Officer and Senior Vice President for Finance and Administration

cc: Mark B. Rosenberg, Ph.D., President
Kenneth G. Furton, Ph.D., University Provost and Executive Vice President

MODESTO MAIDIQUE CAMPUS, PC 523, MIAMI, FLORIDA 33199 • (305) 348-2101 • FAX: (305) 348-3678
EQUAL OPPORTUNITY/EQUAL ACCESS EMPLOYER AND INSTITUTION

FLORIDA INTERNATIONAL UNIVERSITY
Responses to Preliminary and Tentative Findings
Operational Audit – Calendar Year 2017

Finding 1: University textbook affordability procedures continue to need improvement.

Recommendation: ***To promote compliance with State law and help ensure that University textbooks and instructional materials of acceptable quality are available to students at the lowest prices, the University should:***

- ***At least 45 days before the first day of classes, prominently post in the course registration system and on its Web site, a hyperlink to lists of required and recommended textbooks and instructional materials for at least 95 percent of all courses and course sections offered at the University during the upcoming term.***

- ***Include changes to course sections made after the posting deadlines when reporting to the SUS Chancellor.***

The University concurs with this recommendation. In response to the prior operational audit recommendation included in report No. 2016-187, Florida International University (FIU) has been consistently enhancing textbook adoption practices and monitoring procedures for timely textbook adoptions in accordance with State law as follows:

- Revised and expanded the Textbook and Instructional Materials Affordability Step-by-Step Guide and FAQ and regularly distributed this along with adoption deadline reminders to all instructors and chairs for process guidance throughout the adoption cycles.
- Appointed textbook affordability liaisons throughout all colleges to support instructors with timely adoptions beginning 2017.
- Instituted a standard procedure for Textbook Adoptions for Other Course Types than Lectures and Labs effective 2017.
- Created an internal methodology to synchronize the Barnes & Noble (B&N) FacultyEnlight adoption data with FIU class schedule/assignment data and standardize the monitoring process as of 2018-2019.
- Initiated discussions with B&N corporate officials for enhancements of FacultyEnlight, FIU's platform for textbook and course material adoptions, to standardize the process of timely adoptions and monitoring thereof in accordance with BOG requirements, with pilot phase anticipated to commence in Fall 2019.

FIU had met the 95 percent threshold of timely posted required and recommended textbooks and instructional materials in each semester as of the 45-day pre-semester deadline. Our reported compliance rates of 95.1%, 96.2% and 95.3% for Spring, Summer, and Fall 2017, respectively, present a point in time snapshot based on the course section information available at the posting deadline. The methodology of assessing compliance at the forty-five (45) day deadline was based on Board of Governors Regulation 8.003, section 1 (h), which states: "The designated university official shall determine compliance with this requirement no later than forty-five (45) days prior to the first day of classes for each term." For example, for the Fall 2017 semester, at the forty-five (45) day deadline, there were a total of 8,674 courses of which 430 were not compliant and 8,244 were compliant as of the cut-off date, leading to a 95% compliance rate. Due to changes in textbooks and instructional materials for some courses after the 45 days prior to the first day of class, the 95 percent threshold was reduced, as reflected in the finding. The University will adjust the methodology when reporting to the Chancellor course sections that were able to meet the textbook and instructional materials posting deadline for the academic year, which will now capture changes after the 45 days prior to the first day of class.

FIU will adjust the reporting methodology to include changes to adoption data made after the posting deadline for the academic year. To date, FIU consistently reported adoption rates based on the forty-five (45) day pre-semester deadline. Moving forward, FIU will review all adoptions following the forty-five (45) day semester deadline each semester to ensure accurate and complete reporting for the academic year. Additionally, B&N is developing a second generation of their FacultyEnlight textbook adoption platform. FIU is scheduled to be a part of their first pilot, anticipated to commence in Fall 2019. FIU has worked with B&N Information Technology staff and the system is expected to address the necessary enhancements to make reporting to the SUS Chancellor more automated.

Finding 2: The University over allocated $8.2 million net investment income to the Auxiliary Enterprises Fund and under allocated that same amount to other funds, which increased the risk that income from restricted resources will not be used consistent with the restrictions governing those resources.

Recommendation: ***The University should establish and adhere to an appropriate methodology for equitably allocating and recording investment income to the respective resources that generated the income. In addition, the University should maintain, by fund, records that adequately account for the restricted resource investments and related income. The University should also restore the appropriate amount (e.g., $8.2 million) from the Auxiliary Enterprises Fund to the respective funds that generated the investment***

income or document the reasonableness and equity of the investment income allocations for the 2017-18 fiscal year.

The University recognizes the importance of equitably allocating and recording investment income to the respective funding sources and to ensure that restricted income is used for purposes consistent with applicable funding restrictions. The University also recognizes that funding sources have different levels of risk tolerance and that restricted funding sources should not incur investment losses. The University's Investment Program is designed to ensure that restricted funding sources do not bear the risk of loss.

FIU's Investment Program pools university funds and invests them at an overall risk level that is comparable to the State of Florida's Special Purpose Investment Account (SPIA) fund. The University places funds from the funding sources into one of two risk classifications: Low Risk tolerance and Zero Risk tolerance. As the finding correctly states, the Investment Program pays a guaranteed rate of return to each of the funding sources equivalent to SPIA or United States Treasury Bill (T-Bill) rates. No investment losses are allocated to the restricted funding sources. The Low Risk funds receives a rate of return equal to the State's Net SPIA rate less investment (Treasury) expenses. The No Risk funds receive a rate of return equal to the 1-Month T-Bill Rate. Both the SPIA and T-Bill rates are market oriented and reflect a risk-adjusted return that the funding sources would have achieved if they were invested independent of the University's Investment Program. In other words, the process is designed to ensure that these funds receive the same return as if they were invested in SPIA or T-Bills. The University Investment Program pools funds from the funding sources, invests the funds, and pays a guaranteed rate of return. This approach provides the funding sources a secured source of risk-adjusted investment income independent of the actual return (gain or loss) of the Investment Program.

The Information in Table 3 of the finding assumes that the distribution of funds is based on the overall returns of the Investment Program, in this case approximately 4.4 percent (Total Net Investment Income of $16.1 million/Total Investment Balance of $364.6 million). The Investment Program distributes funds based on the net SPIA rate (1.7 percent) less Investment (Treasury) expenses and the 1-month T-Bill rate (1.4 percent). These guaranteed rates prevent investment losses from being allocated to the restricted funding sources.

To illustrate the reasonableness and equity of FIU's investment income allocation process, as an example, if the overall returns of the Investment Program would have been negative 4.4 percent, the Educational and General funds would have been over allocated by approximately $5 million and the Other Funds would have been over allocated by approximately $5.5 million based on the methodology in the finding since the distribution policy would have provided the identical distribution of $500,000 and $700,000 to E&G funds and Other Funds, respectively, instead of proportional losses of $4.5 million and $4.8 million, respectively. Additionally, utilizing actual Fiscal Year 2019

Year-to-Date December Investment Program returns of negative 0.1 percent, the University would have had to reverse all of the Fiscal Year-to-Date distributions and re-allocate losses to the restricted funding sources. Instead, as the distribution is based on guaranteed rates, the restricted funding sources received approximately $2.0 Million in earnings distribution in spite of the Investment Program loss. Also, it is important to note that Table 3 excludes the fourth quarter 2018 distribution of $0.7M that was recorded in FY 2019.

As noted in the finding, the Investment Program distributed an additional $5.9 Million to fund scholarships that would otherwise be funded from E&G funds, resulting in a total equivalent distribution of $6.5 million ($5.9 million + $0.6 million). This total distribution represents a net return of 7.7 percent for the E&G funding source. This rate of distribution was significantly higher than the overall 4.4 percent return of the investment portfolio in Fiscal Year 2018.

The University believes that the investment income allocation process is reasonable and equitable and has provided sufficient documentation to support this position. It is a fair, defensible, and objective way to efficiently allocate earnings to the funding sources while protecting these funds from investment losses. Nevertheless, the university recognizes the importance of the investment income allocations and will carefully review and, as appropriate, update the allocation methodology. The university will review the restricted investments to ensure that the use of earnings is not inconsistent with the restrictions governing those funds. The university will also maintain, by fund, records that adequately and accurately account for the restricted resource investments and related income. As part of the review of the allocation methodology, FIU will make the necessary adjustments to restore the appropriate amount of allocations to the E&G and other funds.

Finding 3: University procedures need improvement to ensure that investment information required by State law is presented to the Board and investment account reconciliations are performed timely.

Recommendation: The University should ensure that the investment information presented to the Board includes all the information required by State law and the investment reconciliations are timely performed.

The University concurs with this recommendation. As reflected in the finding, the University already began, proactively, reporting securities by asset class in the portfolio by market value, book value and income earned as of the December 5, 2018 Board of Trustees Meeting.

The University has procedures in place to ensure the accuracy and completeness of investment transactions. In addition, FIU has always maintained segregation of duties between the Controller's and Treasury Offices as an internal control to prevent fraud.

As noted in the finding, there were several factors which occurred within a couple of months of each other that caused the unusual and unexpected delays in the investment reconciliation process in the period audited. These factors include:

- The investment custodian changed their reporting platform, causing errors on the statements which required additional time to receive corrected statements.

- The University was closed for Hurricane Irma for one week. Hurricane related matters required priority attention which affected and contributed to delays in normal reconciliation processes.

- Immediately after Hurricane Irma our computer system was infected with Malware which required restoration of files to a new shared drive. The restoration process took approximately two months to complete.

While inevitably unforeseen circumstances may cause unusual delays, the University has implemented additional procedures to periodically reconcile investment accounts, including the development of a basis schedule to identify errors on investment manager statements and to assist with review of the entries to increase accuracy. This basis schedule is linked to trial balances and provides an informal reconciliation to ensure the investment balances are correct. There are some timing issues relative to the obtainability and accuracy of investment statements. Some investment statements are typically not received until the third week of the following month and at times require correction, one investment statement is received the last week of the month and there are two equity investment statements that are not received for three or more months after a month end. Nevertheless, the university believes 30-45 days is a reasonable time frame for quarterly reconciliations with up to 90 days for year-end reconciliations to enable recording of complete investment activity that includes the two equity investments with prolonged delays in providing investment statements.

Finding 4: The University made severance payments that exceeded the limits established in State law. A similar finding was noted in our report No. 2016-187.

Recommendation: The University should ensure that the severance pay provisions in University employment agreements are consistent with State law and that severance payments do not exceed the amounts established in State law.

The University concurs with this recommendation. FIU will ensure that contracts or employment agreements containing a provision for severance pay are in compliance with State law.

The audit identified three employees who were paid 26 weeks of pay upon separating from the University. These payments are "wages in lieu of notice" and not severance as defined in Florida Statute (F.S.) 215.425(4)(d). These payments are also not in violation of the extra compensation rule set forth in F.S. 215.425(1), as they are being paid pursuant to a University policy. Wages in lieu of notice and severance pay are two distinct concepts under the law. See, for example, F.S. 443.101(3)(a) and (b).

In addition, the 26 weeks of wages in lieu of notice policy reflects an arrangement determined approximately 13 years ago that is not subject to change by subsequent statutory changes. Under the University's Separation from Employment Policy, FIU Policy No. 1710.280, the majority of at-will employees are entitled to receive a maximum of 12 weeks of wages in lieu of notice upon separating from the University. A very small number of individuals, who were employed by FIU when the State universities became the employers of University employees (until this time the Board of Regents was the employer of all State University employees), are entitled, pursuant to the policy, to 26 weeks of wages in lieu of notice. At the time FIU became the employer, approximately 13 years ago, these employees (now a small number) were in a classification of employment called Administrative and Professional (A&P) and were entitled, pursuant to Rule 6C8-4.018, to receive up to 26 weeks of wages prior to terminating the employment relationship. Because of this pre-existing right, when these A&P employees transitioned from their A&P status to full at-will employment status they were eligible to receive 26 weeks of wages in lieu of notice.

The audit also identified provisions in the employment contract for one head coach that provide for termination payments which could exceed 20 weeks in pay. A very limited number of non-bargaining unit employees at the University are employed pursuant to an employment contract; almost all others receive offer letters. Coaches, head coaches in particular, are one of the key exceptions. This is because it is the custom and "market" to enter into these contracts. These contracts are beneficial to both parties and very specifically layout the rights and responsibilities of each party. The University's coaches' contracts carefully delineate grounds for termination with cause; grounds for termination for cause in this context are much more robust and easily met than in a typical at-will employment context.

Actions that would not entitle termination for cause in a typical at-will employment context may often result in grounds for termination for cause in coaches' contracts. Additionally, the custom and "market" for some coach positions is to provide for each party to pay liquidated damages on account of the contract termination. In order to be competitive in the hiring and retention of head coaches, the University is able to meet the

market by agreeing to a liquidated damages clause that provides both the University and the coach a remedy in the event either party terminates without cause. This is not a severance payment.

Unlike typical at-will employees, coaches may have stronger interests in their reputations, in goodwill and the like, and they are frequently relocating from different areas of the country to take coaching positions at the University. To mitigate the risk to each party on account of termination without cause, the contract provides each party a liquidated damages payment amount agreed upon at contract signing. In light of the legal doctrine of mutuality of remedies, the ability of the University to enforce the coaches' liquidated damages payment obligation is strengthened by the University having a similar obligation. The University has in fact collected liquidated damages under some coaches' contracts. The University believes the payments contemplated by the coaches' contracts do not constitute severance pay. Additionally, no liquidated damages have been paid under the identified contract.

Finding 5: University rules and records supporting University property, facilities, and personal services used by the University direct-support organizations (DSOs) could be improved. In addition, the University should discontinue the transfer of royalty and licensing fees to DSOs.

Recommendation: We recommend that:

- *The University document University employee actual time and effort provided to DSOs to support the purpose for and value of such services and the distribution of applicable personal services costs among specific University and DSO activities.*

- *The Trustees enter into agreements with DSO's to establish the basis for DSO reimbursements.*

- *The University document the Trustees' consideration and approval of DSO anticipated use of University resources, at least on an annual basis, before the use occurs. To enhance government transparency, Trustee approval documentation should identify the positions of the employees who will provide the personal services, the square footage of the office space and related buildings that will be used by the respective DSO's, and the value of such use.*

- *The University obtain confirmations and other documentation from DSO management affirming that University resources were only used for purposes approved by the Trustees.*

- ***In the absence of specific authority, the University discontinue the transfer of royalty and licensing fees to its DSOs.***

The University concurs with this recommendation. As accurately noted in the audit report, the University already prepares and itemizes the expected personnel costs and use of University property and facilities by the FIU Foundation for Board of Trustees approval during the annual budget process and will continue to do so.

In order to promote accountability and transparency over the use of University property, facility, and personal services resources by DSOs, the University will amend existing or execute new Memorandums of Understanding between the University Board of Trustees and DSO Board of Directors which will establish the basis for DSO reimbursements, approval for services and space utilization, and the associated processes.

The University will implement and communicate to the university community a procedure whereby the time and effort for University personnel who concurrently provide services to both the University and FIU Foundation is reflected in the personnel distribution costs among University and DSO activities. The personnel distribution cost must also be approved by the employee's supervisor in recognition of the employee's time and effort across various activities.

Additionally, the University will annually provide a list of employees along with their job code descriptions, FTE (representation of time and effort while in the position and based on personnel distributions contained in Human Resources records) and associated cost for the preceding year to FIU Foundation management for their affirmation that University resources were used only for purposes approved by the Board of Trustees.

The University and Research Foundation will enter into an agreement whereby the Research Foundation will be granted exclusive rights of certain assignments held by the University and to the income derived from the commercialization of associated intellectual property. In the event this income is insufficient to cover the services provided in support of the University's research mission and management of its intellectual property, the Research Foundation will invoice the University, which will use unrestricted funds to reimburse the Research Foundation. Beginning with the 2019-2020 fiscal year, the university's operating budget reflects BOT authorization to assign and transfer royalties revenue from the university to the Research Foundation.

The University receives royalty and licensing fee revenues associated with FIU Athletics that FIU believes are legally pledged revenues in support of the FIU Athletics Finance Corp. (AFC), a special purpose vehicle established for the financing and construction of the football stadium, and therefore the transfer is allowable under Florida Statute 1004.28. As per language reflected in the AFC Trust Indenture agreement and Assignment of

Leases, Rents, Profits and Contracts agreement, pledged revenues include concession revenue, which includes novelty concession revenue. The projected AFC operating revenues in the budget the Board of Governors approved on January 25, 2007, included net novelties revenues. By definition, a novelty is an item sold for its uniqueness, therefore without a distinctive feature, like a unique design, brand or logo, an item would not be considered a novelty. For articles such as T-shirts, Jerseys, tote bags, hats and other similar items that are sold, what makes them unique and thereby considered a novelty are the FIU logo and other brand markings which in turn generate licensing fees and royalty revenue. Consequently, we believe that licensing fees and royalty revenue are synonymous with novelty sales revenue and therefore considered part of the pledged revenues as defined in the AFC agreements. It is important to note that only one-third of the total licensing and royalty revenue received by the university is transferred to the AFC based upon sales of athletics related merchandise; the remaining two-thirds of the revenue remains with the university. Although the BOT approved budget for the AFC has included royalty and licensing fee revenues associated with FIU Athletics, FIU will also request specific BOT authorization to assign and transfer these royalty revenues from the University to the AFC and will request guidance from the BOG and the FIU Office of General Counsel.

Finding 6: The University intercollegiate athletic programs were not self-supporting and continued to experience deficit fund balances.

Recommendation: The Trustees should continue to monitor the financial condition of the intercollegiate athletic programs and take appropriate actions to ensure that intercollegiate athletic programs are self-supporting pursuant to BOG regulations.

The University concurs with this recommendation. As reflected in the finding, the deficit fund balance is the result of non-recurring capital expenditures and an approved loan repayment schedule has been established. The University, building upon Recommendation 1.1 of the Office of Internal Audit Report No. 17/18-01, "Audit of Athletics Department Operations," will continue to monitor the financial condition of the intercollegiate athletics program and develop long-range budget plans that will result in the elimination of the fund balance deficit currently being offset by intercompany loans approved by the Board of Trustees.

The Athletics Department completes, on a quarterly basis, an updated financial projection that is presented to the Chief Financial Officer and Athletics Director for review. In addition to financial projections, the Athletics Department prepares a quarterly variance report for the current fiscal year which is shared with the Board of Trustees. These measures result in a systematic review of financial operations and ensure Board of Trustee's approved loan repayment schedules are adhered to.

Lastly, as part of the long-term financial planning for the Athletics Department, appropriate actions are being taken to review and reduce operating costs for the intercollegiate athletics programs, where appropriate, and to expand opportunities to generate incremental revenue from both new and existing sources.

Finding 7: The University did not always timely cancel purchasing card privileges when a cardholder separated from University employment.

Recommendation: The University should continue efforts to ensure that P-card privileges are timely cancelled upon a cardholder's separation from University employment.

The University concurs with this recommendation. FIU will continue its efforts to ensure that PCard privileges are timely cancelled upon a cardholder's separation from University employment.

Effective immediately, the Credit Card Solutions Team (CCST) has further strengthened internal procedures to ensure the timely cancellation of university issued credit cards and reduce gaps in our internal protocols specifically adding additional logic for internal transfers.

The CCST has implemented measures to improve procedure awareness for timely card cancellation to the university community. We will ensure that a biannual reminder is published in the Panther Post Newsletter alerting units to the correct card cancellation procedure. Additionally, an annual reminder will be sent via the dedicated program listserv to alert cardholders and approvers as well.

Finding 8: Certain University information technology (IT) access controls over finance applications need improvement.

Recommendation: The University should continue efforts to perform documented periodic evaluations of IT user access privileges to the ERP system applications based on a demonstrated need for such access and remove any inappropriate or unnecessary access privileges detected.

The University concurs with this recommendation. FIU will ensure that there is a process to review the ERP system access privileges on an annual basis. FIU understands the risk of employees having unnecessary access to any of the ERP modules (Finance, HR, and

Student Financials) and the University will create a process to ensure that a review of all individuals with access will be conducted annually.

Finding 9: Some unnecessary IT user access privileges existed that increase the risk that unauthorized disclosure of sensitive personal information of students may occur.

Recommendation: To ensure access to the sensitive personnel information of students is property safeguarded, the University should:

- ***Document the public purpose served for maintaining that information for individuals who do not enroll in the University. Absent such, the University should discontinue the practice of indefinitely maintaining the sensitive personal information of prospective students who do not enroll.***
- ***Upgrade the University IT system to differentiate IT user access privileges to current student information from access privileges to former and prospective student information.***
- ***Continue efforts to ensure that only those employees who have a demonstrated need to access the sensitive student information have such access. If an employee only requires occasional access, access privileges should be granted only for the time needed.***

The University concurs with this recommendation. FIU has an automated process that deletes sensitive personal information of prospective students who do not enroll after one year of being imported into the system. In addition, FIU is enhancing this automated process to ensure that any sensitive information that is no longer needed or serves a public purpose is removed from the student system. FIU has also documented the purpose for storing such information for operational requirements.

The information of current, former and prospective students is stored in the same database tables and is accessible through the same system pages. Currently, our vendor, Oracle, does not provide a mechanism to differentiate this information based on current, former and prospective statuses. FIU has implemented a mechanism that masks all sensitive information by default, allowing it to be viewed partially or fully by individuals, as appropriate, based upon demonstrated and justifiable need to see such information.

Access to systems and data is automatically reviewed and removed when employees are terminated or transfer departments within the university. While FIU does not currently have a way to expire access at a predetermined date, a project is underway to provide this functionality. This project is expected to be completed before the end of 2019.

From: Vanessa Fortier <Vanessa.Fortier@ucf.edu>

Sent: Monday, April 05, 2010 4:51 PM

To: Tracy Clark

Subject: Re: BOA, SBA, SPIA, CNL, BNY weekly balances 03/30/10

Thanks, Tracy.

Has your group discussed how the interest allocations should be calculated beginning with April? We'll have quite a bit invested in funds that don't earn interest like SPIA and Bank of America. This may be a good time to evaluate the whole interest allocation process. Bill has mentioned the idea of taking a portion of the interest off the top to hold for particular purposes. That could be incorporated into a change. One area where we would need to be careful (and there are potentially others) is E&G, since the BOG requires us to allocate interest earned on E&G funds to E&G.

Maybe we can talk about this one day soon. Let me know what you think.

Vanessa

>>> Tracy Clark 4/2/2010 6:10 PM >>>
Bert has updated the BNY Market Value Local balances for 03/30/10 and added the face values of $565,000 for accounts 740057 & 740058. The total cost is $210 million and the Market Value Local and face values is $209,873,735, a decrease of ($126,265) as of 03/30/10.

An email has been sent to Christy to find out why the market value local is not provided for some of the investments. She is going to research and provide an answer.

Tracy Clark, CPA
University Controller
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
(407) 882-1006

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Monday, April 05, 2010 5:34 PM
To: Glen Carlson; Ann Boutros; Murdock, Denise
Subject: Fwd: Re: BOA, SBA, SPIA, CNL, BNY weekly balances 03/30/10
Attachments: Re: BOA, SBA, SPIA, CNL, BNY weekly balances 03/30/10

Can you send me a summarization of how the net interest income gets allocated for March so that I can start to think how we may want to change things. It doesn't have to be fancy.

Then we'll all look at it and talk.

Thanks.

Tracy Clark, CPA
University Controller
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
(407) 882-1006

From: Vanessa Fortier <Vanessa.Fortier@ucf.edu>
Sent: Monday, April 05, 2010 4:51 PM
To: Tracy Clark
Subject: Re: BOA, SBA, SPIA, CNL, BNY weekly balances 03/30/10

Thanks, Tracy.

Has your group discussed how the interest allocations should be calculated beginning with April? We'll have quite a bit invested in funds that don't earn interest like SPIA and Bank of America. This may be a good time to evaluate the whole interest allocation process. Bill has mentioned the idea of taking a portion of the interest off the top to hold for particular purposes. That could be incorporated into a change. One area where we would need to be careful (and there are potentially others) is E&G, since the BOG requires us to allocate interest earned on E&G funds to E&G.

Maybe we can talk about this one day soon. Let me know what you think.

Vanessa

>>> Tracy Clark 4/2/2010 6:10 PM >>>
Bert has updated the BNY Market Value Local balances for 03/30/10 and added the face values of $565,000 for accounts 740057 & 740058. The total cost is $210 million and the Market Value Local and face values is $209,873,735, a decrease of ($126,265) as of 03/30/10.

An email has been sent to Christy to find out why the market value local is not provided for some of the investments. She is going to research and provide an answer.

Tracy Clark, CPA
University Controller
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
(407) 882-1006

From: Christina Tant <Christy.Tant@ucf.edu>
Sent: Friday, March 23, 2012 5:45 PM
To: Lynn Gonzalez
Subject: FW: Funding Needs and Sources
Attachments: 2012-13_EG_Budget_031312.xlsx

Lynn – I want to make sure I have the latest version of this document… it doesn't look like all of the totals were fixed on this one. Do you have a later version?

Christy Tant, CPA
Associate Controller
University of Central Florida
Finance and Accounting
12424 Research Pkwy, Suite 300
Orlando, FL 32826-3249
christy.tant@ucf.edu
Ph. (407) 882-1029
Fax (407) 882-1102

From: Lynn Gonzalez
Sent: Tuesday, March 13, 2012 12:19 PM
To: Christina Tant; Tracy Clark
Subject: RE: Funding Needs and Sources

Thx Christy. I don't know as much about these other sources, but based on what you stated, the changes make sense and I've updated accordingly. Bill has asked me to go down to his office now to show him the changes, so I'll run these past him as well. …Lynn

---

From: Christina Tant
Sent: Tuesday, March 13, 2012 10:46 AM
To: Lynn Gonzalez; Tracy Clark
Subject: RE: Funding Needs and Sources

This looks good to me. Just a couple of thoughts on the blue box items…

During the meeting with Mr. Merck and the Provost we moved some of the items in the blue box (labeled 19, 20, 22, 23) from recurring to non recurring. I believe that was because the Provost wanted to see how it would look if we treated some recurring sources as non recurring sources. However, we do present incremental increases in some of these rows as recurring sources in subsequent years. These aren't big amounts, but today I find myself needing to confirm our assumptions in order to think through this presentation. Here are some thoughts, but my logic may be flawed if my understanding of the assumptions is wrong (or they have changed).

This is what my notes regarding assumptions say:

- Item 19 - Mr. Merck said to assume an increase in the auxiliary overhead rate by 1% per year for a maximum of 2 years. Should the 2013-14 recurring be $1.2m to effectively move the $600k presented as non recurring in 2012-13 into the recurring column the next year?
- Item 20 - Dr. Waldrop said to assume a 3% tax on the C&G overhead in 2012-13 and increase it to 5% in 2013-14. The $950k presented as recurring in 2013-14 effectively moves the $550k presented as non recurring in 2012-13 into recurring the next year.

- Item 22 – this $1m is a one time change from a recurring source… since we moved it to the non recurring column in 2012-13, should the $1m be presented as recurring in 2013-14?
- Item 23 – Dr. Waldrop said to assume a 0.5% tax in 2012-13, and an additional 1% increase in 2013-14 and every year thereafter. Should the $200k presented as non recurring in 2012-13 be added to the $400k in the recurring column of 2013-14?

Also, I believe the description on row 36 should say "0.5% per year starting in 2012-13."

Christy Tant, CPA
Associate Controller
University of Central Florida
Finance and Accounting
12424 Research Pkwy, Suite 300
Orlando, FL 32826-3249
christy.tant@ucf.edu
Ph. (407) 882-1029
Fax (407) 882-1102

From: Lynn Gonzalez
Sent: Tuesday, March 13, 2012 8:49 AM
To: Christina Tant; Tracy Clark
Subject: Funding Needs and Sources

Hi Christy,

Attached is version 127 of the document we worked on last week. Note that Tracy and I were going over it very briefly yesterday and she noticed a few formulas that were not carrying over to the total columns, so I have updated accordingly (I explained to her that we were struck blind after looking at it so long!). Please review and let me know if you spot anything else, otherwise I will print clean copies for Tony's standing meeting with the president this afternoon.

Thanks☺ …Lynn

2012-13 E&G Budget Allocation

Funding Needs and Possible Sources

DRAFT

Version 1: $21M of $54M reduction offset with recurring funds.

15% increase in differential tuition per year

		2012-13			2013-14			2014-15			2015-16		
		Recurring	Non-recurring	Total	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total
	Funding Needs:												
1	Budget Reduction ($52 million moved into recurring as recurring funds are available)	$ 19,368,000	$ 33,245,000	$ 52,613,000	$ 20,000,000	$ 13,245,000	$ 33,245,000	$ 13,245,000		$ 13,245,000	$ -	$ -	$ -
2	Budget Reduction - Decrease in allowable excess hours	1,832,000		1,832,000			-			-			
3	Additional Budget Needs:												
4	Planned University commitments - Phase in of recurring items funded from NR funds	5,000,000	-	5,000,000	5,000,000	-	5,000,000	4,000,000	-	4,000,000	4,000,000	-	4,000,000
5	Planned University commitments - Other*	-	18,300,000	18,300,000	-	11,500,000	11,500,000	-	5,700,000	5,700,000	-	-	-
6	New University commitments	2,000,000		2,000,000	2,000,000		2,000,000	2,000,000			2,000,000		
7	Targeted distributions (distribution method to be determined)	-	-	-	5,850,000	-	5,850,000	3,155,000	-	3,155,000	16,400,000	-	16,400,000
	Total Funding Needs	$ 28,200,000	$ 51,545,000	$ 79,745,000	$ 32,850,000	$ 24,745,000	$ 57,595,000	$ 22,400,000	$ 5,700,000	$ 28,100,000	$ 22,400,000	$ -	$ 22,400,000
	Possible Sources:												
8	3% 2010-11 budget hold back	$ 7,100,000	$ 7,100,000	$ 14,200,000	$ 7,100,000	$ 7,100,000	$ 14,200,000	$ -	$ -	$ -	$ -	$ -	$ -
9	Use of 2010-11 budget holdback to fund budget reduction in 2013-14	(7,100,000)		(7,100,000)			-						
10	Previous FY Tuition increase - enrollment growth **	3,500,000	3,500,000	7,000,000			-			-			-
11	New FY tuition rate increase estimate- flat enrollment	14,000,000		14,000,000	14,000,000	-	14,000,000	14,000,000	-	14,000,000	14,000,000	-	14,000,000
12	New tuition rate increase estimate- 3% enrollment growth	8,000,000		8,000,000	8,000,000		8,000,000	8,000,000		8,000,000	8,000,000		8,000,000
13	Use of tuition rate increase to fund budget reduction for 2012-13		-	-	-		-			-			-
14	Targeted restructuring	TBD		-	TBD		-	TBD		-			-
15	Institutional investments	2,700,000	2,700,000	5,400,000	-	-	-	-	-	-	-	-	-
16	Recurring prior year reserve funds carried forward ***	-	13,500,000	13,500,000	-	13,500,000	13,500,000	-	13,500,000	13,500,000	-	13,500,000	13,500,000
17	University level carry forward from prior year	-	38,000,000	38,000,000	-	22,605,000	22,605,000	-	23,460,000	23,460,000	-	31,260,000	31,260,000
18	Division level carryforward from prior year	-	5,000,000	5,000,000	-	5,000,000	5,000,000	-	TBD	-	-	-	-
19	Increase auxiliary overhead rate 1% per year		600,000	600,000	1,200,000	-	1,200,000	-	-	-	-	-	-
20	Charge C&G indirect overhead revenue 3%		550,000	550,000	950,000	-	950,000	-	-	-	-	-	-
21	Unrealized gains on investments		2,000,000	2,000,000	-	-	-	-	-	-	-	-	-
22	Change administrative percent for financial aid fee funds ****		1,000,000	1,000,000	1,000,000	-	1,000,000	-	-	-	-	-	-
23	Tax unspent cash in Research accounts 0.5% per year starting in 2012-13		200,000	200,000	600,000	-	600,000	400,000	-	400,000	400,000	-	400,000
24	Move realized investment earnings from non-E&G areas to E&G	-	-	-	-	-	-	-	-	-	-	-	-
25	Furloughs ($1m per day)			-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Total Sources	$ 28,200,000	$ 74,150,000	$ 102,350,000	$ 32,850,000	$ 48,205,000	$ 81,055,000	$ 22,400,000	$ 36,960,000	$ 59,360,000	$ 22,400,000	$ 44,760,000	$ 67,160,000
	Available (Shortage)	$ -	$ 22,605,000	$ 22,605,000	$ -	$ 23,460,000	$ 23,460,000	$ -	$ 31,260,000	$ 31,260,000	$ -	$ 44,760,000	$ 44,760,000

* Includes recurring and non-recurring committments; Includes nothing through 2015-16 for building on Lake Nona land

** Distribution method to be determined; assumes steady growth through 2015-16

*** Possible sources does not include 2011-12 recurring reserve of $13.5 million

**** With 15% tuition increase all being Tuition Differential, the 30% allocated to Financial aid is $2.2 million more than if 8% of the tuition increase had been allocated to undergraduate tuition.

2012-13 E&G Budget Allocation

DRAFT

Funding Needs and Possible Sources

Version 2: $7M of $54M reduction offset with recurring funds.

0% increase in differential tuition in 2012-13, 15% each year thereafter

		2012-13			2013-14			2014-15			2014-15		
		Recurring	Non-recurring	Total	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total
	Funding Needs:												
1	Budget Reduction ($52 million moved into recurring as recurring funds are available)	$ 5,368,000	$ 47,245,000	$ 52,613,000	$ 20,000,000	$ 27,245,000	$ 47,245,000	$ 13,622,500	$ 13,622,500	$ 27,245,000	$ 13,622,500	$ -	$ 13,622,500
2	Budget Reduction - Decrease in allowable excess hours	1,832,000		1,832,000			-			-			
3	Additional Budget Needs:												
4	Planned University commitments - Phase in of recurring items funded from NR funds	5,000,000	-	5,000,000	5,000,000	-	5,000,000	4,000,000	-	4,000,000	4,000,000	-	4,000,000
5	Planned University commitments - Other*	-	18,300,000	18,300,000	-	11,500,000	11,500,000	-	5,700,000	5,700,000	-	-	-
6	New University commitments	2,000,000		2,000,000	2,000,000		2,000,000	2,000,000		2,000,000	2,000,000		2,000,000
7	Targeted distributions (distribution method to be determined)	-	-	-	5,850,000	-	5,850,000	2,777,500	-	2,777,500	2,777,500	-	2,777,500
	Total Funding Needs	$ 14,200,000	$ 65,545,000	$ 79,745,000	$ 32,850,000	$ 38,745,000	$ 71,595,000	$ 22,400,000	$ 19,322,500	$ 41,722,500	$ 22,400,000	$ -	$ 22,400,000
	Possible Sources:												
8	3% budget held back	$ 7,100,000	$ 7,100,000	$ 14,200,000	$ 7,100,000	$ 7,100,000	$ 14,200,000	$ -	$ -	$ -	$ -	$ -	$ -
9	Use of 2010-11 budget holdback to fund budget reduction in 2013-14	(7,100,000)		(7,100,000)			-			-			-
10	Previous FY Tuition increase - enrollment growth **	3,500,000	3,500,000	7,000,000			-			-			-
11	New FY tuition rate increase estimate- flat enrollment			-	14,000,000	-	14,000,000	14,000,000	-	14,000,000	14,000,000	-	14,000,000
12	New tuition rate increase estimate- 3% enrollment growth	8,000,000		8,000,000	8,000,000		8,000,000	8,000,000		8,000,000	8,000,000		8,000,000
13	Use of Tuition rate increase to fund budget reduction for 2012-13		-	-	-		-			-			-
14	Targeted restructuring	TBD		-	TBD		-	TBD		-	TBD		-
15	Institutional investments	2,700,000	2,700,000	5,400,000	-	-	-	-	-	-	-	-	-
16	Recurring prior year reserve funds carried forward ***	-	13,500,000	13,500,000	-	13,500,000	13,500,000	-	13,500,000	13,500,000	-	13,500,000	13,500,000
17	University level carry forward from prior year	-	38,000,000	38,000,000	-	13,605,000	13,605,000	-	5,460,000	5,460,000	-	4,637,500	4,637,500
18	Division level carryforward from prior year	-	10,000,000	10,000,000	-	10,000,000	10,000,000	-	5,000,000	5,000,000	-	TBD	-
19	Increase auxiliary overhead rate 1% per year		600,000	600,000	1,200,000	-	1,200,000	-	-	-	-	-	-
20	Charge C&G indirect overhead revenue 3%		550,000	550,000	950,000	-	950,000	-	-	-	-	-	-
21	Unrealized gains on investments		2,000,000	2,000,000	-	-	-	-	-	-	-	-	-
22	Change administrative percent for financial aid fee funds ****		1,000,000	1,000,000	1,000,000	-	1,000,000	-	-	-	-	-	-
23	Tax unspent cash in Research accounts 0.5% per year starting in 2012-13		200,000	200,000	600,000	-	600,000	400,000	-	400,000	400,000	-	400,000
24	Move realized investment earnings from non-E&G areas to E&G	-	-	-	-	-	-	-	-	-	-	-	-
25	Furloughs ($1m per day)			-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Total Sources	$ 14,200,000	$ 79,150,000	$ 93,350,000	$ 32,850,000	$ 44,205,000	$ 77,055,000	$ 22,400,000	$ 23,960,000	$ 46,360,000	$ 22,400,000	$ 18,137,500	$ 40,537,500
	Available (Shortage)	$ -	$ 13,605,000	$ 13,605,000	$ -	$ 5,460,000	$ 5,460,000	$ -	$ 4,637,500	$ 4,637,500	$ -	$ 18,137,500	$ 18,137,500

* Includes recurring and non-recurring committments; Includes nothing through 2015-16 for building on Lake Nona land

** Distribution method to be determined; assumes steady growth through 2015-16

*** Possible sources does not include 2011-12 recurring reserve of $13.5 million

**** With 15% tuition increase all being Tuition Differential, the 30% allocated to Financial aid is $2.2 million more than if 8% of the tuition increase had been allocated to undergraduate tuition.

2012-13 E&G Budget Allocation

DRAFT

Funding Needs and Possible Sources

Version 3: $54M reduction offset with non-recurring funds.

15% increase in differential tuition per year

		2012-13			2013-14			2014-15			2015-16		
		Recurring	Non-recurring	Total	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total
	Funding Needs:												
1	Budget Reduction ($52 million moved into recurring as recurring funds are available)	$ -	$ 52,613,000	$ 52,613,000	$ 26,306,500	$ 26,306,500	$ 52,613,000	$ 13,153,250	$ 13,153,250	$ 26,306,500	$ 13,153,250	$ -	$ 13,153,250
2	Budget Reduction - Decrease in allowable excess hours		1,832,000	1,832,000	1,832,000		1,832,000			-			-
3	Additional Budget Needs:												
4	Planned University commitments - Phase in of recurring items funded from NR funds	5,000,000	-	5,000,000	5,000,000	-	5,000,000	4,000,000	-	4,000,000	4,000,000	-	4,000,000
5	Planned University commitments - Other*	-	18,300,000	18,300,000	-	11,500,000	11,500,000	-	5,700,000	5,700,000	-	-	-
6	New University commitments	2,000,000		2,000,000	2,000,000		2,000,000	2,000,000		2,000,000	2,000,000		2,000,000
7	Targeted distributions (distribution method to be determined)	-	-	-	18,911,500	-	18,911,500	3,246,750	-	3,246,750	3,246,750	-	3,246,750
	Total Funding Needs	$ 7,000,000	$ 72,745,000	$ 79,745,000	$ 54,050,000	$ 37,806,500	$ 91,856,500	$ 22,400,000	$ 18,853,250	$ 41,253,250	$ 22,400,000	$ -	$ 22,400,000
	Possible Sources:												
8	3% 2010-11 budget hold back	$ 7,100,000	$ 7,100,000	$ 14,200,000	$ 7,100,000	$ 7,100,000	$ 14,200,000	$ -	$ -	$ -	$ -	$ -	$ -
9	Use of 2010-11 budget holdback to fund budget reduction in 2013-14	(7,100,000)		(7,100,000)			-			-			-
10	Previous FY Tuition increase - enrollment growth **	3,500,000	3,500,000	7,000,000			-			-			-
11	New FY tuition rate increase estimate- flat enrollment	14,000,000		14,000,000	14,000,000	-	14,000,000	14,000,000	-	14,000,000	14,000,000	-	14,000,000
12	New tuition rate increase estimate- 3% enrollment growth	8,000,000		8,000,000	8,000,000		8,000,000	8,000,000		8,000,000	8,000,000		
13	Use of tuition rate increase to fund budget reduction for 2012-13	(21,200,000)	21,200,000	-	21,200,000		21,200,000			-			
14	Targeted restructuring	-		-	TBD		-	TBD		-			
15	Institutional investments	2,700,000	2,700,000	5,400,000	-	-	-	-	-	-	-	-	-
16	Recurring prior year reserve funds carried forward ***	-	13,500,000	13,500,000	-	13,500,000	13,500,000	-	13,500,000	13,500,000	-	13,500,000	13,500,000
17	University level carry forward from prior year	-	38,000,000	38,000,000	-	22,605,000	22,605,000	-	10,398,500	10,398,500	-	10,045,250	10,045,250
18	Division level carryforward from prior year	-	5,000,000	5,000,000	-	5,000,000	5,000,000	-	5,000,000	5,000,000	-	-	-
19	Increase auxiliary overhead rate 1% per year		600,000	600,000	1,200,000	-	1,200,000	-	-	-	-	-	-
20	Charge C&G indirect overhead revenue 3%		550,000	550,000	950,000	-	950,000	-	-	-	-	-	-
21	Unrealized gains on investments		2,000,000	2,000,000	-	-	-	-	-	-	-	-	-
22	Change administrative percent for financial aid fee funds ****		1,000,000	1,000,000	1,000,000	-	1,000,000	-	-	-	-	-	-
23	Tax unspent cash in Research accounts 0.5% per year starting in 2012-13		200,000	200,000	600,000	-	600,000	400,000	-	400,000	400,000	-	400,000
24	Move realized investment earnings from non-E&G areas to E&G	-	-	-	-	-	-	-	-	-	-	-	-
25	Furloughs ($1m per day)			-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Total Sources	$ 7,000,000	$ 95,350,000	$ 102,350,000	$ 54,050,000	$ 48,205,000	$ 102,255,000	$ 22,400,000	$ 28,898,500	$ 51,298,500	$ 22,400,000	$ 23,545,250	$ 37,945,250
	Available (Shortage)	$ -	$ 22,605,000	$ 22,605,000	$ -	$ 10,398,500	$ 10,398,500	$ -	$ 10,045,250	$ 10,045,250	$ -	$ 23,545,250	$ 15,545,250

* Includes recurring and non-recurring committments; Includes nothing through 2015-16 for building on Lake Nona land

** Distribution method to be determined; assumes steady growth through 2015-16

*** Possible sources does not include 2011-12 recurring reserve of $13.5 million

**** With 15% tuition increase all being Tuition Differential, the 30% allocated to Financial aid is $2.2 million more than if 8% of the tuition increase had been allocated to undergraduate tuition.

2012-13 E&G Budget Allocation

DRAFT

Funding Needs and Possible Sources

Version 4: $54M reduction offset with non-recurring funds (no tuition rate increase).

0% increase in differential tuition in 2012-13, 15% each year thereafter

		2012-13			2013-14			2014-15			2014-15		
		Recurring	Non-recurring	Total	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total
	Funding Needs:												
1	Budget Reduction ($52 million moved into recurring as recurring funds are available)	$ -	$ 52,613,000	$ 52,613,000	$ 26,306,500	$ 26,306,500	$ 52,613,000	$ 13,153,250	$ 13,153,250	$ 26,306,500	$ 13,153,250	$ -	$ 13,153,250
2	Budget Reduction - Decrease in allowable excess hours		1,832,000	1,832,000	1,832,000		1,832,000			-			-
3	Additional Budget Needs:												
4	Planned University commitments - Phase in of recurring items funded from NR funds	5,000,000	-	5,000,000	5,000,000	-	5,000,000	4,000,000	-	4,000,000	4,000,000	-	4,000,000
5	Planned University commitments - Other*	-	18,300,000	18,300,000	-	11,500,000	11,500,000	-	5,700,000	5,700,000	-	-	-
6	New University commitments	2,000,000		2,000,000	2,000,000		2,000,000	2,000,000		2,000,000	2,000,000		2,000,000
7	Targeted distributions (distribution method to be determined)	-	-	-	4,911,500	-	4,911,500	3,246,750	-	3,246,750	3,246,750	-	3,246,750
	Total Funding Needs	$ 7,000,000	$ 72,745,000	$ 79,745,000	$ 40,050,000	$ 37,806,500	$ 77,856,500	$ 22,400,000	$ 18,853,250	$ 41,253,250	$ 22,400,000	$ -	$ 22,400,000
	Possible Sources:												
8	3% budget held back	$ 7,100,000	$ 7,100,000	$ 14,200,000	$ 7,100,000	$ 7,100,000	$ 14,200,000	$ -	$ -	$ -	$ -	$ -	$ -
9	Use of 2010-11 budget holdback to fund budget reduction in 2013-14	(7,100,000)		(7,100,000)			-			-			-
10	Previous FY Tuition increase - enrollment growth **	3,500,000	3,500,000	7,000,000			-			-			-
11	New FY tuition rate increase estimate- flat enrollment			-	14,000,000	-	14,000,000	14,000,000	-	14,000,000	14,000,000	-	14,000,000
12	New tuition rate increase estimate- 3% enrollment growth	8,000,000		8,000,000	8,000,000		8,000,000	8,000,000		8,000,000	8,000,000		8,000,000
13	Use of Tuition rate increase to fund budget reduction for 2012-13	(7,200,000)	7,200,000	-	7,200,000		7,200,000			-			-
14	Targeted restructuring	-		-	TBD		-	TBD		-	TBD		-
15	Institutional investments	2,700,000	2,700,000	5,400,000	-	-	-	-	-	-	-	-	-
16	Recurring prior year reserve funds carried forward ***	-	13,500,000	13,500,000	-	13,500,000	13,500,000	-	13,500,000	13,500,000	-	13,500,000	13,500,000
17	University level carry forward from prior year	-	38,000,000	38,000,000	-	13,605,000	13,605,000	-	6,398,500	6,398,500	-	6,045,250	6,045,250
18	Division level carryforward from prior year	-	10,000,000	10,000,000	-	10,000,000	10,000,000	-	5,000,000	5,000,000	-	TBD	-
19	Increase auxiliary overhead rate 1% per year		600,000	600,000	1,200,000	-	1,200,000	-	-	-	-	-	-
20	Charge C&G indirect overhead revenue 3%		550,000	550,000	950,000	-	950,000	-	-	-	-	-	-
21	Unrealized gains on investments		2,000,000	2,000,000	-	-	-	-	-	-	-	-	-
22	Change administrative percent for financial aid fee funds ****		1,000,000	1,000,000	1,000,000	-	1,000,000	-	-	-	-	-	-
23	Tax unspent cash in Research accounts 0.5% per year starting in 2012-13		200,000	200,000	600,000	-	600,000	400,000	-	400,000	400,000	-	400,000
24	Move realized investment earnings from non-E&G areas to E&G	-	-	-	-	-	-	-	-	-	-	-	-
25	Furloughs ($1m per day)			-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
	Total Sources	$ 7,000,000	$ 86,350,000	$ 93,350,000	$ 40,050,000	$ 44,205,000	$ 84,255,000	$ 22,400,000	$ 24,898,500	$ 47,298,500	$ 22,400,000	$ 19,545,250	$ 41,945,250
	Available (Shortage)	$ -	$ 13,605,000	$ 13,605,000	$ -	$ 6,398,500	$ 6,398,500	$ -	$ 6,045,250	$ 6,045,250	$ -	$ 19,545,250	$ 19,545,250

* Distribution method to be determined; assumes steady growth through 2015-16

** Distribution method to be determined; assumes steady growth through 2014-15

*** Possible sources does not include 2011-12 recurring reserve of $13.5 million

**** With 15% tuition increase all being Tuition Differential, the 30% allocated to Financial aid is $2.2 million more than if 8% of the tuition increase had been allocated to undergraduate tuition.

2012-13 E&G Budget

DRAFT

Funding Needs and Possible Sources
Assumes 15% increase in differential tuition per year

	2012-13			2013-14			2014-15		
	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total
Funding Needs:									
Budget Reduction ($52 million moved into recurring as recurring funds are available)	$ 20,000,000	$ 32,000,000	$ 52,000,000	$ 16,000,000	$ 16,000,000	$ 32,000,000	$ 16,000,000	$ -	$ 16,000,000
Additional Budget Needs:									
Planned University commitments - Phase in of recurring items funded from NR funds	5,000,000	-	5,000,000	5,000,000	-	5,000,000	4,000,000	-	4,000,000
Planned University commitments - Other*	-	18,300,000	18,300,000	-	11,500,000	11,500,000	-	5,700,000	5,700,000
New University commitments	2,000,000		2,000,000	2,000,000		2,000,000	2,000,000		
Investments	12,850,000	-	12,850,000	8,950,000	-	8,950,000	8,400,000	-	8,400,000
Total Funding Needs	$ 39,850,000	$ 50,300,000	$ 90,150,000	$ 31,950,000	$ 27,500,000	$ 59,450,000	$ 30,400,000	$ 5,700,000	$ 36,100,000
Possible Sources:									
3% budget held back	$ 7,100,000	$ 7,100,000	$ 14,200,000	$ -	$ -	$ -	$ -	$ -	$ -
2011-12 Tuition increase - enrollment growth **	3,500,000	3,500,000	7,000,000	8,000,000	8,000,000	16,000,000	8,000,000	8,000,000	16,000,000
2012-13 Estimated Tuition rate increase - differential tuition (flat enrollment)	14,000,000	-	14,000,000	14,000,000	-	14,000,000	14,000,000	-	14,000,000
2012-13 Estimated Tuition rate increase - differential tuition (3% enrollment growth)	8,000,000		8,000,000	8,000,000		8,000,000	8,000,000		8,000,000
Targeted restructuring	TBD		-	TBD		-	TBD		-
Institutional investments	2,700,000	2,700,000	5,400,000	-	-	-	-	-	-
Recurring prior year reserve funds carried forward ***	-	13,500,000	13,500,000	-	13,500,000	13,500,000	-	13,500,000	13,500,000
University level carry forward from prior year	-	38,000,000	38,000,000	-	19,500,000	19,500,000	-	18,500,000	18,500,000
Division level carryforward from prior year	-	5,000,000	5,000,000	-	5,000,000	5,000,000	-	TBD	-
Increase auxiliary overhead rate 1% per year	600,000	-	600,000	600,000	-	600,000	-	-	-
Charge C&G indirect overhead revenue 5%	950,000	-	950,000	950,000	-	950,000	-	-	-
Unrealized gains on investments	2,000,000	-	2,000,000	-	-	-	-	-	-
Change administrative percent for financial aid fee funds ****	1,000,000	-	1,000,000	-	-	-	-	-	-
Tax unspent cash in Research accounts 1% per year starting in 2013-14	-	-	-	400,000	-	400,000	400,000	-	400,000
Move realized investment earnings from non-E&G areas to E&G	-	-	-	-	-	-	-	-	-
Furloughs ($1m per day)	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
Total Sources	$ 39,850,000	$ 69,800,000	$ 109,650,000	$ 31,950,000	$ 46,000,000	$ 77,950,000	$ 30,400,000	$ 40,000,000	$ 70,400,000
Available (Shortage)	$ -	$ 19,500,000	$ 19,500,000	$ -	$ 18,500,000	$ 18,500,000	$ -	$ 34,300,000	$ 34,300,000

* Includes recurring and non-recurring committments; Includes nothing through 2014-15 for building on Lake Nona land
** Distribution method to be determined; assumes steady growth through 2014-15
** Possible sources does not include 2011-12 recurring reserve of $13.5 million
** With 15% tuition increase all being Tuition Differential, the 30% allocated to Financial aid is $2.2 million more than if 8% of the tuition increase had been allocated to undergraduate tuition.

Represents non-E&G funding sources

2012-13 E&G Budget

DRAFT

Funding Needs and Possible Sources
Assumes 15% increase in differential tuition per year

	2012-13			2013-14			2014-15		
	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total
Funding Needs:									
Budget Reduction ($52 million moved into recurring as recurring funds are available)	$ 32,850,000	$ 19,150,000	$ 52,000,000	$ 19,150,000	$ -	$ 19,150,000	$ -	$ -	$ -
Additional Budget Needs:									
Phase in of recurring items funded from non-recurring funds	5,000,000	-	5,000,000	5,000,000	-	5,000,000	4,000,000	-	4,000,000
Planned University commitments*	-	18,300,000	18,300,000	-	11,500,000	11,500,000	-	5,700,000	5,700,000
New University commitments	2,000,000		2,000,000	2,000,000		2,000,000	2,000,000		
Investments	-	-	-	-	-	-	-	-	-
Total Funding Needs	$ 39,850,000	$ 37,450,000	$ 77,300,000	$ 26,150,000	$ 11,500,000	$ 37,650,000	$ 6,000,000	$ 5,700,000	$ 11,700,000
Possible Sources:									
3% budget held back	$ 7,100,000	$ 7,100,000	$ 14,200,000	$ -	$ -	$ -	$ -	$ -	$ -
2011-12 Tuition increase - enrollment growth **	3,500,000	3,500,000	7,000,000	8,000,000	8,000,000	16,000,000	8,000,000	8,000,000	16,000,000
2012-13 Estimated Tuition rate increase - differential tuition (flat enrollment)	14,000,000	-	14,000,000	14,000,000	-	14,000,000	14,000,000	-	14,000,000
2012-13 Estimated Tuition rate increase - differential tuition (3% enrollment growth)	8,000,000		8,000,000	8,000,000		8,000,000	8,000,000		8,000,000
Targeted restructuring	TBD		-	TBD		-	TBD		-
Institutional investments	2,700,000	2,700,000	5,400,000	-	-	-	-	-	-
Recurring prior year reserve funds carried forward ***	-	13,500,000	13,500,000	-	13,500,000	13,500,000	-	13,500,000	13,500,000
University level carry forward from prior year	-	38,000,000	38,000,000	-	27,350,000	27,350,000	-	43,150,000	43,150,000
Division level carryforward from prior year	-	TBD	-	-	TBD	-	-	TBD	-
Increase auxiliary overhead rate 1% per year	600,000	-	600,000	600,000	-	600,000	-	-	-
Charge C&G indirect overhead revenue 5%	950,000	-	950,000	950,000	-	950,000	-	-	-
Unrealized gains on investments	2,000,000	-	2,000,000	-	-	-	-	-	-
Change administrative percent for financial aid fee funds ****	1,000,000	-	1,000,000	-	-	-	-	-	-
Tax unspent cash in Research accounts 1% per year starting in 2013-14	-	-	-	400,000	-	400,000	400,000	-	400,000
Move realized investment earnings from non-E&G areas to E&G	-	-	-	-	-	-	-	-	-
Furloughs ($1m per day)	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
Total Sources	$ 39,850,000	$ 64,800,000	$ 104,650,000	$ 31,950,000	$ 48,850,000	$ 80,800,000	$ 30,400,000	$ 64,650,000	$ 95,050,000
Available (Shortage)	$ -	$ 27,350,000	$ 27,350,000 CF Balance Forward	$ 5,800,000	$ 37,350,000	$ 43,150,000 CF Balance Forward	$ 24,400,000	$ 58,950,000	$ 83,350,000 CF Balance Forward

* Includes recurring and non-recurring committments; Includes nothing through 2014-15 for building on Lake Nona land
** Distribution method to be determined; assumes steady growth through 2014-15
*** Possible sources does not include 2011-12 recurring reserve of $13.5 million
**** With 15% tuition increase all being Tuition Differential, the 30% allocated to Financial aid is $2.2 million more than if 8% of the tuition increase had been allocated to undergraduate tuition.

Represents non-E&G funding sources

2012-13 E&G Budget

DRAFT

Funding Needs and Possible Sources

Assumes 0% increase in differential tuition in 2012-13, 15% each year thereafter

	2012-13			2013-14			2014-15			2015-16		
	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total	Recurring	Non-recurring	Total
Funding Needs:												
Budget Reduction ($50 million moved into recurring as recurring funds are available)	$ 9,850,000	$ 40,150,000	$ 50,000,000	$ 16,950,000	$ 23,200,000	$ 40,150,000	$ 16,400,000	$ 6,800,000	$ 23,200,000	$ 6,800,000	$ -	$ 6,800,000
Additional Budget Needs:												
Phase in of recurring items funded from non-recurring funds	5,000,000	-	5,000,000	5,000,000	-	5,000,000	4,000,000	-	4,000,000	4,000,000	-	4,000,000
New University commitments	2,000,000		2,000,000	2,000,000		2,000,000	2,000,000					
Planned University commitments*	-	18,300,000	18,300,000	-	11,500,000	11,500,000	-	5,700,000	5,700,000	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total Funding Needs	$ 16,850,000	$ 58,450,000	$ 75,300,000	$ 23,950,000	$ 34,700,000	$ 58,650,000	$ 22,400,000	$ 12,500,000	$ 34,900,000	$ 10,800,000	$ -	$ 10,800,000
Possible Sources:												
3% budget held back	$ 7,100,000	$ 7,100,000	$ 14,200,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Current Year Tuition rate increase - differential tuition (flat enrollment)	-	-	-	14,000,000	-	14,000,000	14,000,000	-	14,000,000	14,000,000	-	14,000,000
Prior Year Tuition increase - enrollment growth **	3,500,000	3,500,000	7,000,000	8,000,000	8,000,000	16,000,000	8,000,000	8,000,000	16,000,000	8,000,000	8,000,000	16,000,000
Institutional investments	2,700,000	2,700,000	5,400,000	-	-	-	-	-	-	-	-	-
Recurring prior year reserve funds carried forward ***	-	13,500,000	13,500,000	-	13,500,000	13,500,000	-	13,500,000	13,500,000	-	13,500,000	13,500,000
University level carry forward from prior year	-	38,000,000	38,000,000	-	7,350,000	7,350,000	-	(5,850,000)	(5,850,000)	-	3,150,000	3,150,000
Division level carryforward from prior year	-	-	-	-	-	-	-	-	-	-	-	-
Increase auxiliary overhead rate 1% per year	600,000	-	600,000	600,000	-	600,000	-	-	-	-	-	-
Charge C&G indirect overhead revenue 5%	950,000	-	950,000	950,000	-	950,000	-	-	-	-	-	-
Unrealized gains on investments	1,000,000	-	1,000,000	-	-	-	-	-	-	-	-	-
Change administrative percent for financial aid fee funds	1,000,000	-	1,000,000	-	-	-	-	-	-	-	-	-
Tax unspent cash in Research accounts 1% per year starting in 2013-14	-	-	-	400,000	-	400,000	400,000	-	400,000	400,000	-	400,000
Move realized investment earnings from non-E&G areas to E&G	-	-	-	-	-	-	-	-	-	-	-	-
Furloughs (1 day)	-	1,000,000	1,000,000	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total Sources	$ 16,850,000	$ 65,800,000	$ 82,650,000	$ 23,950,000	$ 28,850,000	$ 52,800,000	$ 22,400,000	$ 15,650,000	$ 38,050,000	$ 22,400,000	$ 24,650,000	$ 47,050,000
Available (Shortage)	$ -	$ 7,350,000	$ 7,350,000 CF Balance Forward	$ -	$ (5,850,000)	$ (5,850,000) CF Balance Forward	$ -	$ 3,150,000	$ 3,150,000 CF Balance Forward	$ 11,600,000	$ 24,650,000	$ 36,250,000 CF Balance Forward

* Includes recurring and non-recurring committments; Includes nothing through 2015-16 for building on Lake Nona land

** Distribution method to be determined; assumes steady growth through 2015-16

*** Possible sources does not include 2011-12 recurring reserve of $13.5 million

Represents non-E&G funding sources

2012-13 E&G Budget - House and Senate Offers

(Excluding College of Medicine)

DRAFT

		House Offer #1	Senate Offer #1	3/5/2012 Conference
Enrollment growth Tuition authority	Student Fees	$ 11,746,797	$ 11,746,797	$ 11,746,797
Decrease in allowable excess hours	General Revenue	(1,831,672)	(1,831,672)	(1,831,672)
PO&M for new space	General Revenue	981,209	981,209	981,209
Reduce investment plan allocation	General Revenue	(3,247,691)	(447,336)	(447,336)
Rebalance contribution rates for ORP	General Revenue	-	(4,055,764)	(4,055,764)
FRS normal cost	General Revenue	8,074,607	8,074,607	853,667
Align with revenue estimates ($300M non-recurring reduction)	General Revenue	?	?	(52,613,031)
Restore non-recurring funds	General Revenue	6,981	6,981	6,981
Restore non-recurring funds	Lottery	2,786,804	2,786,804	2,786,804
Restore Lou Frey	General Revenue	400,000	400,000	400,000
Base tuition increase	Student Fees	-	-	-
Differential tuition increase	Student Fees	26,858,216	26,858,216	22,513,975
FL Prepaid tuition exemption reduction	Student Fees	(7,101,195)	(7,101,195)	
Grad, Prof, OOS increase - 8%?	Student Fees	4,293,807	4,293,807	4,293,807
Outcome based performance allocation	General Revenue	-	?	?
High Tech Corridor	General Revenue			2,000,000
Fund shift	Lottery	?	?	?
Fund shift	General Revenue	?	?	?
		$ 42,967,863	$ 41,712,454	$ (13,364,563)
	General Revenue	4,383,434	3,128,025	(54,705,946)
	Lottery	2,786,804	2,786,804	2,786,804
	Student Fees	35,797,625	35,797,625	38,554,579
		$ 42,967,863	$ 41,712,454	$ (13,364,563)
	Base budget adjs	962,113	962,113	962,113
	Align with rev est	?	?	(52,613,031)

Budget Summary
Conference Agreement as of 3/5/2012
DRAFT - To be updated upon release of conference university spread

University

	GR	Lottery	Tuition	Total
2011-12 Recurring Budget	$ 188,102,761	$ 29,021,906	$ 224,614,548	$ 441,739,215
Restoration of non-recurring funds	6,981	2,786,804		2,793,785
Lottery adjustment *	(12,084,577)	12,084,577		-
Align with revenue estimates	(52,613,031)			(52,613,031)
Fund shift	(8,441,946)	8,441,946		-
Retirement system normal costs	853,667			853,667
Reduce investment plan allocation rates	(447,336)			(447,336)
Rebalance contribution rates for ORP	(4,055,764)			(4,055,764)
PO&M for new space	981,209			981,209
Enrollment alignments			11,746,797	11,746,797
UG tuition increase - 8%				-
Differential - 15%			22,513,975	22,513,975
Graduate/professional tuition increase			4,293,807	4,293,807
Decrease in allowable excess hours	(1,831,672)			(1,831,672)
Restore Lou Frey Institute	400,000			400,000
High Tech Corridor	2,000,000			2,000,000
2012-13 Beginning Budget	$ 112,870,292	$ 52,335,233	$ 263,169,127	$ 428,374,652
Increase/ (decrease)	(75,232,469)	23,313,327	38,554,579	(13,364,563)

* About 70% of the Lottery funds provided in this shift are non-recurring.

COM

	GR	Lottery	Tuition	Total
2011-12 Recurring Budget	$ 22,184,003	$ -	$ 4,729,709	$ 26,913,712
Retirement system normal costs	39,339			39,339
Reduce investment plan allocation rates	(20,614)			(20,614)
Rebalance contribution rates for ORP	(186,899)			
Enrollment alignments			277,079	277,079
Medical School phase in	1,000,000			1,000,000
Medical School phase in - tuition			2,655,430	2,655,430
Graduate/professional tuition increase			517,973	517,973
2012-13 Beginning Budget	$ 23,015,829	$ -	$ 8,180,191	$ 31,196,020

University of Central Florida

2011-12 E&G Budget, Summary of Allocations and Reserve

Proposed Allocations	Recurring	Institutional Investments	Non-Recurring	Total	Allocation Across Divisions and Medical School: Academic Affairs	Admin & Finance	President's Division	SMCA	University Relations	Medical School	Total
Allocation of state funding, effective July 1, 2011											
Health insurance funding for five months	$ 920,133	$ -	$ -	$ 920,133	$ 663,612	$ 152,734	$ 24,746	$ 35,578	$ 3,423	$ 40,040	$ 920,133
Life insurance funding for five months	(81,901)	-	-	(81,901)	(68,310)	(2,164)	(3,751)	(1,577)	(633)	(5,466)	(81,901)
Plant operation and maintenance for current space	403,140	-	-	403,140	-	403,140	-	-	-	-	403,140
Florida Retirement System adjustment	(6,508,007)	-	-	(6,508,007)	(5,076,737)	(678,931)	(178,017)	(206,972)	(28,649)	(338,701)	(6,508,007)
Base budget adjustment (student financial aid)	(302,967)	-	-	(302,967)	-	-	-	(302,967)	-	-	(302,967)
Transfer to Florida Student Assistance Grant	(858,406)	-	-	(858,406)	-	-	-	(858,406)	-	-	(858,406)
Plant operation and maintenance for new space	7,078,420	-	-	7,078,420	-	7,078,420	-	-	-	-	7,078,420
IHMC and State University Partnership Initiative	90,000	-	-	90,000	90,000	-	-	-	-	-	90,000
Administration employees salary reduction	(159,232)	-	-	(159,232)	(3,709)	(40,000)	(105,523)	(10,000)	-	-	(159,232)
Additional lottery funding	-	-	2,786,804	2,786,804	2,265,664	312,707	71,724	122,297	14,412	-	2,786,804
Medical school - Year 4 phase in funds	2,393,891	-	-	2,393,891	-	-	-	-	-	2,393,891	2,393,891
Lou Frey Institute of Politics and Government	-	-	400,000	400,000	400,000	-	-	-	-	-	400,000
	2,975,071	-	3,186,804	6,161,875	(1,729,480)	7,225,906	(190,821)	(1,222,047)	(11,447)	2,089,764	6,161,875
University designated allocations effective July 1, 2011											
2011-12 planned university commitments:											
Faculty promotional increases	$ 2,066	$ -	$ -	$ 2,066	$ 2,066	$ -	$ -	$ -	$ -	$ -	$ 2,066
2010-11 Merit increase (2 or 3% 8/8/2010) - annualized	277,614	-	-	277,614	174,051	52,816	13,157	15,338	2,059	20,193	277,614
Market adjustment for lower paid employees - annualized	12,915	-	-	12,915	6,833	5,521	115	330	-	116	12,915
Microsoft Exchange support (licenses and other)	288,435	-	-	288,435	288,435	-	-	-	-	-	288,435
Writing and Rhetoric	861,000	-	-	861,000	861,000	-	-	-	-	-	861,000
Auxiliary learning aids	600,000	-	-	600,000	600,000	-	-	-	-	-	600,000
University Compliance and Ethics Officer	361,058	-	-	361,058	-	-	361,058	-	-	-	361,058
Executive Speech Writer	62,193	-	-	62,193	-	-	62,193	-	-	-	62,193
Ombuds Officer	22,584	-	-	22,584	-	-	22,584	-	-	-	22,584
Graduate education support (2009-10)	1,000,000	-	-	1,000,000	1,000,000	-	-	-	-	-	1,000,000
Soldiers to Scholars	20,000	-	-	20,000	-	-	-	-	20,000	-	20,000
Soldiers to Scholars - funding reclass	80,000	(80,000)	-	-	-	-	-	-	-	-	-
Veteran's one-stop shop - funding reclass	60,000	(60,000)	-	-	-	-	-	-	-	-	-
English and math class size initiative (AA carry fwd in 2011)	-	312,800	-	312,800	312,800	-	-	-	-	-	312,800
2011-12 new university commitments:											-
Commencement funding	34,000	-	-	34,000	34,000	-	-	-	-	-	34,000
Data warehouse and Business Intelligence Applications	18,730	-	-	18,730	-	-	-	18,730	-	-	18,730
Office of Emerg. Mgmt - Annual fees, contracts, maint.	110,708	-	-	110,708	-	110,708	-	-	-	-	110,708
EHS - Lab safety coordinator	73,150	-	-	73,150	-	73,150	-	-	-	-	73,150
EHS - Bio safety coordinator	73,150	-	-	73,150	-	73,150	-	-	-	-	73,150
E-verify implementation - (I-9 administrator)	58,000	-	-	58,000	-	58,000	-	-	-	-	58,000
Depart. Of Writing & Rhetoric Faculty Salary	60,000	-	-	60,000	-	-	60,000	-	-	-	60,000
High performance computing	250,000	-	-	250,000	250,000	-	-	-	-	-	250,000
Cover increased critical IT infrastructure maint. Costs	1,103,309	-	-	1,103,309	1,103,309	-	-	-	-	-	1,103,309
Centrally funded maint. Of Emerg. Blue light telephones	108,921	-	-	108,921	108,921	-	-	-	-	-	108,921
FL. Hosp. endowed chair in nursing simul. faculty salary	200,000	-	-	200,000	200,000	-	-	-	-	-	200,000
Additional emergency blue light phone	-	-	40,000	40,000	-	40,000	-	-	-	-	40,000
PBS partnership	-	-	1,000,000	1,000,000	-	-	-	1,000,000	-	-	1,000,000
Reverse 10/11 transfer	-	-	-	-	25,991	-	-	-	-	(25,991)	-
Tuition and fees increase - University	10,579,267	(816,386)	-	9,762,881	6,355,741	465,641	176,283	2,739,740	25,475	-	9,762,880
Tuition and fees increase - College of Medicine	2,412,524	-	-	2,412,524	-	-	-	-	-	2,412,524	2,412,524
	18,729,624	(643,586)	1,040,000	19,126,038	11,323,147	878,986	695,390	3,774,138	47,534	2,406,842	19,126,037
Allocations to be recorded during the year											
National Merit (Provost's Scholars Program)	$ 500,000	$ -	$ -	$ 500,000	$ -	$ -	$ -	$ 500,000	$ -		$ 500,000
National Merit (tuition held constant)	60,000	-	-	60,000	-	-	-	60,000	-		60,000
Lease costs increase	7,000	-	-	7,000	7,000	-	-	-	-		7,000
Faculty promotions	500,000	-	-	500,000	500,000	-	-	-	-		500,000
TIP, RIA, SoTL	500,000	-	-	500,000	500,000	-	-	-	-		500,000
Graduate health insurance	500,000	-	-	500,000	500,000	-	-	-	-		500,000
Annual E&G interest allocation	3,300,000	-	-	3,300,000	-	3,300,000	-	-	-		3,300,000
	5,367,000	-	-	5,367,000	1,507,000	3,300,000	-	560,000	-	-	5,367,000
Total allocations excluding allocations from carryforward	$ 27,071,695	$ (643,586)	$ 4,226,804	$ 30,654,913	$ 11,100,667	$ 11,404,892	$ 504,569	$ 3,112,091	$ 36,087	$ 4,496,606	$ 30,654,912

Proposed Allocations

	Recurring	Institutional Investments	Non-Recurring	Total
Composition of Remaining Reserve				
		$ -	$ -	$ -
Application fees increase to be allocated as collected	250,000	-	-	250,000
Earmarked to address faculty ratio	3,728,433	-	-	3,728,433
3% Hold back	7,100,000	-	-	7,100,000
Available recurring reserve[1]	19,603,765	2,753,764	(1,033,019)	21,324,510
	$ 30,682,198	$ 2,753,764	$ (1,033,019)	$ 32,402,943

[1] Includes projected 2011-12 enrollment growth.

Recurring reserve carried forward to 2012-13	
2011-12 projected enrollment growth	(6,100,000)
Available recurring reserve	19,603,765
Balance	$ 13,503,765

Planned Allocations to be recorded after funds carried forward from 2010-11 are finalized

					Transferred	Remainder	Allocation Across Divisions and Medical School						
Recurring allocations from non-recurring funds:							Academic Affairs	Admin & Finance	President's Division	SMCA	University Relations	Medical School	Total
Graduate tuition waiver return to Research	$ -	$ -	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ -	$ 1,000,000	$ -	$ -	$ -	$ -	$ -	$ 1,000,000
Undergraduate education pilot projects	-	-	839,000	839,000	839,000	-	839,000	-	-	-	-	-	839,000
Matching funds for C&G proposals	-	-	1,000,000	1,000,000	1,000,000	-	1,000,000	-	-	-	-	-	1,000,000
National merit 2011-12 Class (60 scholars)	-	-	1,340,000	1,340,000	-	1,340,000	-	-	-	1,340,000	-	-	1,340,000
PO&M - FSEC, NTSC	-	-	596,800	596,800	-	596,800	-	596,800	-	-	-	-	596,800
Health Sciences Campus chilled water fees	-	-	2,500,000	2,500,000	-	2,500,000	-	2,500,000	-	-	-	-	2,500,000
Health Sciences Campus Boggy Creek assessment	-	-	37,380	37,380	-	37,380	-	37,380	-	-	-	-	37,380
Health Sciences Campus property taxes	-	-	3,000	3,000	3,000	-	-	3,000	-	-	-	-	3,000
Health Sciences Campus PO&M	-	-	252,836	252,836	-	252,836	-	252,836	-	-	-	-	252,836
Convocation Center rent	-	-	1,000,000	1,000,000	1,000,000	-	-	1,000,000	-	-	-	-	1,000,000
Development	-	-	400,000	400,000	400,000	-	-	-	400,000	-	-	-	400,000
Conference fees	-	-	300,000	300,000	300,000	-	-	300,000	-	-	-	-	300,000
Legal fees - Development	-	-	200,000	200,000	-	200,000	-	-	200,000	-	-	-	200,000
Performance plan payments	-	-	489,000	489,000	489,000	-	154,500	49,500	162,000	82,500	40,500	-	489,000
Subtotal - recurring items	-	-	9,958,016	9,958,016	5,031,000	4,927,016	2,993,500	4,739,516	762,000	1,422,500	40,500	-	9,958,016
Non-recurring items:													
Provost (former) incentive plan	-	-	49,000	49,000	-	49,000	49,000	-	-	-	-	-	49,000
Microsoft Exchange support (license and other)	-	-	298,394	298,394	298,394	-	298,394	-	-	-	-	-	298,394
Executive Speech Writer	-	-	12,000	12,000	12,000	-	-	-	12,000	-	-	-	12,000
COM scholarships	-	-	197,000	197,000	-	197,000	197,000	-	-	-	-	-	197,000
Unemployment claims due to layoffs	-	-	240,000	240,000	-	240,000	-	240,000	-	-	-	-	240,000
Health Sciences Campus gift agreement	-	-	610,000	610,000	610,000	-	-	610,000	-	-	-	-	610,000
Gift fees - Health Sciences buildings, scholarships	-	-	300,000	300,000	-	300,000	-	-	300,000	-	-	-	300,000
2010-11 Graduate education support	-	-	1,000,000	1,000,000	-	-	1,000,000	-	-	-	-	-	1,000,000
Supplemental course incentive	-	-	700,000	700,000	-	-	700,000	-	-	-	-	-	700,000
Regional campuses	-	-	1,500,000	1,500,000	1,500,000	-	1,500,000	-	-	-	-	-	1,500,000
SEMATECH	-	-	500,000	500,000	-	500,000	500,000	-	-	-	-	-	500,000
Development	-	-	2,600,000	2,600,000	2,600,000	-	-	-	2,600,000	-	-	-	2,600,000
Anniversary events (50th)	-	-	200,000	200,000	-	200,000	-	-	200,000	-	-	-	200,000
Self insurance funding for claims (CON, COHPA)	-	-	50,009	50,009	50,009	-	50,009	-	-	-	-	-	50,009
	-	-			-	-							
Subtotal- non-recurring items	-	-	8,256,403	8,256,403	5,070,403	1,486,000	4,294,403	850,000	3,112,000	-	-	-	8,256,403
Total to be allocated from funds carried forward	$ -	$ -	$ 18,214,419	$ 18,214,419	$ 10,101,403	$ 6,413,016	$ 7,287,903	$ 5,589,516	$ 3,874,000	$ 1,422,500	$ 40,500	$ -	$ 18,214,419

University level carry forward funds	
Carry forward as of February 29, 2012	$ 60,352,560
Remaining 2011-12 allocations	(6,413,016)
Nor-recurring alloc's booked to recurring reser	(3,800,433)
Nor-recurring PBS uses	$ (1,033,019)
Carryforward allocation to divisions	(3,600,000)
ORC	(7,500,000)
Balance	$ 38,006,092

Recommended for Approval:

Tony Waldrop, Provost and Executive Vice President — Date

Approval:

John C. Hitt, President — Date

Planned E&G Budget Allocations

10/25/2011 Update

Note: The Morgridge International Reading Center, Mitsubishi CHP Plant and Quadrangle building are currently being funded through auxiliary loans

	2011-12	Distributed as of 3/2/12	2012-13	2013-14	2014-15	2015-16
A. Recurring allocations from recurring funds						
Planned Off-the-top						
2009-10 merit increases (estimate)	-		-	-	-	-
Merit increases	?		?	?	?	?
National Merit (Provost's Scholars Program)	500,000		?	?	?	?
National Merit (Tuition held constant)	60,000	19,237				
Increase in lease costs	7,000	7,000	400,000	400,000	400,000	400,000
Faculty promotions	500,000		500,000	500,000	500,000	500,000
TIP, RIA, SoTL	500,000		500,000	500,000	500,000	500,000
Graduate health insurance	?		?	?	?	?
Market increases for lower paid employees						
Moved from non-recurring to recurring funds						
MicroSoft Exchange support (licenses and other)	288,435	288,435				
Writing and Rhetoric	861,000	861,000				
Auxiliary Learning Aids	600,000	600,000				
University Compliance and Ethics Office	361,058	361,058				
Executive Speech Writer	62,193	62,193				
Ombuds Officer	22,584	22,584				
2009-10 graduate education support	1,000,000	1,000,000				
Soldiers to Scholars	100,000	100,000				
Veterans One-stop-shop	60,000	60,000				
New allocations *(Pending President's approval)*						
University Commencement Funding	34,000	34,000				
University Data Warehouse and Business Intelligence Applications	18,730	18,730				
Office of Emergency Management-Annual Fees, Contracts, Maint.	110,708	110,708				
Additional Emergency Blue Light Phone (non-recurring)						
EHS - Lab Safety Coordinator	73,150	73,150				
EHS - Bio Safety Coordinator	73,150	73,150				
E-Verify Implementation (I-9 administrator)	58,000	58,000				
Writing and Rhetoric Support	60,000	60,000				
High Performance Computing	250,000	250,000				
Cover Increased Critical IT Infrastructure Maintenance Costs	1,103,309	1,103,309				
Centrally Fund Maintenance of Emergency Blue Light Telephones	108,921	108,921				
Florida Hospital Endowed Chair in Nursing Simulation Faculty Salary	200,000	200,000				
Total recurring allocations from recurring funds	***7,012,238***		***1,400,000***	***1,400,000***	***1,400,000***	***1,400,000***
B. Recurring allocations from recurring 10% institutional investment funds						
Planned						
English and Math Class Size Initiative (carry forward in 2011)	312,800	312,800				
Soldiers to Scholars						
Veterans One-stop-shop						
Total recurring allocations from recurring funds	***312,800***		-	-	-	-
C. Recurring allocations from nonrecurring funds - some items could be funded from institutional investments held in reserve						
MicroSoft Exchange support (licenses and other)	-		-	-	-	-
Soldiers to Scholars	-		20,000	20,000		
Veterans One-stop-shop						
Writing and Rhetoric	-		534,000	634,000	634,000	634,000
University Compliance and Ethics Office	-		108,300	108,300	108,300	108,300
Executive Speech Writer	-		-	-	-	-
Ombuds Officer	-		-	-	-	-
Graduate tuition waiver return to Research	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
2009-10 graduate education support	-		-	-	-	-
Undergraduate education pilot projects	839,000	839,000	827,000	1,000,000	1,000,000	1,000,000
Matching funds for C&G proposals	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
National Merit 2011-12 Class (60 scholars)	1,340,000		1,340,000	1,340,000	1,340,000	1,340,000
PO&M - FSEC, NTSC	596,800		596,800	596,800	596,800	596,800
Increase in utility costs	-		-	-	-	-
Additional increases in utility costs	?		?	?	?	?
Health Sciences Campus chilled water expenses	2,500,000		2,500,000	2,500,000	2,500,000	2,500,000

	Health Sciences Campus Boggy Creek assessment	37,380		37,380	37,380	37,380	37,380
	Health Sciences Campus property taxes	3,000	3,030	3,000	3,000	3,000	3,000
	Health Sciences Campus PO&M	252,836		252,836	252,836	252,836	252,836
	Convocation Center rent	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Development	400,000	400,000	800,000	1,200,000	1,600,000	2,000,000
	Auxiliary learning aids						
	Conference fees	300,000	309,045	300,000	300,000	300,000	300,000
	Legal fees - Development	200,000		200,000	200,000	200,000	200,000
	Performance plan payments	489,000	120,773	458,000	500,000	500,000	500,000
	Total recurring allocations from nonrecurring funds	***9,958,016***		***10,977,316***	***11,692,316***	***12,072,316***	***12,472,316***

D. Proposed budget plan to move **recurring** allocations from **nonrecurring** to **recurirng funds**

Non-recurirng Funds:	9,958,016		7,377,316	4,492,316	2,272,316	-
Recurirng Funds:			3,600,000	7,200,000	9,800,000	12,472,316
Total	9,958,016		10,977,316	11,692,316	12,072,316	12,472,316
Incremental recurring funds needed per fiscal year:	***-***		***3,600,000***	***3,600,000***	***2,600,000***	***2,672,316***

E. Planned **nonrecurring allocations**

	MicroSoft Exchange support (licenses and other)	298,394	298,394	-	-	-	-
	University Compliance and Ethics Office	-		-	-	-	-
	Executive Speech Writer	12,000	12,000	-	-	-	-
	Ombuds Officer	-		-	-	-	-
	Cashier's Office move to Research Park						
	Additional Emergency Blue Light Phone	40,000	40,000				
	COM scholarships	197,000		199,000	-	-	-
	Unemployment claims due to layoffs	240,000	57,922	?	?	?	?
	Health Sciences Campus security	-		-	-	-	-
	Health Sciences Campus gift agreement	610,000	610,000	-	-	-	-
	Gift fees - Health Sciences buildings, scholarships	300,000		?	?	?	?
	2010-11 graduate education support	1,000,000		?	?	?	?
	Supplemental course incentive	700,000		?	?	?	?
	Regional campuses	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	-
	SEMATECH	500,000		500,000	500,000	500,000	-
	Development	2,600,000	2,600,000	2,200,000	1,800,000	1,400,000	-
	2009-10 merit increases (estimate of portion retroactive to 08/2009)	-		-	-	-	-
	One-time, lump-sum salary paid in July 2010	?		?	?	?	?
	Health Sciences Campus - Boggy Creek Bond Prepayment	-		-	-	-	-
	Health Sciences Campus support (pending but not approved)	6,400,000	1,134,045				
*	PBS Partnership (from auxiliary)		1,000,000	700,000	350,000		
*	Anniversary events (50th)	200,000					
*	Self insurance funding for claims (CHP and CON)	50,009	50,009				
*	Performance plan payments (former provost)	49,000					
	Allocation to divisions - carry forward match	3,613,992	2,897,090	5,820,000	2,900,000	?	?
	Total nonrecurring allocations	***18,310,395***		***10,919,000***	***7,050,000***	***3,400,000***	***-***

F. Total Recurring and Non-recurirng Allocations:

Recurring allocations	7,012,238		5,000,000	5,000,000	4,000,000	4,072,316
Recurring allocations from intituitonal investment funds	312,800		-	-	-	-
Non-recurirng allocations:	28,268,411		18,296,316	11,542,316	5,672,316	-
Total allocations	35,593,449		23,296,316	16,542,316	9,672,316	15,872,316
	32,540,448		25,476,316	19,192,316	18,672,316	15,872,316

Glen Carlson

From: Vanessa Fortier
Sent: Thursday, March 15, 2012 4:21 PM
To: Tracy Clark
Cc: Troy Brown (troyb@bogdahngroup.com); Dave West (davew@bogdahngroup.com); William Merck; Glen Carlson
Subject: FW: UCF February Flash

Tracy:

We just talked to Troy and are going to move forward with taking in $2 million of the realized gains. He is going to put together the amounts that need to come from each fund along with the letters Bill will need to sign to initiate the changes. We told him we thought the amount should be transferred from BNY to BOA so we can invest the funds in SPIA. He is planning on having the funds transferred from three of the existing funds to the BNY money market account and then the funds can be wired from BNY to BOA. Can you send him wire instructions for the move from BNY to BOA? Let me know if you have any questions.

Troy, please correct me if I have misstated anything above.

Thanks.

Vanessa

From: Troy Brown [mailto:troyb@bogdahngroup.com]
Sent: Wednesday, March 14, 2012 8:07 PM
To: William Merck
Cc: Vanessa Fortier
Subject: RE: UCF February Flash

Bill-

Alternatively, if you intend to draw the $2 million of capital out of the portfolio for transfer to another account, just let us know and we will recommend a manager draw schedule based on current balances and draft the corresponding LOD's.

Thanks

Troy

From: Troy Brown
Sent: Wednesday, March 14, 2012 6:03 PM
To: 'William Merck'
Cc: Vanessa Fortier; Albert Sauerland; Lauren Cappello
Subject: RE: UCF February Flash

Bill-

Yes I believe Dave is off to Europe to try and boost their economy.

First a question…Do you simply want to "harvest" the unrealized gains in the portfolios into realized gains, or do you intend to realize the gains and then withdraw the capital from the portfolio?

We are going to assume that you simply want to "harvest" the gains, but not withdraw the capital.

In this case, we would typically recommend taking the gains across the entire equity structure. Given the "pooled" nature of the UCF portfolio, we would recommend starting with the domestic equity managers in Pool IV if you can achieve your $2 million goal before moving down to Pool III. We would recommend avoiding the "harvesting" of gains from the international mutual funds, unless it's necessary, since this would not be managed transaction (sold at 4:00PM once day and bought back at 4:00PM the next day).

I have attached a draft of a letter that we have used to facilitate this process with another client that also uses MD Sass. While this draft letter instructs the manager to harvest all unrealized gains in the portfolio, we have also used a more "targeted" LOD that provided the manager with a detailed custodial list of the specific securities to sell.

We would be happy to draft more specific letters for your portfolio if you can provide a current estimate of unrealized gains on the various portfolios (we don't differentiate between realized and unrealized gains on our system).

Just let us know how you would like to proceed.

Thanks

Troy

Troy Brown, CFA

Main: 866.240.7932
Direct: 863.904.0847
Mobile: 863.221.4930
Facsimile: 863.292.8717
4901 Vineland Road, Suite 600
Orlando, FL 32811

THE BOGDAHN GROUP

NOTICE: This electronic mail transmission is for the use of the named individual or entity to which it is directed and may contain information that is privileged or confidential. It is not to be read, saved or copied by, or forwarded to, any unauthorized persons. If you have received this electronic mail transmission in error, delete it from your system without copying or forwarding it; and please notify me of the error, or contact The Bogdahn Group at 866-240-7932 so that our address record can be corrected.

From: William Merck [mailto:William.Merck@ucf.edu]
Sent: Wednesday, March 14, 2012 5:28 PM
To: Troy Brown
Cc: Vanessa Fortier
Subject: FW: UCF February Flash

Troy: I sent this to Dave and got a response that he is out until March 27. Will you answer the question for me? Bill

From: William Merck
Sent: Wednesday, March 14, 2012 5:25 PM
To: 'Dave West'
Cc: 'Vanessa Fortier'
Subject: RE: UCF February Flash

Dave: If we want to realize $2 million of our equity gains to help us offset our legislative budget cuts, from what accounts would you suggest we take these gains? Bill

From: Dave West [mailto:davew@bogdahngroup.com]
Sent: Wednesday, March 14, 2012 4:06 PM
To: William Merck; Vanessa Fortier; Tracy Clark; Glen Carlson; Sheree Morgan
Cc: Troy Brown; Lauren Cappello
Subject: FW: UCF February Flash
Importance: High

Hello Everyone-

Please find the Flash Report attached. Happily, February was another very strong month for investment performance. The Fund returned 1.33% with Pool IV contributing to the total return results significantly.

A little quantitative easing goes a long way. While assessment of market behavior cause and effect is never absolute, certainly the impact of the ECB and its financial intermediary (EFSF) implementing a massive quantitative easing program has gone a long way to alleviate investor fears, arguably laying a foundation from which the likes of Greek Debt can be brought to orderly resolution. Domestically speaking, U.S. economic growth continues to show steady, albeit slow, improvement to the upside, the most significant improvement coming in payroll growth. All in February news was generally positive, market sentiment has been very positive with "risk assets" performing well.

Troy and I are available for any questions or required discussion.

Glen Carlson

From: Troy Brown <troyb@bogdahngroup.com>
Sent: Friday, March 16, 2012 7:05 AM
To: Vanessa Fortier; Tracy Clark; William Merck; Glen Carlson
Cc: Dave West; David Ray; Lauren Cappello; Albert Sauerland
Subject: UCF - 3-16-12 Pool IV $2mm Policy Allocation Worksheet
Attachments: UCF - 3-16-12 Pool IV Policy Allocation Worksheet.pdf; UCF - 3-16-12 Investment Manager Capital Request.docx; UCF - 3-16-12 BNY Letter of Intruction.doc

Importance: High

Hello Everyone-

I have a family issue today so I wanted to get this information out to you all this morning in case I am not able to access my e-mails later today.

We have attached 3 items to accomplish the $2 million equity withdrawal from Pool IV.

1. **Policy Allocation Worksheet:** This worksheet is for your files and illustrates our recommended $2 million withdrawal allocation from Pool IV as well as the impact on the target allocation. The recommended allocation also serves to reset the balance between growth (Winslow) and value (DGHM & MD Sass) in the domestic equity portfolio.

2. **Manager Letter of Instruction:** This draft letter should be placed on your letterhead and sent to the various investment managers to instruct them to raise the requested cash. We use the memo format for this type of distribution so that you can provide instructions to multiple managers with a single document. We will also be sending a subsequent e-mail to the managers with a PDF of this draft letter to give them advanced notification that an executed version of the letter will be coming from UCF. This will also give you an e-mail distribution list that you can use for distributing the executed letter.

3. **Custodian Letter of Instruction:** This draft letter should be placed on your letterhead and sent to the Bank of New York (BNY) to facilitate the various cash transfers from the managed accounts to the mutual fund account as well as the subsequent wire to Bank of America. I had to leave the wire instructions to Bank of America blank in the draft letter since we did not have them on file. However, you can simply drop them into the letter before execution. We will also be sending a subsequent e-mail to BNY with a PDF of this draft letter to give them advanced notification that an executed version of the letter will be coming from UCF. This will also give you an e-mail distribution list that you can use for distributing the executed letter.

Done 3/16/12 emailed Steve 3/16/12

Please let us know if you have any questions.

Thanks

Troy

Troy Brown, CFA

Main: 866.240.7932
Direct: 863.904.0847
Mobile: 863.221.4930
Facsimile: 863.292.8717
4901 Vineland Road, Suite 600

Orlando, FL 32811

THE BOGDAHN GROUP

NOTICE: This electronic mail transmission is for the use of the named individual or entity to which it is directed and may contain information that is privileged or confidential. It is not to be read, saved or copied by, or forwarded to, any unauthorized persons. If you have received this electronic mail transmission in error, delete it from your system without copying or forwarding it; and please notify me of the error, or contact The Bogdahn Group at 866-240-7932 so that our address record can be corrected.

Glen Carlson

From: Glen Carlson
Sent: Friday, March 16, 2012 9:44 AM
To: Vanessa Fortier; Sheree Morgan
Cc: William Merck; Tracy Clark
Subject: RE: UCF - 3-16-12 Pool IV $2mm Policy Allocation Worksheet
Attachments: UCF - 3-16-12 BNY Letter of Intruction.doc

Sherre,

I have attached the BNY Letter of Instruction that has the updated banking information. Please follow the instructions as provided from Vanessa and shown in the email below.

Thanks!

Glen Carlson
Associate Controller
UCF Finance & Accounting
12424 Research Parkway, Suite 300
Orlando, FL 32826
Phone (407) 882-1064
Fax (407) 882-1057

From: Vanessa Fortier
Sent: Friday, March 16, 2012 8:30 AM
To: Sheree Morgan
Cc: William Merck; Tracy Clark; Glen Carlson
Subject: FW: UCF - 3-16-12 Pool IV $2mm Policy Allocation Worksheet
Importance: High

Sheree:

As Troy indicates in his email below, we'll need to print the two Word documents on our letterhead, get Bill's signature and then email a pdf copy of the signed letters to the individuals in the two attached emails. I've asked Tracy and Glen to update the information in the second letter and then both letters should be ready for printing.

Vanessa

From: Troy Brown [mailto:troyb@bogdahngroup.com]
Sent: Friday, March 16, 2012 7:05 AM
To: Vanessa Fortier; Tracy Clark; William Merck; Glen Carlson
Cc: Dave West; David Ray; Lauren Cappello; Albert Sauerland
Subject: UCF - 3-16-12 Pool IV $2mm Policy Allocation Worksheet
Importance: High

Hello Everyone-

I have a family issue today so I wanted to get this information out to you all this morning in case I am not able to access my e-mails later today.

We have attached 3 items to accomplish the $2 million equity withdrawal from Pool IV.

1. **Policy Allocation Worksheet:** This worksheet is for your files and illustrates our recommended $2 million withdrawal allocation from Pool IV as well as the impact on the target allocation. The recommended allocation also serves to reset the balance between growth (Winslow) and value (DGHM & MD Sass) in the domestic equity portfolio.

2. **Manager Letter of Instruction:** This draft letter should be placed on your letterhead and sent to the various investment managers to instruct them to raise the requested cash. We use the memo format for this type of distribution so that you can provide instructions to multiple managers with a single document. We will also be sending a subsequent e-mail to the managers with a PDF of this draft letter to give them advanced notification that an executed version of the letter will be coming from UCF. This will also give you an e-mail distribution list that you can use for distributing the executed letter.

3. **Custodian Letter of Instruction:** This draft letter should be placed on your letterhead and sent to the Bank of New York (BNY) to facilitate the various cash transfers from the managed accounts to the mutual fund account as well as the subsequent wire to Bank of America. I had to leave the wire instructions to Bank of America blank in the draft letter since we did not have them on file. However, you can simply drop them into the letter before execution. We will also be sending a subsequent e-mail to BNY with a PDF of this draft letter to give them advanced notification that an executed version of the letter will be coming from UCF. This will also give you an e-mail distribution list that you can use for distributing the executed letter.

Please let us know if you have any questions.

Thanks

Troy

Troy Brown, CFA

Main: 866.240.7932
Direct: 863.904.0847
Mobile: 863.221.4930
Facsimile: 863.292.8717
4901 Vineland Road, Suite 600
Orlando, FL 32811

THE BOGDAHN GROUP

NOTICE: This electronic mail transmission is for the use of the named individual or entity to which it is directed and may contain information that is privileged or confidential. It is not to be read, saved or copied by, or forwarded to, any unauthorized persons. If you have received this electronic mail transmission in error, delete it from your system without copying or forwarding it; and please notify me of the error, or contact The Bogdahn Group at 866-240-7932 so that our address record can be corrected.

Glen Carlson

From: Vanessa Fortier
Sent: Friday, March 16, 2012 8:27 AM
To: Tracy Clark; Glen Carlson
Cc: William Merck; Sheree Morgan; Troy Brown (troyb@bogdahngroup.com)
Subject: FW: UCF - 3-16-12 Pool IV $2mm Policy Allocation Worksheet
Attachments: UCF - 3-16-12 Pool IV Policy Allocation Worksheet.pdf; UCF - 3-16-12 Investment Manager Capital Request.docx; UCF - 3-16-12 BNY Letter of Intruction.doc

Importance: High

Tracy, Glen:

Can you update the BNY letter with the wiring information and send a revised version to Sheree?

Thanks.

Vanessa

From: Troy Brown [mailto:troyb@bogdahngroup.com]
Sent: Friday, March 16, 2012 7:05 AM
To: Vanessa Fortier; Tracy Clark; William Merck; Glen Carlson
Cc: Dave West; David Ray; Lauren Cappello; Albert Sauerland
Subject: UCF - 3-16-12 Pool IV $2mm Policy Allocation Worksheet
Importance: High

Hello Everyone-

I have a family issue today so I wanted to get this information out to you all this morning in case I am not able to access my e-mails later today.

We have attached 3 items to accomplish the $2 million equity withdrawal from Pool IV.

1. **Policy Allocation Worksheet:** This worksheet is for your files and illustrates our recommended $2 million withdrawal allocation from Pool IV as well as the impact on the target allocation. The recommended allocation also serves to reset the balance between growth (Winslow) and value (DGHM & MD Sass) in the domestic equity portfolio.

2. **Manager Letter of Instruction:** This draft letter should be placed on your letterhead and sent to the various investment managers to instruct them to raise the requested cash. We use the memo format for this type of distribution so that you can provide instructions to multiple managers with a single document. We will also be sending a subsequent e-mail to the managers with a PDF of this draft letter to give them advanced notification that an executed version of the letter will be coming from UCF. This will also give you an e-mail distribution list that you can use for distributing the executed letter.

3. **Custodian Letter of Instruction:** This draft letter should be placed on your letterhead and sent to the Bank of New York (BNY) to facilitate the various cash transfers from the managed accounts to the mutual fund account as well as the subsequent wire to Bank of America. I had to leave the wire instructions to Bank of America blank in the draft letter since we did not have them on file. However, you can simply drop them into the letter before execution. We will also be sending a subsequent e-mail to BNY with a PDF of this draft letter to give them advanced notification that an executed version of the

letter will be coming from UCF. This will also give you an e-mail distribution list that you can use for distributing the executed letter.

Please let us know if you have any questions.

Thanks

Troy

Troy Brown, CFA

Main: 866.240.7932
Direct: 863.904.0847
Mobile: 863.221.4930
Facsimile: 863.292.8717
4901 Vineland Road, Suite 600
Orlando, FL 32811



NOTICE: This electronic mail transmission is for the use of the named individual or entity to which it is directed and may contain information that is privileged or confidential. It is not to be read, saved or copied by, or forwarded to, any unauthorized persons. If you have received this electronic mail transmission in error, delete it from your system without copying or forwarding it; and please notify me of the error, or contact The Bogdahn Group at 866-240-7932 so that our address record can be corrected.

Glen Carlson

From: Troy Brown <troyb@bogdahngroup.com>
Sent: Friday, March 16, 2012 7:29 AM
To: rdeen@bankofny.com; Christy Sheppard (christy.sheppard@bnymellon.com)
Cc: Dave West; David Ray; Lauren Cappello; Albert Sauerland; Vanessa Fortier; Tracy Clark; William Merck; Glen Carlson
Subject: UCF - 3-16-12 Pool IV $2mm BNY Asset & Wire Transfers - Advanced Notification
Attachments: UCF - 3-16-12 DRAFT BNY Letter of Intruction.pdf

Importance: High

Randy & Christy-

This is an advanced notification that the University of Central Florida (UCF) will be instructing BNY to facilitate the transfer of a total of $2 million from the domestic equity managers in Pool IV to the Pool IV miscellaneous investment account. Once the cash is long in the miscellaneous investment account, UCF will be instructing BNY to wire transfer the $2 million to their Bank of America account. You will be receiving an executed version of the letter from UCF in the near future.

Please let us know if you have any questions.

Thanks

Troy

Troy Brown, CFA

Main: 866.240.7932
Direct: 863.904.0847
Mobile: 863.221.4930
Facsimile: 863.292.8717
4901 Vineland Road, Suite 600
Orlando, FL 32811

THE BOGDAHN GROUP

NOTICE: This electronic mail transmission is for the use of the named individual or entity to which it is directed and may contain information that is privileged or confidential. It is not to be read, saved or copied by, or forwarded to, any unauthorized persons. If you have received this electronic mail transmission in error, delete it from your system without copying or forwarding it; and please notify me of the error, or contact The Bogdahn Group at 866-240-7932 so that our address record can be corrected.

Glen Carlson

From: Troy Brown <troyb@bogdahngroup.com>
Sent: Friday, March 16, 2012 7:23 AM
To: Jeff Baker (jbaker@dghm.com); DGHM Operations <DOperations@dghm.com> (DOperations@dghm.com); edonalds@dghm.com; asass@mdsass.com; fpfeffer@mdsass.com; sengstrom@mdsass.com; jbaillon@winscap.com; cwinslow@winscap.com; jmaschoff@winscap.com; rdeen@bankofny.com; Christy Sheppard (christy.sheppard@bnymellon.com)
Cc: Dave West; David Ray; Lauren Cappello; Albert Sauerland; Vanessa Fortier; Tracy Clark; William Merck; Glen Carlson
Subject: UCF - 3-16-12 Pool IV $2mm Equity Withdrawal - Advanced Notification
Attachments: UCF - 3-16-12 DRAFT Investment Manager Capital Request.pdf

Importance: High

Hello Everyone-

This is an advanced notification that the University of Central Florida (UCF) will be withdrawing a total of $2 million from the domestic equity managers in Pool IV. The managers and amounts are detailed in the attached memo. You will be receiving an executed version of the memo from UCF in the near future.

Please let us know if you have any questions.

Thanks

Troy

Troy Brown, CFA

Main: 866.240.7932
Direct: 863.904.0847
Mobile: 863.221.4930
Facsimile: 863.292.8717
4901 Vineland Road, Suite 600
Orlando, FL 32811

THE BOGDAHN GROUP

NOTICE: This electronic mail transmission is for the use of the named individual or entity to which it is directed and may contain information that is privileged or confidential. It is not to be read, saved or copied by, or forwarded to, any unauthorized persons. If you have received this electronic mail transmission in error, delete it from your system without copying or forwarding it; and please notify me of the error, or contact The Bogdahn Group at 866-240-7932 so that our address record can be corrected.

University of Central Florida

Pool IV - Policy Allocation Worksheet

Based on 2/29/12 Flash Report Market Values

Pool IV	2/29/12 Market Value	Current Allocation	Cash Flow	Adjusted Market Value	Adjusted Allocation	Target Allocation	Target Range
Galliard Broad	$11,417,403			$11,417,403			
PIMCO Total Return	$5,686,147			$5,686,147			
Galliard TIPS	$3,047,223			$3,047,223			
Pool IV - Fixed	**$20,150,773**	**34.7%**	**$0**	**$20,150,773**	**35.9%**	**35.0%**	**30% - 40%**
Winslow	$15,745,357		($1,750,000)	$13,995,357			
DGHM	$7,160,488		($125,000)	$7,035,488			
MD Sass	$7,019,547		($125,000)	$6,894,547			
Pool IV - Domestic Equity	**$29,925,392**	**51.5%**	**($2,000,000)**	**$27,925,392**	**49.8%**	**50.0%**	**45% - 55%**
Europacific Growth	$4,039,140			$4,039,140			
Manning & Napier	$3,994,616			$3,994,616			
Pool IV - International Equity	**$8,033,756**	**13.8%**	**$0**	**$8,033,756**	**14.3%**	**15.0%**	**10% - 20%**
Mutual Fund Cash	$1,247		*$0	$1,247			
Total Fund	$58,111,168	100.0%		$56,111,168	100.0%	100.0%	100.0%

* The $2,000,000 cash flow will be transferred to the miscellaneous (mutual fund) account before being wired out of Pool IV.

THE BOGDAHN GROUP

Glen Carlson

From: Sheree Morgan
Sent: Friday, March 16, 2012 1:02 PM
To: Troy Brown; rdeen@bankofny.com; Christy Sheppard (christy.sheppard@bnymellon.com)
Cc: Dave West; David Ray; Lauren Cappello; Albert Sauerland; Vanessa Fortier; Tracy Clark; William Merck; Glen Carlson
Subject: RE: UCF - 3-16-12 Pool IV $2mm BNY Asset & Wire Transfers - Advanced Notification
Attachments: Ltr of Instruction.pdf

Attached is the signed letter of Instruction from VP Merck.
Thank you.
Sheree

From: Troy Brown [mailto:troyb@bogdahngroup.com]
Sent: Friday, March 16, 2012 7:29 AM
To: rdeen@bankofny.com; Christy Sheppard (christy.sheppard@bnymellon.com)
Cc: Dave West; David Ray; Lauren Cappello; Albert Sauerland; Vanessa Fortier; Tracy Clark; William Merck; Glen Carlson
Subject: UCF - 3-16-12 Pool IV $2mm BNY Asset & Wire Transfers - Advanced Notification
Importance: High

Randy & Christy-

This is an advanced notification that the University of Central Florida (UCF) will be instructing BNY to facilitate the transfer of a total of $2 million from the domestic equity managers in Pool IV to the Pool IV miscellaneous investment account. Once the cash is long in the miscellaneous investment account, UCF will be instructing BNY to wire transfer the $2 million to their Bank of America account. You will be receiving an executed version of the letter from UCF in the near future.

Please let us know if you have any questions.

Thanks

Troy

Troy Brown, CFA

Main: 866.240.7932
Direct: 863.904.0847
Mobile: 863.221.4930
Facsimile: 863.292.8717
4901 Vineland Road, Suite 600
Orlando, FL 32811

THE BOGDAHN GROUP

NOTICE: This electronic mail transmission is for the use of the named individual or entity to which it is directed and may contain information that is privileged or confidential. It is not to be read, saved or copied by, or forwarded to, any unauthorized persons. If you have received this electronic mail transmission in

error, delete it from your system without copying or forwarding it; and please notify me of the error, or contact The Bogdahn Group at 866-240-7932 so that our address record can be corrected.

University of Central Florida

Office of the Vice President

UNIVERSITY OF CENTAL FLORIDA
CUSTODIAN LETTER OF INSTRUCTION

March 16, 2012

Mr. Randall Deen, CRP, CPPS
Vice President/Group Manager
BNY Mellon Trust Company
10161 Centurion Parkway
Jacksonville, FL 32256

Dear Randy:

The University of Central Florida Operating Fund (UCF) has directed the following managers to raise cash in their respective portfolios for subsequent transfer to the UCF miscellaneous investment account. Once the cash is available in each manager's account, UCF directs Bank of New York (BNY) to effectuate the following asset transfers in the UCF accounts.

000740077	DGHM	**($125,000)**	Transfer to 000740062
000740079	MD Sass	**($125,000)**	Transfer to 000740062
000740075	Winslow Capital	**($1,750,000)**	Transfer to 000740062
000740062	Miscellaneous Account	**$2,000,000**	Transfer from Multiple Accounts

Once the **$2,000,000** is available in the miscellaneous investment account, UCF directs BNY to wire transfer the **$2,000,000** to UCF's Bank of America account using the wire instructions below.

Bank of America
ABA: 026009593
Account: 9634
Acct Name: University of Central Florida Board of Trustees General Operating Account
Attn: Tracy Clark

Should you need any further information or have any questions or concerns, please do not hesitate to contact UCF our consultant, Troy Brown at 863-904-0847.

Sincerely,

William F. Merck II
Vice President for Administration and Finance
Chief Financial Officer

c: Christy Sheppard, BNY
Jeff Baker, Dalton, Greiner, Hartman, Maher & Co.
Ari Sass, MD Sass
Jean A. Baillon, Winslow Capital
Troy Brown, The Bogdahn Group

Administration and Finance
P.O. Box 160020 • Orlando, FL 32816-0020 • 407-823-2351 • FAX: 407-823-5533 • admfin@mail.ucf.edu
An Equal Opportunity and Affirmative Action Institution

15

UNIVERSITY OF CENTAL FLORIDA
CUSTODIAN LETTER OF INSTRUCTION

March 16, 2012

Mr. Randall Deen, CRP, CPPS
Vice President/Group Manager
BNY Mellon Trust Company
10161 Centurion Parkway
Jacksonville, FL 32256

Dear Randy:

The University of Central Florida Operating Fund (UCF) has directed the following managers to raise cash in their respective portfolios for subsequent transfer to the UCF miscellaneous investment account. Once the cash is available in each manager's account, UCF directs Bank of New York (BNY) to effectuate the following asset transfers in the UCF accounts.

000740077	DGHM	**($125,000)**	Transfer to 000740062
000740079	MD Sass	**($125,000)**	Transfer to 000740062
000740075	Winslow Capital	**($1,750,000)**	Transfer to 000740062
000740062	Miscellaneous Account	**$2,000,000**	Transfer from Multiple Accounts

Once the **$2,000,000** is available in the miscellaneous investment account, UCF directs BNY to wire transfer the **$2,000,000** to UCF's Bank of America account using the wire instructions below.

OK TAC

Bank of America
ABA: 026009593
Account: 9634
Acct Name: University of Central Florida Board of Trustees General Operating Account
Attn:

Should you need any further information or have any questions or concerns, please do not hesitate to contact UCF our consultant, Troy Brown at 863-904-0847.

Sincerely,

William F. Merck II
Vice President for Administration and Finance
Chief Financial Officer

CC: Christy Sheppard, BNY
Jeff Baker, Dalton, Greiner, Hartman, Maher & Co.
Ari Sass, MD Sass
Jean A. Baillon, Winslow Capital
Troy Brown, The Bogdahn Group

16

Glen Carlson

From: Sheree Morgan
Sent: Friday, March 16, 2012 1:04 PM
To: Troy Brown; Jeff Baker (jbaker@dghm.com); DGHM Operations <DOperations@dghm.com> (DOperations@dghm.com); edonalds@dghm.com; asass@mdsass.com; fpfeffer@mdsass.com; sengstrom@mdsass.com; jbaillon@winscap.com; cwinslow@winscap.com; jmaschoff@winscap.com; rdeen@bankofny.com; Christy Sheppard (christy.sheppard@bnymellon.com)
Cc: Dave West; David Ray; Lauren Cappello; Albert Sauerland; Vanessa Fortier; Tracy Clark; William Merck; Glen Carlson
Subject: RE: UCF - 3-16-12 Pool IV $2mm Equity Withdrawal - Advanced Notification
Attachments: Capital Request for Transfer.pdf

Attached is the signed Capital Request for Transfer from VP Merck.
Thank you.
Sheree

From: Troy Brown [mailto:troyb@bogdahngroup.com]
Sent: Friday, March 16, 2012 7:23 AM
To: Jeff Baker (jbaker@dghm.com); DGHM Operations <DOperations@dghm.com> (DOperations@dghm.com); edonalds@dghm.com; asass@mdsass.com; fpfeffer@mdsass.com; sengstrom@mdsass.com; jbaillon@winscap.com; cwinslow@winscap.com; jmaschoff@winscap.com; rdeen@bankofny.com; Christy Sheppard (christy.sheppard@bnymellon.com)
Cc: Dave West; David Ray; Lauren Cappello; Albert Sauerland; Vanessa Fortier; Tracy Clark; William Merck; Glen Carlson
Subject: UCF - 3-16-12 Pool IV $2mm Equity Withdrawal - Advanced Notification
Importance: High

Hello Everyone-

This is an advanced notification that the University of Central Florida (UCF) will be withdrawing a total of $2 million from the domestic equity managers in Pool IV. The managers and amounts are detailed in the attached memo. You will be receiving an executed version of the memo from UCF in the near future.

Please let us know if you have any questions.

Thanks

Troy

Troy Brown, CFA

Main: 866.240.7932
Direct: 863.904.0847
Mobile: 863.221.4930
Facsimile: 863.292.8717
4901 Vineland Road, Suite 600
Orlando, FL 32811

THE BOGDAHN GROUP

NOTICE: This electronic mail transmission is for the use of the named individual or entity to which it is directed and may contain information that is privileged or confidential. It is not to be read, saved or copied by, or forwarded to, any unauthorized persons. If you have received this electronic mail transmission in error, delete it from your system without copying or forwarding it; and please notify me of the error, or contact The Bogdahn Group at 866-240-7932 so that our address record can be corrected.

University of Central Florida

Office of the Vice President

UNIVERSITY OF CENTAL FLORIDA
INVESTMENT MANAGER LETTER OF INSTRUCTION

FROM: William F. Merck II
TO: Investment Managers
DATE: March 16, 2012
RE: **Capital Request for Transfer to Miscellaneous Investment Account**

The University of Central Florida Operating Fund (UCF) directs the following investment managers to immediately raise cash in their respective portfolios in the amounts detailed below for subsequent transfer to UCF's miscellaneous investment account by Bank of New York (BNY).

000740077	DGHM – Pool IV	($125,000)	Transfer to 000740062
000740079	MD Sass – Pool IV	($125,000)	Transfer to 000740062
000740075	Winslow Capital – Pool IV	($1,750,000)	Transfer to 000740062
000740062	Miscellaneous Account – Pool IV	$2,000,000	Transfer from Multiple Accounts

Investment Managers
Please communicate with BNY regarding the availability of the requested cash in your respective portfolio so they can facilitate the cash transfer to the UCF miscellaneous investment account.

Should you need any further information or have any questions or concerns, please do not hesitate to contact our UCF consultant, Troy Brown, at 863-904-0847.

Sincerely,

William F. Merck II
Vice President for Administration and Finance
Chief Financial Officer

c: Randall Deen & Christy Sheppard, BNY
Jeff Baker, Dalton, Greiner, Hartman, Maher & Co.
Ari Sass, MD Sass
Jean A. Baillon, Winslow Capital
Troy Brown, The Bogdahn Group

Administration and Finance
P.O. Box 160020 • Orlando, FL 32816-0020 • 407-823-2351 • FAX: 407-823-5533 • admfin@mail.ucf.edu
An Equal Opportunity and Affirmative Action Institution

19

University of Central Florida

Office of the Vice President

UNIVERSITY OF CENTAL FLORIDA
CUSTODIAN LETTER OF INSTRUCTION

March 16, 2012

Mr. Randall Deen, CRP, CPPS
Vice President/Group Manager
BNY Mellon Trust Company
10161 Centurion Parkway
Jacksonville, FL 32256

Dear Randy:

The University of Central Florida Operating Fund (UCF) has directed the following managers to raise cash in their respective portfolios for subsequent transfer to the UCF miscellaneous investment account. Once the cash is available in each manager's account, UCF directs Bank of New York (BNY) to effectuate the following asset transfers in the UCF accounts.

000740077	DGHM	**($125,000)**	Transfer to 000740062
000740079	MD Sass	**($125,000)**	Transfer to 000740062
000740075	Winslow Capital	**($1,750,000)**	Transfer to 000740062
000740062	Miscellaneous Account	**$2,000,000**	Transfer from Multiple Accounts

Once the **$2,000,000** is available in the miscellaneous investment account, UCF directs BNY to wire transfer the **$2,000,000** to UCF's Bank of America account using the wire instructions below.

Bank of America
ABA: 026009593
Account: 005562579634
Acct Name: University of Central Florida Board of Trustees General Operating Account
Attn: Tracy Clark

Should you need any further information or have any questions or concerns, please do not hesitate to contact UCF our consultant, Troy Brown at 863-904-0847.

Sincerely,

William F. Merck II
Vice President for Administration and Finance
Chief Financial Officer

c: Christy Sheppard, BNY
Jeff Baker, Dalton, Greiner, Hartman, Maher & Co.
Ari Sass, MD Sass
Jean A. Baillon, Winslow Capital
Troy Brown, The Bogdahn Group

Administration and Finance
P.O. Box 160020 • Orlando, FL 32816-0020 • 407-823-2351 • FAX: 407-823-5533 • admfin@mail.ucf.edu
An Equal Opportunity and Affirmative Action Institution

University of Central Florida

Office of the Vice President

LETTER OF INSTRUCTION

March 28, 2012

Ms. Jean A. Baillon
CAO, CFO, Senior Managing Director
Winslow Capital Management, Inc.
4720 IDS Tower
80 South Eighth Street
Minneapolis, MN 55402

Dear Jean:

Due to organizational needs outside of the UCF-Pool IV Winslow investment portfolio; we are requesting Winslow to "realize" **$1,600,000** of currently "unrealized" gains in our investment portfolio. While we do not want this requirement to adversely affect your ongoing portfolio strategy or management of our funds, we do need to recognize these gains for organizational reasons.

As such, we are instructing Winslow to immediately **SELL** sufficient securities in the UCF-Pool IV investment portfolio to realize **$1,600,000** of currently unrealized gains and then **REPURCHASE** these same securities at your discretion. We will not be drawing any capital from the account.

We would also like to minimize the transaction costs associated with the realization of these gains in the portfolio so please take advantage of our existing recapture account with BNY/ConvergEx or an "execution only" brokerage channel, if possible.

We appreciate your assistance with our request. Please let us know if you have any questions.

Sincerely,

William F. Merck II
Vice President for Administration and Finance
Chief Financial Officer

c: Randall Deen & Christy Sheppard, BNY
Troy Brown, The Bogdahn Group

Administration and Finance
P.O. Box 160020 • Orlando, FL 32816-0020 • 407-823-2351 • FAX: 407-823-5533 • admfin@mail.ucf.edu
An Equal Opportunity and Affirmative Action Institution

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Monday, June 18, 2012 11:33 AM
To: Glen Carlson; Ann Boutros
Cc: Rebeca Richards; Donna DuBuc; Denise Murdock; Wilson Rosario; Christina Tant
Subject: RE: Set-up department 02010350 - AV VP-OH University Resources

Once this is set up please let Vanessa, Bill, Tony and Lynn G. know about it.

Thanks.

Tracy Clark, CPA
Assistant Vice President for Finance, Controller
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Fl 32826
Phone: 407-882-1006
Tracy.clark@ucf.edu

From: Glen Carlson
Sent: Monday, June 18, 2012 10:27 AM
To: Ann Boutros
Cc: Rebeca Richards; Donna DuBuc; Denise Murdock; Wilson Rosario; Christina Tant; Tracy Clark
Subject: Set-up department 02010350 - AV VP-OH University Resources

Ann,

I need you to set-up the following department as follows:

02010350 -AV VP-OH University Resources with program code 91:

DDC-0105262 Merck, William F
RFO-0112316 Monroe, Judith E
PCT-1063071 Rogers, Tiffanie Lynn

I have left a message with Rebeca Richards as this department is going to exempt from auxiliary overhead. I believe the AUXOVD_CD will be 0256 and I want to confirm this with Rebeca.

Please let me know when you have set this up so I can review.

Thanks!

Glen Carlson
Senior Associate Controller
UCF Finance & Accounting
12424 Research Parkway, Suite 300
Orlando, FL 32826
Phone (407) 882-1064
Fax (407) 882-1057

ITEM: FF-1

University of Central Florida
Board of Trustees

SUBJECT: WMFE-TV

DATE: June 18, 2012

PROPOSED BOARD ACTION

Approval of UCF's purchase of WMFE TV's public broadcasting license and broadcast equipment.

BACKGROUND INFORMATION

WUCF TV debuted July 1, 2011, as Central Florida's new and only PBS channel. WUCF TV has been operating as a cooperative venture with Brevard Community College, the holder of the broadcast license.

This arrangement was a temporary arrangement designed to keep PBS in Central Florida until the parties could negotiate a more permanent arrangement. UCF and BCC entered into negotiations for UCF to purchase the broadcast license from BCC but those negotiations were not successful, creating the possibility that WUCF TV would end operations.

UCF was subsequently presented with the opportunity to purchase WMFE's non-commercial educational broadcast license and equipment, thereby allowing UCF to continue providing public television to Central Florida and offer UCF students a unique opportunity for hands-on experience with television broadcasting.

Acquiring the license and equipment will allow UCF to:

- create a permanent Central Florida home for award-winning PBS programs, including "PBS Kids" and shows that focus on STEM and literacy skills for children
- expand educational opportunities for UCF students in broadcast engineering, digital film and media, communications, and other fields
- tell stories about UCF directly to our community, including student and faculty member success and stories that support the university's ongoing campaigns
- broadcast to a larger audience thanks to WMFE's stronger TV signal.

If approved by this board, the university will pay a total of $3.3 million to WMFE over three years (schedule attached) to acquire WMFE TV's license and broadcast equipment. Auxiliary funds will be used for the license and equipment purchase; E&G and tuition dollars will not be used.

Community involvement during WUCF TV's first year has been excellent, and the acquisition will allow the channel to expand local fundraising to support the channel.

Should the Board of Trustees approve the acquisition, WMFE TV will submit the purchase to the Federal Communications Commission for approval, a process that can take several months. BCC supports this acquisition and has pledged a smooth broadcast transition should it be approved by this Board and the FCC.

Supporting documentation: WMFE-TV Purchase and Financial Projections

Prepared by: Grant J. Heston, Associate Vice President for Communications and Public Affairs

Submitted by: Alfred G. Harms, Vice President for Strategy, Marketing, Communications, and Admissions

WMFE-TV

Purchase and Financial Projections

	2013	2014	2015	2016	2017	Total
Purchase cost	$1,400,000	$950,000	$950,000	$0	$0	$3,300,000

	2013	2014	2015	2016	2017
Operations					
Current Funding	$1,664,280	$1,770,458	$1,886,122	$2,012,186	$2,149,654
Operating Costs	-4,409,680	-4,130,994	-3,921,215	-3,901,258	-3,966,077
Funding Need	-$2,745,400	-$2,360,536	-$2,035,093	-$1,889,072	-$1,816,423
Fundraising	$1,183,000	$1,549,000	$1,940,000	$2,936,000	$3,306,000
New Funding	1,562,400	811,536	95,093	0	0

MEMORANDUM OF UNDERSTANDING
USE OF FUNDS

The following memorandum ("MOU") sets forth the understanding between the Provost at the University of Central Florida ("Provost") and the Vice President Administration and Finance and Chief Financial Officer at the University of Central Florida ("Administration") regarding the use of funds to be made in support of the University of Central Florida's construction of the Morgridge International Reading Center.

1. **Use of Funds:** The Administration hereby makes available for supplementing the construction budget for the construction of the Morgridge International Reading Center, the amount of ($2,069,612.00).

2. **Repayment:** Repayment is to occur upon receipt of Courtelis funds from the State of Florida in the amount of Two million Sixty-nine thousand Six-hundred twelve ($2,069,612.00) plus accrual of interest, which shall commence the date funds are transferred to the project, at a rate of two percent (2.0%) per annum. If the State of Florida declares the Courtelis funds for this project will not be forth coming, an alternate repayment source and time line for repayment will be identified by the Vice President for Administration and Finance and the Provost. A revised MOU will be executed at that time.

3. **Purpose:** The use of funds will assist with the construction of the Morgridge International Reading Center.

4. **Applicable Law:** This MOU will be construed in accordance with, and the administration of the contribution received herein shall be pursuant to the laws of the State of Florida.

IN WITNESS WHEREOF, each of the undersigned as duly authorized and validly existing representatives of the University of Central Florida have executed this MOU on the date as indicated below.

PROVOST ADMINISTRATION

By: _____
Name: Tony G. Waldrop
Title: Provost and Vice President for Academic Affairs

Date: 1-21-11

By: _____
Name: William F. Merck II
Title: Vice President Administration and Finance and Chief Financial Officer

Date: 1-19-11

ACADEMIC AFFAIRS
'11 JAN 20 PM2:09

Auxiliary Loan – Memo to File
8/01/12

Per discussion with Tracy Clark on 8/1/12, Mr. Merck and Dr. Waldrop have decided to change the terms of the MOU dated January 2011 pertaining to the Morgridge International Reading Center loan.

Effective 7/01/2012, interest accruals will cease and the balance outstanding at 6/30/12 ($2,118,658.96) will be paid off from distributions of University cash and investment interest earnings on a straight-line basis over two years as follows:

Balance O/S @ 6/30/12	$ 2,118,658.96
Number of months to payoff	24
Amount of investment interest to be applied to the loan monthly	$ 88,277.46

DM
8/1/2012

Document in Windows\Temporary Internet Files\Content.Outlook\9R6E6T9M\Morgridge Reading Center Narrative DRAFT 6.18.19.docx

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Tuesday, July 23, 2013 6:26 PM
To: Brad Hodum; William Merck
Cc: Sheree Morgan
Subject: RE: 1213 Investment Earnings - June
Attachments: 1213 Investment Earnings - June for distribution.xlsx; Investment Distribution Analysis.xlsx

Bill – with the sale of all of our equity funds we have now recognized all available revenues on our BNY portfolio, to date. You can see from the attached first schedule that the sale (plus other June activity) generated $10.9 million in realized gains. We distributed to departments $.9 million of those gains through our normal process. All other realized gains on the portfolio over the past three years have been recognized and distributed as we went along.

Our plan is to keep in a central department $10 million of June's gain. Going forward, new gains in BNY will be unrealized since we're in a mutual fund type index fund. That means they will not be available for distribution to the dept's. We need to decide what we want to do to make up for the loss the departments will experience from the gains being pent up as unrealized. (Plus the loss of SPIA earnings - notice the SPIA rate for June was .61% - lowest in years). The second attachment shows we distributed an average of $720k per month July-Apr – an average yield of 1.7%. SPIA earnings in June were only $111K.

I can go over this with you when we get a chance.

Tracy Clark, CPA
Assistant Vice President for Finance and Controller
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Brad Hodum
Sent: Tuesday, July 23, 2013 4:31 PM
To: Tracy Clark; William Merck
Cc: Glen Carlson; Christina Tant
Subject: 1213 Investment Earnings - June

Attached is a summary of our interest and investment earnings at June 30, 2013. Please note that the Bank of New York June earnings of $10.9M includes $10.4M of realized gain associated with the Vanguard transaction.

Please let me know if you have any questions or need additional details.

Thanks.

Brad

Brad Hodum
Associate Controller
Finance and Accounting
407-882-1005
Brad.Hodum@ucf.edu

Total Investment Earnings for CNL-Bank Money Market, Bank of New York, Bank of America General Operating Account and SPIA
For period ending 06/30/13

Prepared By: Michael Garmon
Reviewed By: Brad Hodum

Month	Month End Balance	Money Market Interest - CNL Bank	Annual % Yield	Month End Balance	Bank of America - Interest	Annual % Yield	Month End Balance	SPIA Interest	Annual % Yield	SPIA Research Foundation Month End Balance	SPIA Interest	Annual % Yield	SPIA PRKG 2010 A & 2010 B Bonds Month End Balance	SPIA PRKG Bonds Interest	Annual % Yield	SPIA PRKG 2012A Bonds Month End Balance	SPIA PRKG Bonds Interest	Annual % Yield	SPIA Housing 2012 A Month End Balance	SPIA Housing 2012 A Bond Interest	Annual % Yield	BNY Cost Month End Balance	BNY Market Value Month End Balance	Earned Income	Total Cash & Investments Month End Balance	Total Investment Earnings
Beginning	5,012			41,080,928			180,473,639			2,009,189			2,036,624			-			41,508,195			209,785,961	214,784,420		476,899,548	
07/31/12	5,012	0.21	0.05%	1,910,147	625	0.25%	205,246,672	375,108	2.21%	2,009,189	3,672	2.21%	2,040,251	3,817	2.21%	-	-		41,794,650	78,178	2.21%	210,155,529	215,865,181	369,568	463,161,450	830,968
08/31/12	5,013	0.21	0.05%	47,632,292	1,270	0.25%	257,601,545	470,415	2.62%	2,012,861	3,676	2.62%	2,044,067	4,539	2.62%	-	-		41,016,435	91,599	2.62%	210,468,353	217,801,811	312,824	560,780,566	884,324
09/30/12	5,013	0.21	0.05%	1,044,282	1,210	0.25%	297,215,837	529,871	2.24%	2,016,536	3,595	2.24%	1,955,238	3,663	2.24%	-	-		39,903,302	74,235	2.24%	210,838,354	219,407,828	370,001	552,978,563	982,575
10/31/12	5,013	0.21	0.05%	1,692,468	342	0.25%	266,925,447	408,589	1.73%	2,020,132	3,092	1.73%	1,958,901	2,866	1.73%	8,227,807	5,437	1.73%	37,551,943	57,099	1.73%	211,247,045	218,369,096	408,690	529,628,755	886,116
11/30/12	5,013	0.21	0.05%	1,176,016	643	0.25%	231,365,774	432,401	2.14%	2,023,224	3,781	2.14%	1,961,767	3,436	2.14%	8,233,244	14,420	2.14%	36,014,578	64,780	2.14%	211,620,259	219,621,907	373,214	492,399,876	892,676
12/31/12	5,014	0.21	0.05%	22,992,241	2,776	0.25%	201,736,547	399,662	2.17%	2,631,372	5,252	2.17%	1,965,203	3,623	2.17%	8,247,664	15,204	2.17%	33,302,927	64,578	2.17%	212,081,019	220,226,892	460,759	482,961,987	951,854
01/31/13	5,014	0.21	0.05%	1,409,061	1,275	0.18%	307,299,553	368,578	1.65%	2,636,585	3,162	1.65%	1,968,826	2,769	1.65%	8,262,869	11,623	1.65%	32,912,601	46,802	1.65%	212,505,115	222,844,610	424,096	566,999,623	858,305
02/29/13	5,014	0.19	0.05%	1,395,346	295	0.20%	292,593,466	347,190	1.52%	2,639,748	3,132	1.52%	77,896	2,193	1.52%	8,274,491	9,567	1.52%	31,356,505	37,113	1.52%	212,840,065	223,289,422	334,950	549,182,531	734,440
03/31/13	5,014	0.22	0.05%	1,689,867	218	0.20%	265,391,496	262,337	1.10%	2,642,880	2,612	1.10%	80,089	75	1.10%	8,284,058	7,783	1.10%	28,613,800	28,290	1.10%	213,391,406	225,245,305	551,341	520,098,610	852,657
04/30/13	5,014	0.20	0.05%	1,521,637	220	0.20%	239,233,674	325,818	1.61%	2,645,492	3,603	1.61%	80,164	106	1.61%	8,291,841	10,945	1.61%	24,989,385	35,731	1.61%	214,035,749	226,323,621	644,343	490,802,957	1,020,766
05/31/13	5,015	0.22	0.05%	2,106,370	307	0.20%	234,082,136	243,541	1.24%	2,649,095	2,756	1.24%	-	-	0.00%	8,302,786	8,774	1.24%	23,532,622	25,734	1.24%	214,684,318	226,585,752	648,568	485,362,343	929,681
06/30/13	5,015	0.20	0.05%	9,684,453	415	0.20%	204,431,122	111,555	0.61%	2,651,851	1,447	0.61%	-	-	0.00%	8,311,560	4,154	0.61%	17,413,485	10,297	0.61%	225,633,690	224,331,356	10,949,372	468,131,176	11,077,240
Interest Total:		**2.50**			**$9,596**			**$4,275,065**			**$39,781**			**$27,087**			**$87,907**			**$614,434**				**$15,847,727**		**$20,901,600**
Check Total:		**0.00**			**0**			**0**			0			0			0			**0**				**0**		**0**

	07/12			08/12			09/12			10/12			11/12			12/12		
	BNY Investments Summary			**BNY Investments Summary**			**BNY Investments Summary**			**BNY Investments Summary**			**BNY Investments Summary**			**BNY Investments Summary**		
Pool	**Cost**	**Market Value**	**Earned Income**	**Cost**	**Market Value**	**Earned Income**	**Cost**	**Market Value**	**Earned Income**	**Cost**	**Market Value**	**Earned Income**	**Cost**	**Market Value**	**Earned Income**	**Cost**	**Market Value**	**Earned Income**
I	53,259,125	53,259,125	497	53,256,062	53,256,062	(3,062)	53,256,330	53,256,330	268	53,256,927	53,256,927	597	53,253,866	53,253,866	(3,061)	53,254,151	53,254,151	285
II	20,110,100	20,094,479	2,551	20,115,126	20,100,503	5,026	20,121,386	20,105,349	6,260	20,127,049	20,106,581	5,663	20,130,896	20,110,858	3,847	20,132,323	20,115,143	1,427
III	84,680,744	87,311,643	168,202	84,879,015	88,006,738	198,271	85,094,073	88,523,261	215,058	85,305,502	88,137,359	211,428	85,505,814	88,562,523	200,312	85,590,625	88,689,870	84,811
IV	52,105,560	55,199,934	198,319	52,218,150	56,438,507	112,590	52,366,565	57,522,888	148,415	52,557,567	56,868,228	191,001	52,729,683	57,694,660	172,116	53,103,919	58,167,728	374,237
Total:	**210,155,529**	**215,865,181**	**369,568**	**210,468,353**	**217,801,811**	**312,824**	**210,838,354**	**219,407,828**	**370,001**	**211,247,045**	**218,369,096**	**408,690**	**211,620,259**	**219,621,907**	**373,214**	**212,081,019**	**220,226,892**	**460,759**
Check Total:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

	01/13			02/13			03/13			04/13			05/13			06/13		
	BNY Investments Summary			**BNY Investments Summary**			**BNY Investments Summary**			**BNY Investments Summary**			**BNY Investments Summary**			**BNY Investments Summary**		
Pool	**Cost**	**Market Value**	**Earned Income**	**Cost**	**Market Value**	**Earned Income**	**Cost**	**Market Value**	**Earned Income**	**Cost**	**Market Value**	**Earned Income**	**Cost**	**Market Value**	**Earned Income**	**Cost**	**Market Value**	**Earned Income**
I	53,254,940	53,254,940	789	53,251,870	53,251,870	(3,071)	53,252,146	53,252,146	276	53,252,964	53,252,964	818	29,999,908	29,999,908	(3,057)	30,000,154	30,000,154	246
II	20,138,321	20,114,653	5,997	20,137,885	20,115,496	(435)	20,148,517	20,121,641	10,632	20,154,025	20,122,199	5,508	20,156,845	20,122,534	2,819	20,161,161	20,122,214	4,316
III	85,789,540	89,431,856	198,915	85,945,673	89,720,577	156,133	86,213,714	90,389,365	268,041	86,533,720	90,735,556	320,007	110,031,218	113,917,675	247,497	113,973,949	113,041,485	3,942,731
IV	53,322,314	60,043,160	218,394	53,504,637	60,201,480	182,323	53,777,029	61,482,152	272,392	54,095,039	62,212,902	318,010	54,496,348	62,545,636	401,308	61,498,426	61,167,503	7,002,079
Total:	**212,505,115**	**222,844,610**	**424,096**	**212,840,065**	**223,289,422**	**334,950**	**213,391,406**	**225,245,305**	**551,341**	**214,035,749**	**226,323,621**	**644,343**	**214,684,318**	**226,585,752**	**648,568**	**225,633,690**	**224,331,356**	**10,949,372**
Check Total:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Interest posted for the following investments as follows:

Bank of Am Interest is posted by Bank of America in the same month as earned
SPIA Interest is posted by SPIA in the following month
BNY Interest is posted by Bank of New York in the same month as earned

Investment Distribution Analysis
4/30/2013

Note: Below represents the amount c
average daily cash balance as of 4/30/
Interest Distribution files located on t

Conclusion: The average annual perce
of the average cash balance through A

	Average	July	August	September
Average Cash Balance	497,707,902.04	449,090,689.59	459,845,665.92	526,097,495.60
Amount Distributed	717,926.83	656,390.70	667,453.49	811,586.92
Monthly Percentage	0.14%	0.15%	0.15%	0.15%
Annualized Percentage	**1.74%**	**1.75%**	**1.74%**	**1.85%**

of net interest income distributed as a percentage of
/13. The balances were pulled from the monthly ADB
he T drive.

entage of net investment income distributed is 1.74%
April 30, 2013.

October	November	December	January	February
524,883,390.18	497,829,281.51	469,248,746.44	490,641,263.71	546,556,653.10
701,503.26	717,338.21	744,680.54	704,396.23	596,134.71
0.13%	0.14%	0.16%	0.14%	0.11%
1.60%	**1.73%**	**1.90%**	**1.72%**	**1.31%**

March	April
523,760,403.05	489,125,431.31
697,900.37	881,883.84
0.13%	0.18%
1.60%	**2.16%**

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Wednesday, August 14, 2013 7:28 PM
To: William Merck
Subject: Investments
Attachments: ForNick edits accepted.docx; ForNick.docx

Bill,

Attached are my changes – the first attachment does not show the "track changes" because it's easier to read, but the second attachment shows all of my edits.

Let me know your thoughts.

Tracy Clark, CPA
Assistant Vice President for Finance and Controller
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

This year, we conducted a planned review of the investments made three years ago for our operating cash balances. Our investments have performed well – they have earned approximately 1.2 percent more in our structured portfolio than they would have earned had we left all funds in the state treasurer's Special Purpose Investment Account (SPIA) for those three years.

Our investments for operating cash balances include approximately 50 percent in SPIA, 40 percent in money market and fixed income funds and 10 percent in equities. Following our review, we left the 50 percent in SPIA, 40 percent in money market and fixed income funds and moved our 10 percent equities from actively managed funds to a passive index fund.

Our 10 percent is now in the Vanguard S&P 500 Index Fund. Previously, it had been divided among investments with Winslow Capital Management, MD Sass and DGHM. We expect to achieve at least the same investment performance while paying less in fees.

This year, we conducted a planned review of the ~~updated~~ investments ~~we~~ made three years ago for our operating cash balances. Our investments have performed well – they~~we~~ have earned approximately ~~3~~1.~~5~~2 percent ~~in interest, compared with the 2.4 percent that~~more in our structured portfolio ~~-~~than they~~we~~ would have earned had we left all funds~~stayed~~ in the state treasurer's Special Purpose Investment Account (SPIA) for those three years.

Our investments for operating cash balances include approximately ~~9~~50 percent in SPIA, 40 percent in money market and fixed income ~~accounts~~funds ~~(money market)~~ and 10 percent in equities ~~and stocks~~. Following our review, we left the 50 percent in SPIA, ~~90~~40 percent ~~intact~~in money market and fixed income funds and moved our 10 percent equities from ~~an~~ actively managed funds to a passive index fund.

Our 10 percent is now in the Vanguard S&P 500 Index Fund. Previously, it had been divided among investments with Winslow Capital Management, MD Sass and DGHM.

_We expect to achieve at least the same investment performance while paying less in fees.

~~Our 10 percent is now in the Vanguard S&P 500 Index Fund. Previously, it had been divided among investments with Winslow Capital Management, MD Sass and DGHM.~~

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Wednesday, September 04, 2013 12:48 PM
To: Brad Hodum
Cc: Michael Garmon
Subject: RE: Investments Distribution - BNY

Correct – Mr. Merck doesn't want to supplement the actual earnings at this time.

Thanks for asking!

Tracy Clark, CPA
Assistant Vice President for Finance and Controller
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Brad Hodum
Sent: Wednesday, September 04, 2013 12:05 PM
To: Tracy Clark
Cc: Michael Garmon
Subject: FW: Investments Distribution - BNY

Hey Tracy,

I thought that you had mentioned that when you last spoke with Mr. Merck, we were thinking about just keeping the $10M in the investment dept for a while. Is my recollection correct?

From: Michael Garmon
Sent: Wednesday, September 04, 2013 11:46 AM
To: Brad Hodum
Subject: Investments Distribution - BNY

Hi Brad,

In June we set aside $10M of investment realized gains to distribute for any months that were lower than our average from the prior year. This month for BNY we have $115,042.32 of earned income to distribute where in the prior year we averaged about $400K of earned income. Do you think we should supplement the amount distributed? I suggest $200K making total BNY disbursement of $315,042.32K.

Month	Earned Income

Beginning Bal.	
07/11	216,811
08/11	217,337
09/11	130,464
10/11	384,551
11/11	250,670
12/11	593,038
01/12	29,901
02/12	654,972
03/12	1,946,111
04/12	401,680
05/12	(49,741)
06/12	75,896.36

Thanks,

Michael Garmon
Accounting Coordinator
Office: 407-882-1039

Board of Trustees
Finance and Facilities Committee Meeting
President's Boardroom, Millican Hall, 3rd floor
February 12, 2014

MINUTES

CALL TO ORDER
Trustee Marcos Marchena, chair of the Finance and Facilities Committee, called the meeting to order at 8:34 a.m. Committee members Reid Oetjen and Melissa Westbrook were present. Committee members John Sprouls and Robert Garvy attended via teleconference. Trustee Olga Calvet was present and Trustee Richard Crotty attended via teleconference.

MINUTES APPROVAL
The minutes of the December 4, 2013, Finance and Facilities Committee meeting were approved as submitted.

NEW BUSINESS
Finance and Facilities Committee Charter Review (FFC-1)
Regulations implemented by the Board of Trustees in January 2011 direct the Finance and Facilities Committee to review its charter every three years. Chair Marchena instructed the committee members to study the charter and bring suggestions for revisions to the next FFC meeting.

2014-15 Medical Student Tuition and Fees (FFC-2)
Deborah German, Vice President for Medical Affairs and Dean of the College of Medicine, discussed the proposed increase in 2014-15 medical student tuition and fees. The committee unanimously approved the proposed increase.

2014-15 Student Activity and Service, Health, and Athletic Fees (FFC-3)
William F. Merck, II, Vice President for Administration and Finance and Chief Financial Officer, discussed the proposed increase in the 2014-15 Student Activity and Service Fee and Athletic Fee and the proposed decrease in the 2014-15 Health Fee. The committee unanimously approved the proposed increases and the proposed decrease.

Capital Improvement Trust Fund Fee (FFC-4)
Merck discussed the proposed increase in the Capital Improvement Trust Fund Fee to support the design and development of the John C. Hitt Library. The committee unanimously approved the proposed increase.

Minor Amendment to the 2010 Campus Master Plan – Global International Student Center and Parking Garage (FFC-5)
Merck and Lee Kernek, Associate Vice President for Administration and Finance, requested approval for a minor amendment to the University of Central Florida Campus Master Plan to construct a 51,920 gross-square-foot Global Academy academic building and a parking garage. The committee unanimously approved the amendment.

Technology Fee Report (INFO-1)
Joel Hartman, Vice President for Information Technologies and Resources and Chief Information Officer, presented a summary of the technology fees as an information item.

Equipment Fees for 2014-15 (INFO-2)
Max Poole, Senior Associate Dean for the College of Graduate Studies, and Elliott M. Vittes, Interim Vice Provost and Dean of Undergraduate Studies, presented a summary of the equipment fees as an information item.

UCF Housing Update (INFO-3)
Jeff Novak, Director of Housing, gave an update on Spring 2014 occupancy for UCF and affiliated housing.

UCF Investments Quarterly Report Ended December 31, 2013 (INFO-4)
Tracy Clark, Associate Vice President for Administration and Finance and Controller, reviewed the investments quarterly update as of December 31, 2013.

Key Financial Ratios – UCF Compared to State University System (INFO-5)
Clark reviewed the key financial ratios as of June 30, 2012.

University Operating Budget Report ended December 31, 2013 (INFO-6)
Clark reported that the University Operating Budget Report ended December 31, 2013, was provided as an information item.

UCF Research Foundation 2013-14 First-Quarter Financial Report Presentation (INFO-7)
Edward Jacobs, Chief Financial Officer and Treasurer for the UCF Research Foundation, gave a presentation on the foundation's operating results.

Chair Marchena adjourned the Finance and Facilities Committee meeting at 10:06 a.m.

Respectfully submitted:_____ _____
William F. Merck II Date
Vice President for Administration and Finance
and Chief Financial Officer

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Friday, March 07, 2014 11:11 AM
To: William Merck
Cc: Sheree Morgan; John Pittman
Subject: Aux Cash 030614.xlsm
Attachments: Aux Cash 030614.xlsm

Bill – here is a current picture of Auxiliary Cash Balances. Let me know if you want more detail or want to discuss. One area to consider from a loan perspective would be the $10M we were holding back in realized gains from the investments. Its sitting in an A&F department. I know we wanted to hang onto that in case the market dipped below our initial investments, but if we were setting the GAA Building up to be repaid, it may be a source that sounds the best.

Auxiliary Cash Balances
6-Mar-14

Fund	Fund Code Descr	2012	2013
10004	CONTINUING EDUCATION	4,018,876.12	1,964,745.70
10013	OFFICE SUPPLY-ESPOT	764,922.19	715,751.44
10014	UNIVERSITY BOOKSTORE	3,510,653.72	2,792,862.48
10015	PRINTING SERVICES	3,890,251.97	3,082,870.61
10016	PARKING SERVICES	8,248,999.60	9,357,993.34
10017	FOOD SERVICE	385,889.38	426,074.50
10018	ROSEN HOSPITALITY	1,204,912.54	2,684,842.05
10019	UTILITIES AND COMMODITIES		106,701.17
10021	PEGASUS HEALTH	170,460.59	40,668.98
10022	HEALTH CENTER	4,398,857.59	5,263,092.97
10023	COMPUTER SVCS AND TELECOMM	16,588,478.19	22,137,805.31
10024	CREATIVE SCH FOR CHILDREN	652,535.77	758,754.07
10049	BUSINESS SERVICES	357,750.94	579,644.57
10050	AUXILIARY OVERHEAD	(21,064,090.58)	(6,955,022.31)
10060	POSTAL SERVICES	113,523.94	190,785.60
10062	EXECUTIVE DEVELOPMENT CTR	(2,447,083.83)	(3,392,730.72)
10067	ADV MATERIALS PROCESS AMPAC	110,341.08	86,062.18
10071	ACADEMIC SUPPORT	41,107,582.47	45,416,192.64
10073	ADMINISTRATION & FINANCE	9,730,106.27	20,842,308.10
10074	INSTITUTE OF GOVERNMENT	399,084.85	320,891.36
10075	STUDENT SERVICES	1,772,227.84	1,838,075.90
10079	STUDENT HOUSING	9,432,831.29	8,690,283.28
10091	CAMPUS CARD	1,564,570.17	1,745,271.38
11004	CONTINUING EDUCATION	2,836,140.43	3,162,714.21
11062	EXECUTIVE DEVELOPMENT CTR	3,688,873.62	5,595,548.86
Grand Total		91,436,696.15	127,452,187.67

2014	
937,554.92	
796,752.18	
3,705,064.92	
3,381,436.77	
17,838,457.37	
619,538.61	
2,803,875.02	
1,307,562.18	
(373,184.97)	
10,161,074.04	
21,154,259.44	
901,669.09	
(157,823.80)	
(10,933,972.32)	Cash dropped because we paid Fiesta Bowl tickets; Negative because of outstanding loans from Athletics and Pegasus Health
144,285.82	
(4,094,396.46)	
53,431.72	
51,892,369.28	$8M M&S/Equip fees, IT $10M, AA $15M, CMMS $5M
23,234,851.80	$10M - realized gains held for market fluctuations
297,520.83	
1,531,241.09	
16,154,600.92	
2,027,776.70	
3,835,425.76	
6,952,419.38	
154,171,790.29	

University of Central Florida

Office of the President

University of Central Florida
Board of Trustees Meeting
March 27, 2014
Live Oak Center
Agenda
9:30 a.m. – 4:00 p.m.
Lunch 12:00 p.m.
800-442-5794, passcode, 463796

COMMITTEE MEETINGS

9:30 – 10:30 a.m.	Advancement, Richard Crotty, Chair
10:30 – 11:30 a.m.	Educational Programs, Robert Garvy, Chair
11:30 a.m. – 12:00 p.m.	Finance and Facilities, Marcos Marchena, Chair

BOARD MEETING 1:00 – 4:00 p.m.

1.	Welcome and call to order	Olga Calvet, Chair
2.	Roll call	Rick Schell, Associate Corporate Secretary
3.	Minutes of January 23, 2014, meeting	Chair Calvet
4.	Public comment	Rick Schell, Associate Corporate Secretary
5.	Remarks and introductions	John C. Hitt, President
6.	Reports	
	TeachLivE™	Dr. Lisa Dieker, Dr. Charles Hughes, and Dr. Michael Hynes
7.	Information	
	INFO-1 Information	2014 Finance and Facilities Committee Meeting Dates (Merck)

001

8. Consent Agenda

EP-1	Concurrence	Conferral of Degrees (Hitt)
EP-2	Approval	2016-17 Proposed Academic Calendar (Waldrop)
EP-3	Approval	New Degree Programs (Waldrop) a. Nanotechnology, P.S.M. b. Writing and Rhetoric, B.A.

9. Advancement Committee report — Rich Crotty, Chair

10. Educational Programs Committee report — Robert Garvy, Chair

11. Finance and Facilities Committee report — Marcos Marchena, Chair

FF-1	Approval	2014-15 Medical Student Tuition and Fees (Merck)
FF-2	Approval	2014-15 Student Activity and Service, Health, and Athletics Fees (Merck)
FF-3	Approval	Capital Improvement Trust Fund Fee (Merck)
FF-4	Approval	Minor Amendment to the 2010 Campus Master Plan – Global International Student Center and Parking Garage (Merck)
FF-5	Approval	Use of Bright House Networks Stadium for 2014 Mid-Eastern Athletic Conference and Southwestern Athletic Conference Challenge (Merck)

12. New business — Chair Calvet

13. Announcements and adjournment — Chair Calvet

Upcoming meetings:

AGB National Conference on Trusteeship	April 12-14, 2014 (Hyatt Regency Orlando, former Peabody Orlando)
Board of Trustees meeting	May 22, 2014 (Live Oak Center)

002

ITEM: FF-4

University of Central Florida
Board of Trustees

SUBJECT: Minor Amendment to the 2010 Campus Master Plan – Global International Student Center and Parking Garage

DATE: March 27, 2014

PROPOSED BOARD ACTION

Request approval for a minor amendment to the University of Central Florida Campus Master Plan to construct a 51,920 gross-square-foot Global International Student Center and parking garage of a size yet to be determined.

BACKGROUND INFORMATION

The purpose of the proposed amendment is to include these facilities in the Capital Improvements, Urban Design, Future Land Use, and Recreation and Open Space Elements of the 2010 Campus Master Plan. The Global UCF building comprises classrooms, offices, and support spaces. It will be used for international students during the day and for continuing education students during the evenings. The proposed parking garage will replace surface parking that will be taken up by the future Interdisciplinary Research Building, the Global International Student Center, and the parking garage footprint; provide parking for additional planned facilities; support activities and events; and contain offices and support spaces for Parking Services. These two facilities may or may not be linked, depending on the final design. Prior to construction, the university will obtain approval from Orange County.

Supporting documentation: Memorandum from Maria Yebra-Teimouri (Attachment A)
Project Location (Attachment B)
Capital Improvements List (Attachment C)
Urban Design Map (Attachment D)
Future Land Use (Attachment E)
Recreation and Open Space (Attachment F)

Prepared by: W. Scott Cole, UCF General Counsel

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Attachment A

MEMORANDUM

TO: Scott Cole, Vice President and General Counsel

FROM: Maria Yebra-Teimouri, Coordinator, Facilities Planning

SUBJECT: Minor Amendment to 2010 Campus Master Plan

DATE: January 16, 2014

The University of Central Florida requests a minor amendment to the 2010 Campus Master Plan to amend the Capital Improvements, Urban Design, Future Land Use, and Recreation and Open Space Elements by adding a 51,920 gross square foot academic facility and a parking garage of a size yet to be determined. The academic facility will contain classrooms, offices, and support spaces; the parking garage will replace surface parking that will be taken up by the future Interdisciplinary Research Building, the Global International Student Center, and the parking garage footprint; provide parking for additional planned facilities; support activities and events; and contain offices and support spaces for Parking Services. The proposed location for these facilities is in the northeast quadrant of the Academic Core and will be specifically determined during the design phase.

An analysis of the statutory thresholds and university responses that reflect the nature of the amendment request as a minor amendment may be found below. The thresholds are referenced under section 1013.30(9), F.S.

An amendment to a campus master plan must be reviewed and adopted under subsections (6)-(8) if such amendment, alone or in conjunction with other amendments, would:

(a) Increase density or intensity of use of land on the campus by more than 10 percent;

University Response: Adding a 51,920 gross square foot building does not exceed the ten percent threshold for land use since the existing land use is already academic. The proposed parking garage will not increase the density or intensity of land use set aside for parking by more than 10 percent.

(b) Decrease the amount of natural areas, open space, or buffers on the campus by more than 10 percent:

Attachment A

University Response: The proposed facilities will have negligible impact on open space or buffers.

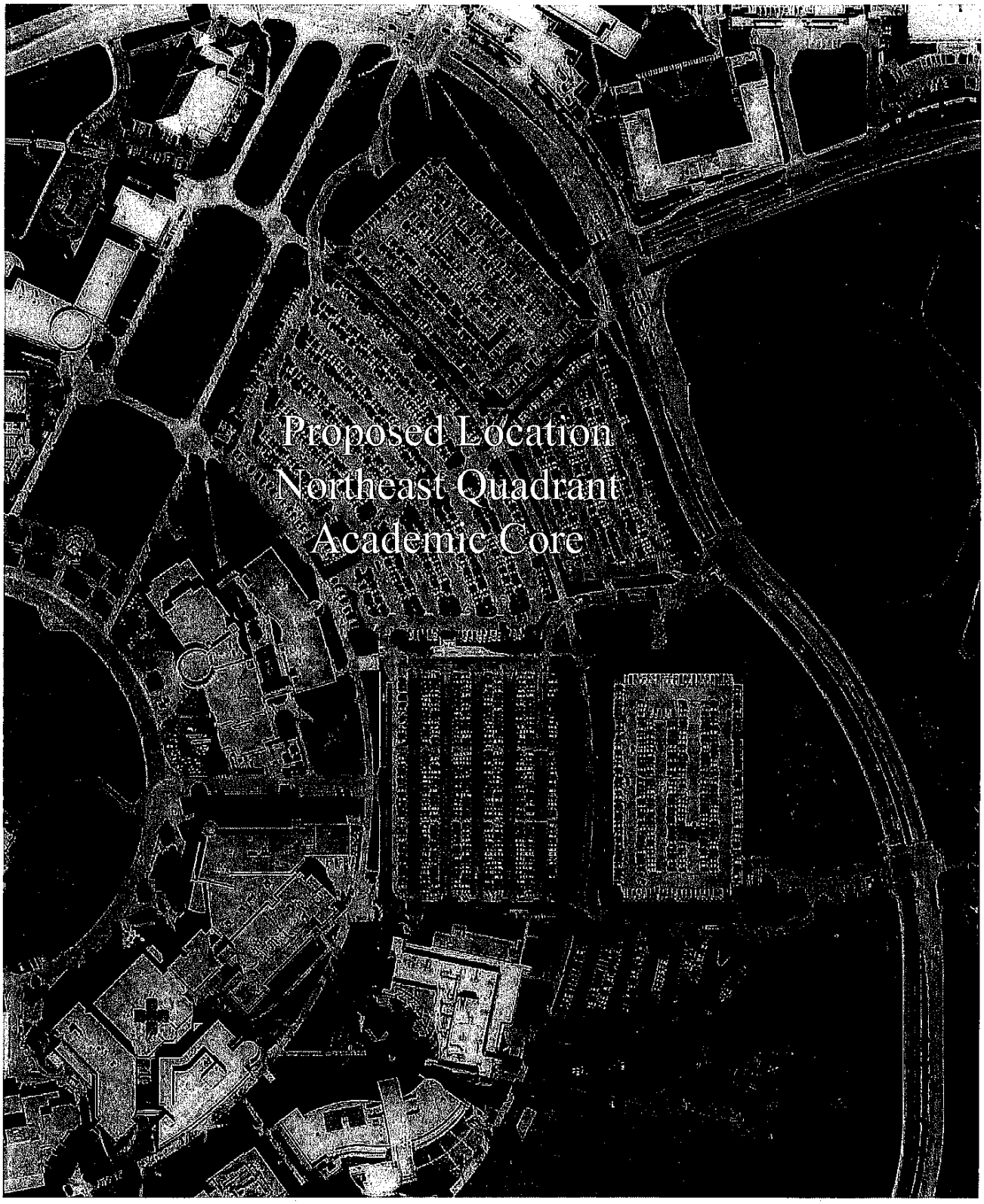
(c) Rearrange land uses in a manner that will increase the impact of any proposed campus development by more than 10 percent on a road or on another public facility or service provided or maintained by the state, the county, the host local government, or any affected local government.

University Response: The proposed facilities will have a minimal impact and will not generate an increase in capacity on any proposed campus development, road, or public facility by greater than 10 percent. They will support existing programs in continuing education and a new international program for resident students. Depending on the final location of the parking garage, a minimal amount of Recreation and Open Space may be affected, but will not exceed the 10 percent threshold.

In summary, the proposed changes do not exceed the amendment threshold criteria in 1013.30 (9), F.S. and may therefore be treated as a minor amendment.

Thank you for your time and attention to this matter. If you require additional information, please contact me at (407) 823-3893.

Attachment B



045

Attachment C

[illegible]

#	MAIN CAMPUS FTE / PROJECT LIST Revised 9/11/2013 (July 1, 2010 - June 30, 2020)	42,570 2010-2011 YR 01	42,498 2011-12 YR 02	42,710 2012-13 YR 03	42,963 2013-14 YR 04	43,153 2014-15 YR 05	43,329 2015-16 YR 06	43,735 2016-17 YR 07	44,042 2017-18 YR 08	44,350 2018-19 YR 09	44,762 2019-20 YR 10	Net	Gross	Total Estimated Cost ($M)
	PECO													
1	UTILITIES, INFRASTRUCTURE	$8,231,102	$11,685,748	$9,003,372	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	N/A	N/A	$123,920,222
2	PHYSICAL SCIENCES II COMPLETION	$1,077,500	$637,000									30,000	45,000	$1,714,500
3	PARTNERSHIP III BUILDING COMPLETION	$546,750	$1,332,355									78,294	117,442	$1,879,105
4	CLASSROOM BUILDING II		$8,039,088	$15,436,513								63,643	91,464	$23,475,601
5	MATH & PHYSICS BLDG. REMODELING AND RENOVATION			$1,544,527	$6,211,263							100,289	106,523	$7,755,790
6	MAIN UTILITY PLANT RENOVATION			$879,756								14,220	14,420	$879,756
7	ENGINEERING BLDG. I RENOVATION			$753,110	$6,488,335							118,186	130,855	$7,241,445
8	INTERDISC. RESEARCH & INCUBATOR FAC.				$5,924,183	$33,852,470						78,676	115,013	$39,776,653
9	MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING				$2,268,726	$23,254,438	$2,835,907					47,310	75,384	$28,359,071
10	BUSINESS ADMINISTRATION RENOVATION				$7,118,804							118,624	121,074	$7,118,804
11	LIBRARY RENOVATION				$14,212,564							212,387	226,506	$14,212,564
12	CHEMISTRY RENOVATION				$2,864,067							43,265	49,073	$2,864,067
13	ARTS COMPLEX PHASE II (PERFORMANCE)					$6,750,000	$62,250,000	$6,000,000				100,396	150,594	$75,000,000
14	FACILITIES AND SAFETY COMPLEX RENOVATION					$4,856,233						96,763	103,256	$4,856,233
15	VISUAL ARTS RENOVATION					$4,724,007						79,373	85,000	$4,724,007
16	HOWARD PHILLIPS HALL RENOVATION					$3,551,427						56,903	64,619	$3,551,427
17	COLLEGE OF NURSING						$3,476,712	$27,813,693	$3,476,712			119,206	170,684	$34,767,132
18	COLBOURN HALL RENOVATION						$4,963,246					73,511	83,957	$4,963,246
19	FERRELL COMMONS (E AND G SPACE) RENOVATION						$5,418,554					86,149	93,860	$5,418,554
20	COMPUTER CENTER I RENOVATION						$459,218					9,372	10,779	$459,218
21	LIBRARY EXPANSION							$44,114,399	$40,471,926	40471926		319,302	465,542	$125,058,251
22	MILLICAN HALL RENOVATION							$302,291	$6,418,326	$302,290		87,742	88,680	$9,022,907
23	COMPUTER CENTER II RENOVATION							$123,161	$985,286	$123,160		25,282	33,370	$1,231,607
24	COLLEGE OF SCIENCES BUILDING RENOVATION							$317,437	$2,539,494	$317,436		49,580	54,644	$3,174,367
25	LIBRA ROAD WIDENING											N/A	N/A	$0
26	REHEARSAL HALL RENOVATION							$48,007	$354,055	$48,006		9,332	10,743	$450,068
27	THEATER BLDG. RENOVATION							$142,801	$1,142,404	$142,800		22,064	29,469	$1,428,005
28	FACILITIES BUILDING AT LAKE NONA								$600,000	$4,800,000	$600,000	26,666	40,000	$6,000,000
29	SOUTH CAMPUS RENOVATION								$551,365			10,531	11,857	$551,385
30	RECYCLING CENTER								$2,300,000	$18,400,000	$2,300,000	26,666	40,000	$23,000,000
31	HUMANITIES & FINE ARTS II								$2,772,353	$17,060,631	$2,772,353	58,362	87,543	$22,605,337
32	FILM - ARTS & HUMANITIES II BLDG.								$1,107,260	$8,600,076	$1,107,260	27,364	41,045	$10,814,596
33	SIMULATION AND TRAINING BUILDING								$2,370,336	$18,410,374	$2,370,336	39,950	59,924	$23,151,046
34	BUSINESS ADMIN. III BLDG.								$1,584,527	$12,307,012	$1,584,527	41,118	61,677	$15,476,066
35	EMERGENCY OPERATIONS CENTER (EOC) RENOVATION								$43,629	$349,034	$43,629	19,883	29,613	$436,292
36	MORGRIDGE INTERNATIONAL READING CENTER PHASE II (EDUCATION)								$2,062,348	$15,594,083	$2,062,348	51,479	77,219	$19,718,779
37	BAND BUILDING								$455,045	$2,800,279	$455,045	10,024	13,529	$3,710,369
38	ARTS COMPLEX PHASE III								$1,210,857	$7,627,447	$1,210,857	25,447	38,171	$10,049,161
39	INTERDISC. RESEARCH BLDG. II								$2,370,334	$17,330,596	$2,370,336	40,543	60,815	$22,071,268
40	JOINT USE FACILITY								$1,000,000	$9,000,000	$1,000,000	26,904	40,356	$11,000,000
41	PARTNERSHIP CAMPUS											N/A	N/A	$0
42	SUSTAINABILITY CENTER								$5,000,000			5,000	7,500	$5,000,000
43	CENTER FOR EMERGING MEDIA BUILD OUT								$6,360,339			16,544	24,816	$6,360,339
44	CAPITAL IMPROVEMENT RESERVE											N/A	N/A	$0
	COURTELIS													
45	LABORATORY INSTRUCTION BUILDING PHASE I	$9,483,350	$9,407,634									11,670	16,333	$18,890,984
46	BURNETT BIO-MEDICAL SCIENCE CTR	$2,528,605										132,000	198,000	$2,528,605
47	ARTS COMPLEX II ENHANCEMENT	$500,000										N/A	N/A	$500,000
48	MEDICAL SCHOOL LIBRARY	$4,000,000										10,572	15,760	$4,000,000
49	MORGRIDGE INTERNATIONAL READING CENTER	$2,064,149										50,000	75,000	$2,064,149
50	PSYCHOLOGY BUILDING	$80,540										N/A	N/A	$80,540
51	ENGINEERING III ENHANCEMENT	$1,284,970	$1,099,493									13,391	17,783	$2,384,463
52	ALUMNI CENTER/JOHN & MARTHA HITT LIBRARY	$7,049										N/A	N/A	$7,049
53	OPTICS AND PHOTONICS ENHANCEMENT	$69,085										1,537	2,305	$69,085
54	RESEARCH LAB. LAKE NONA	$6,412,845	$97,268,758	$9,180,000								11,099	16,648	$112,861,603
55	CARACOL in BELIZE		$350,000									49,570	72,555	$350,000
56	COLLEGE OF NURSING		$3,871									1,750	2,625	$3,871
57	BURNETT BIO-MEDICAL SCIENCE CTR INFRASTRUCTURE		$7,500,000									6,271	9,407	$7,500,000
58	CIVIL AND ENVIRONMENTAL ENGINEERING		$1,160,667	$14,508,333	$1,741,000							50,000	75,000	$17,410,000
59	ORLANDO REPERTORY THEATRE III RENOVATIONS		$75,000	$75,000	$75,000							8,000	12,000	$225,000
60	ATHLETIC ACADEMIC PERFORMANCE CENTER		$12,000,000									45,418	68,127	$12,000,000
61	SUSTAINABILITY CENTER			$250,000	$2,000,000	$250,000						5,000	7,500	$2,500,000
	PRIVATE													
62	PHOTO-VOLTAIC ARRAY AND SUPPORT BUILDING		$2,300,000									3,300	5,000	2,300,000
63	MECHANICAL, MATERIALS AND AEROSPACE ENGINEERING (MMAE)	$1,600,000												$1,600,000
64	RETAIL SUPPORT SPACE			$2,000,000								2,000	3,000	$2,000,000
65	CENTER FOR MULTILINGUAL MULTICULTURAL EXPANSION			$1,250,000								3,684	5,526	$1,250,000
66	SCIENCE ANNEX ENHANCEMENT	$5,000,000										N/A	N/A	$5,000,000
67	SPECIAL PURPOSE HOUSING AND PARKING GARAGE I	$25,000,000										106,667	160,000	$25,000,000
68	SPECIAL PURPOSE HOUSING II	$8,000,000										21,333	32,000	$8,000,000
69	PARKING DECK (ATHLETIC COMPLEX)	$5,000,000										112,000	168,000	$5,000,000
70	LIBRARY EXPANSION	$113,472,000										109,703	164,554	$113,472,000
71	STRATEGIC LAND AND PROPERTY	$100,000,000										N/A	N/A	$100,000,000
72	GRADUATE HOUSING	$50,000,000										100,000	150,000	$50,000,000
73	ATHLETIC ACADEMIC PERFORMANCE CENTER	$12,000,000										45,418	68,127	$12,000,000
74	REFINANCE UCF FOUNDATION PROPERTIES	$37,410,000										288,167	432,250	$37,410,000
75	NORTHEAST CAMPUS MIXED USE DEVELOPMENT	$50,000,000										133,333	200,000	$50,000,000
76	STUDENT HOUSING	$150,000,000										149,333	224,000	$150,000,000
77	BRIGHTHOUSE NETWORKS STADIUM TOWER EXPANSION	$5,000,000										14,225	21,337	$5,000,000
78	TRACK/SOCCER STADIUM	$1,000,000										N/A	N/A	$1,000,000
79	EXPANSION OF JAY BERGMAN FIELD PHASE I	$500,000										3,800	5,700	$500,000
80	TENNIS COMPLEX	$500,000										4,980	7,470	$500,000
81	TRACK/SOCCER CLUB HOUSE	$850,000										2,800	4,200	$850,000
82	EXPANSION OF JAY BERGMAN FIELD PHASE II	$4,500,000										3,800	5,700	$4,500,000
83	WAYNE DENSCH SPORTS CENTER EXPANSION	$4,000,000										12,000	18,000	$4,000,000
84	SOFTBALL PRACTICE FIELD	$250,000										N/A	N/A	$250,000
85	ATHLETICS PRACTICE FIELD	$500,000										N/A	N/A	$500,000
86	WOMENS COMPETITION/PRACTICE FIELD	$2,000,000										N/A	N/A	$2,000,000
87	BASEBALL PRACTICE FIELD	$400,000										N/A	N/A	$400,000
88	BASKETBALL PRACTICE FACILITY	$12,000,000										32,000	48,000	$12,000,000
89	AQUATICS CENTER	$20,000,000										5,200	7,800	$20,000,000
90	EAST ATHLETICS CENTER	$15,000,000										11,706	17,559	$15,000,000
91	RESEARCH LAB, LAKE NONA	$112,561,603										132,018	198,027	$112,561,603
92	CLASSROOM/LAB BUILDING, LAKE NONA	$23,475,601										60,976	91,464	$23,475,601
93	LIFE SCIENCES INCUBATOR, LAKE NONA	$30,000,000										36,667	55,000	$30,000,000
94	EXPO CENTER HOUSING	$16,000,000										68,667	103,000	$16,000,000
95	HOTEL/CONFERENCE CENTER	$60,000,000										190,000	250,000	$60,000,000
	BOND													
96	ORGANIC GROCERY													
97	SPECIAL PURPOSE HOUSING AND PARKING GARAGE I	$25,000,000										106,667	160,000	$25,000,000
98	SPECIAL PURPOSE HOUSING II	$8,000,000										21,333	32,000	$8,000,000
99	PARKING GARAGE VII	$20,000,000										242,667	364,000	$20,000,000
100	PARKING DECKS	$17,000,000										112,000	168,000	$17,000,000
101	LIBRARY EXPANSION	$113,472,000										109,703	164,554	$113,472,000
102	STRATEGIC LAND AND PROPERTY	$100,000,000										N/A	N/A	$100,000,000
103	GRADUATE HOUSING	$50,000,000										100,000	150,000	$50,000,000
104	REFINANCE UCF FOUNDATION PROPERTIES	$37,410,000										288,167	432,250	$37,410,000
105	VISITOR INFORMATION CENTER	$900,000										2,200	3,300	$900,000
106	BOOKSTORE EXPANSION	$8,000,000										20,000	30,000	$8,000,000
107	ATHLETIC ACADEMIC PERFORMANCE CENTER	$12,000,000										45,418	68,127	$12,000,000
108	STUDENT HOUSING	$150,000,000										149,333	224,000	$150,000,000
109	BRIGHTHOUSE NETWORKS STADIUM TOWER EXPANSION	$5,000,000										14,225	21,337	$5,000,000
110	TRACK/SOCCER STADIUM	$1,000,000										N/A	N/A	$1,000,000
111	EXPANSION OF BASEBALL STADIUM PHASE I	$500,000										3,800	5,700	$500,000
112	TENNIS COMPLEX	$500,000										4,980	7,470	$500,000
113	TRACK/SOCCER CLUB HOUSE	$850,000										2,800	4,200	$850,000
114	EXPANSION OF BASEBALL STADIUM PHASE II	$4,500,000										3,800	5,700	$4,500,000
115	WAYNE DENSCH SPORTS CENTER EXPANSION	$4,000,000										12,000	18,000	$4,000,000
116	SOFTBALL PRACTICE FIELD	$250,000										N/A	N/A	$250,000
117	ATHLETICS PRACTICE FIELD	$500,000										N/A	N/A	$500,000
118	WOMENS COMPETITION/PRACTICE FIELD	$2,000,000										N/A	N/A	$2,000,000
119	BASEBALL PRACTICE FIELD	$400,000										N/A	N/A	$400,000
120	BASKETBALL PRACTICE FACILITY	$12,000,000										32,000	48,000	$12,000,000
121	AQUATICS CENTER	$20,000,000										5,200	7,800	$20,000,000
122	EAST ATHLETICS CENTER	$15,000,000										11,706	17,559	$15,000,000
123	GARAGE EXPANSION	$5,000,000										33,891	50,837	$5,000,000
124	RESEARCH LAB. LAKE NONA	$112,861,603										132,018	198,027	$112,861,603
125	CLASSROOM/LAB BUILDING, LAKE NONA	$23,475,601										60,976	91,464	$23,475,601
126	LIFE SCIENCES INCUBATOR, LAKE NONA	$30,000,000										36,667	55,000	$30,000,000
127	FACILITIES BUILDING AT LAKE NONA	$6,000,000										13,866	20,799	$6,000,000
128	EXPO CENTER HOUSING	$16,000,000										68,667	103,000	$16,000,000
129	REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS	$100,000,000										40,000	60,000	$100,000,000
130	BRIGHTHOUSE NETWORKS STADIUM EXPANSION - SEATING	$14,000,000										N/A	N/A	$14,000,000
####	GLOBAL UCF INTERNATIONAL STUDENT CENTER/PARKING GARAGE	TBD										34,613	51,920	TBD
	CITF													
132	LAKE CLAIRE RENOVATION	$3,000,000										100,000	150,000	$3,000,000
133	STUDENT UNION II	$14,000,000										37,800	56,700	$14,000,000
134	RECREATION AND WELLNESS FIELDS	$2,000,000										N/A	N/A	$2,000,000
135	STUDENT UNION II PHASE II	$6,000,000										17,000	25,500	$6,000,000
136	STUDENT UNION II PHASE III	$21,000,000										60,000	90,000	$21,000,000
137	RWC EXPANSION	$15,000,000										60,000	90,000	$15,000,000
138	RWC II, NORTH END	$3,000,000										N/A	N/A	$3,000,000
139	RWC PLAYING FIELDS	$2,000,000										N/A	N/A	$2,000,000
140	SOFTBALL COMPLEX	$5,000,000										32,000	32,000	$5,000,000
	OTHER													
141	CREOL OPTICS LAB			$1,500,000								4,500	6,750	$1,500,000
142	COMBINED HEAT AND POWER FACILITY	$8,300,000										5,000	5,000	$8,300,000
143	ARBORETUM GREENHOUSE				$340,000							1,000	1,000	$340,000
TOTAL											New Campus Sq. Ft.	2,841,531	5,330,084	
											Off Campus Sq. Ft.	2,425,700	2,491,470	

Funding sources denote probable building completion year
Projects in green denote projects planned off-campus.
Projects in blue denote renovation and or remodeling projects

Attachment D

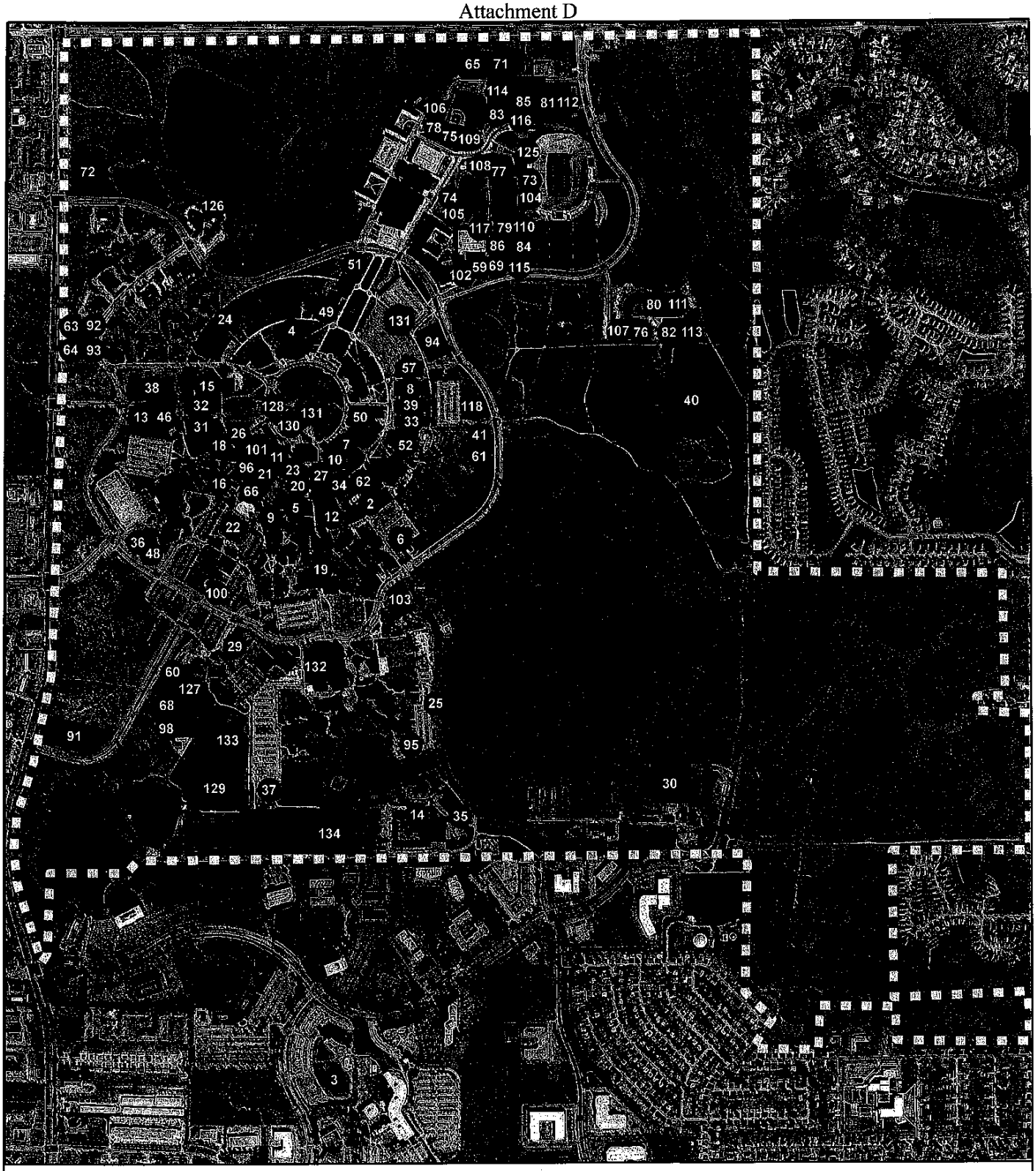


Figure 3-1

Urban Design / Capital Improvements

Comprehensive Master Plan Update
University of Central Florida
Orlando, Florida
2010-2020

Legend
- Capital Improvements List
- Boundary
- Proposed Buildings
- Proposed Road Widening
- Existing Buildings

Proposed Locations

All maps are diagrammatic and conceptual. The various areas shown are approximate and not to survey accuracy. The intent of these maps is to illustrate general areas of existing or potential use.

Rev. 20090630

0 1,000 2,000 4,000 Feet

047

Attachment E



Figure 4-1

Future Land Use

Comprehensive Master Plan Update
University of Central Florida
Orlando, Florida
2010-2020

All maps are diagrammatic and conceptual. The various areas shown are approximate and not to survey accuracy. The intent of these maps is to illustrate general areas of existing or potential use.

Rev 20090403

Legend

- Parking
- Academic/Research
- Lakes
- Utility
- Support
- Conservation (upland)
- Conservation (wetland)
- Conservation Easements
- Residential
- Recreation/Open Space
- Mixed Use

0 1,000 2,000 4,000 Feet

048

Attachment F

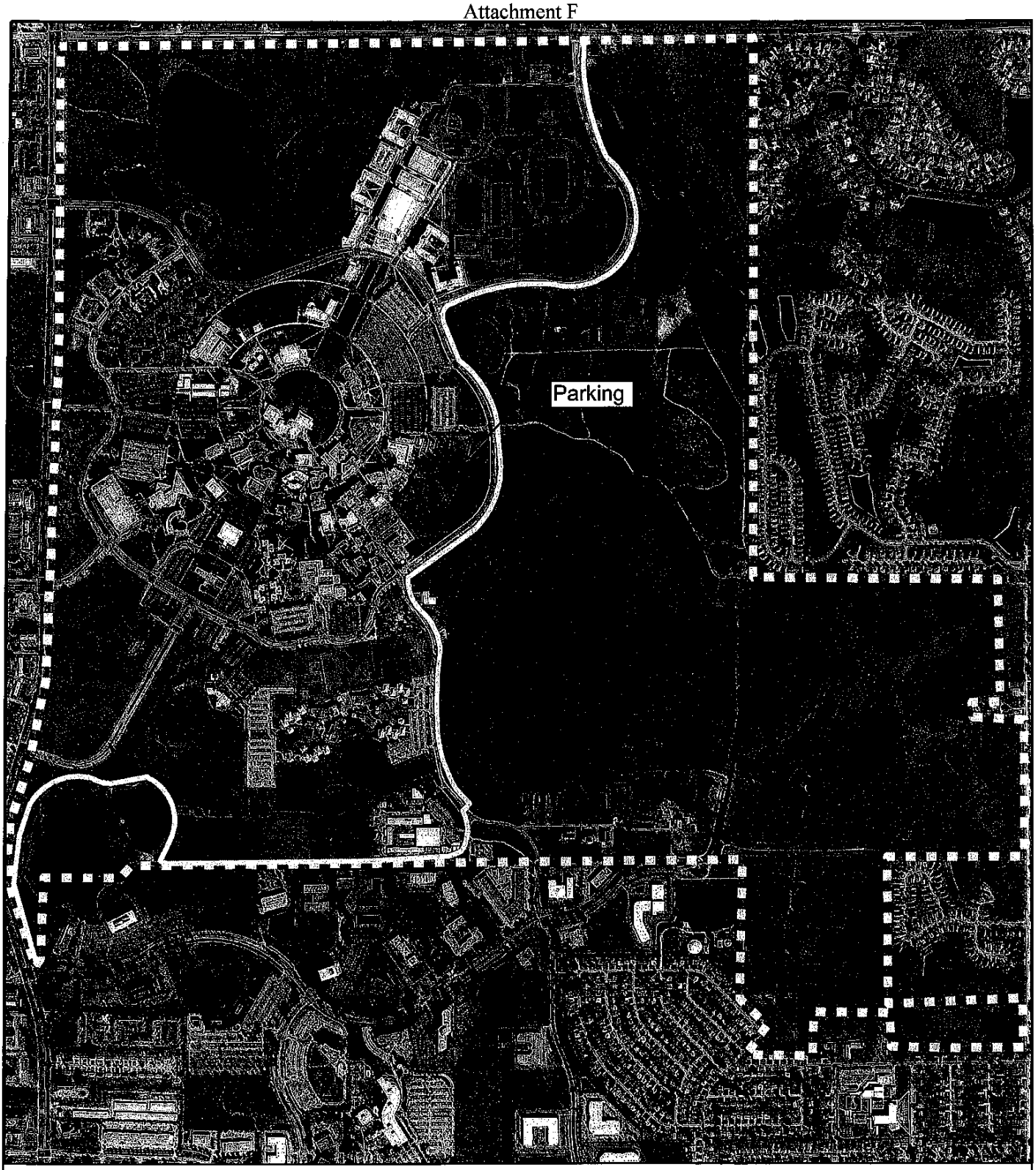


Figure 8-1

Recreation and Open Space

Comprehensive Master Plan Update
University of Central Florida
Orlando, Florida
2010-2020

All maps are diagrammatic and conceptual. The various areas shown are approximate and not to survey accuracy. The intent of these maps is to illustrate general areas of existing or potential use.

Rev 20090622

Legend

- Recreation/Open Space
- Lakes
- Proposed Little Econ Greenway Trail
- Boundary

0 1,000 2,000 4,000 Feet

049

Minutes
Board of Trustees Meeting
University of Central Florida
March 27, 2014

Chair Olga Calvet called the meeting of the Board of Trustees to order at 1:00 p.m. in the Live Oak Center on the UCF Orlando campus.

The following board members attended the meeting: **Trustees Clarence Brown, Richard Crotty, Alan Florez, Robert Garvy, Ray Gilley, Marcos Marchena, Alex Martins, Reid Oetjen, Beverly Seay, John Sprouls,** and **Melissa Westbrook**.

WELCOME

Calvet reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

She welcomed the board members and called on **Dr. Rick Schell**, Associate Corporate Secretary, to call the roll. Schell noted that a quorum was present.

Calvet called for approval of the January 23, 2014, board meeting minutes, which were approved as written.

Calvet called on **President John C. Hitt** for remarks and introductions.

REMARKS

Hitt announced that trustee **Melissa Westbrook** was leaving the board after her year of service representing the Student Government Association. Hitt thanked her for her service to the university.

INTRODUCTIONS

Hitt recognized the following students, faculty members, and staff members for their accomplishments.

A. Order of Pegasus-Class of 2014

The **Order of Pegasus** is the highest recognition the university gives to outstanding graduating seniors and graduate students who have demonstrated exemplary involvement, leadership, academic achievement, and community service. The following recipients were in attendance.

Doctoral Degree

Tracy Becker, College of Sciences
Avianne Bunnell, College of Medicine

Master's Degree

Courtney Buzan, College of Education and Human Performance

Bachelor's Degree

Shekinah Fashaw, Undergraduate Studies, The Burnett Honors College
Cynthia Florentino, College of Sciences
Jessica Gottsleben, College of Sciences, The Burnett Honors College
Kaye-Alese Green, College of Sciences, The Burnett Honors College
LaShaunda Hayes, College of Sciences, The Burnett Honors College
Amelia Klug, College of Health and Public Affairs, The Burnett Honors College
Charlene Kormondy, Undergraduate Studies, The Burnett Honors College
Amelia Mackarey, College of Medicine, College of Arts and Humanities, The Burnett Honors College
Julien Meyer, Rosen College of Hospitality Management
Rana Riad, College of Engineering and Computer Science, The Burnett Honors College
Nicholas Simons, College of Business Administration, College of Sciences, The Burnett Honors College
Vu Tran, College of Sciences
Alexis Wansac, College of Sciences, College of Arts and Humanities, The Burnett Honors College

B. Faculty

Pegasus Professor Shin-Tson Wu is the recipient of the Optical Society's 2014 Beller Medal. The Esther Hoffman Beller Medal is presented for outstanding contributions to optical science and engineering education. Dr. Wu is the third professor from the College of Optics and Photonics to win this prestigious award.

C. Employee of the Month

The Employee of the Month for February was **Joe Bizon**, a supervisor for the Serials Unit in the Acquisitions and Collection Services Department in the UCF Libraries.

The Employee of the Month for March was **Chris Dan,** a computer specialist for Regional Campuses.

Hitt referred the board members to their FYI folders for a copy of his remarks at the Board of Governors meeting held on March 20, 2014.

REPORTS

- **TeachLivE™** Drs. Lisa Diecker, Charles Hughes, and Michael Hynes demonstrated a simulated classroom environment using student avatars, which is a new form of teacher preparation and professional development currently adopted by 40 U.S. universities and four school districts.

004

INFORMATION

Calvet noted the following informational item.

- **INFO-1 2014 Finance and Facilities Committee Meeting Dates**

CONSENT AGENDA

A motion was made to accept the consent agenda, and members of the board unanimously approved the following actions.

- **EP-1 Conferral of Degrees** – Concurrence with the conferral of degrees at the Spring 2014 commencement ceremonies.

- **EP-2 2016-17 Proposed Academic Calendar** – Approval of the 2016-17 UCF academic calendar.

- **EP-3 New Degree Programs**
  a. Nanotechnology, P.S.M. – Approval of a professional science master's degree in nanotechnology.
  b. Writing and Rhetoric, B.A. – Approval of a bachelor of arts degree in writing and rhetoric.

ADVANCEMENT COMMITTEE REPORT

Rich Crotty, Chair of the Advancement Committee, reported the following highlights from the committee meeting earlier in the day.

- **Dr. Dan Holsenbeck,** Vice President for University Relations, reported that WUCF TV Fundraising efforts are going well, stating that in comparison to the $226,000 raised in March 2013 from community on-air pledges, this year WUCF TV raised $401,000.
- Holsenbeck reported that the Orlando Advertising Federation recognized UCF with 12 best-of-show awards, including five gold and five silver awards.
- Holsenbeck stated that UCF won four Grand Awards in the CASE District 3 Conference. In addition, UCF won three Awards of Excellence and three Special Merit Awards.
- Holsenbeck reported that **Grant Heston** was recognized as 2014 Most Outstanding Professional by the Public Relations Association for Central Florida.
- Holsenbeck gave a legislature update.
- **Robert Holmes**, Vice President for Alumni Relations and Development and Foundation CEO, gave an update on the Faculty and Staff Campaign, noting that 1,350 contributed to the campaign.
- Holmes reported on two recent donor gift agreements.
- **Annemarie Wess**, president of the inaugural year of the UCF Philanthropy Council, which was created to develop student support for philanthropy, reported that student officers were strategizing expansion of the council.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Robert Garvy, Chair of the Educational Programs Committee, noted the Educational Programs Committee items approved in the consent agenda and presented the highlights from the committee meeting earlier in the day.

- **Dr. Diane Chase**, Interim Provost and Vice President for Academic Affairs, reported on the Conferral of Degrees at the Spring 2014 commencement ceremonies:

  6,716 baccalaureate degrees
  1,186 master's degrees
  158 doctoral and specialist degrees
  8,060 Total

- **Dr. Maribeth Ehasz**, Vice President for Student Development and Enrollment Services, and **DeLaine Priest**, Associate Vice President for Student Development and Enrollment Services, presented the 2016-17 Academic Calendar.
- **Dr. C. Ross Hinkle,** Vice Provost and Dean of the College of Graduate Studies, presented an overview of a new degree program, Nanotechnology, P.S.M.
- **Dr. Elliot Vittes**, Interim Vice Provost and Dean of the Office of Undergraduate Studies, presented an overview of a new degree program, Writing and Rhetoric, B.S.
- Chase reported on the 2013 review results of UCF centers and institutes.
- Chase presented an overview of an Accelerated Law Program, indicating that UCF has developed a 3+3 accelerated law program with Florida State University College of Law. This partnership will allow selected UCF students to earn both a bachelor's degree from UCF and a *juris doctor* degree from Florida State Law in an accelerated fashion. UCF's Department of Legal Studies recently established 3+3 law programs with Barry University Dwayne O. Andreas School of Law and Touro College Jacob D. Fuchsberg Law Center.
- Chase reported on a textbook affordability bill that is before the legislature.
- Ehasz reported that Fall enrollment is going well. She also noted that as many as 70 national merit scholars may be accepted to UCF in the fall.

FINANCE AND FACILITIES COMMITTEE REPORT

Marcos Marchena, Chair of the Finance and Facilities Committee, reported highlights from the committee meeting held February 12, 2014, and earlier in the day. He presented the following items for board approval.

- **FF-1 2014-15 Medical Student Tuition and Fees** – A motion was made and unanimously passed by the board approving the 2014-15 in-state and out-of-state fees for the College of Medicine Medical Education Program.

- **FF-2 2014-15 Student Activity and Service, Health, and Athletics Fees** – A motion was made and unanimously passed by the board approving an increase in the Athletic Fee and the Activity and Service Fee effective Fall 2014, and the approval of a decrease in the Health Fee effective Fall 2014.

- **FF-3 Capital Improvement Trust Fund Fee** – A motion was made and unanimously passed by the board approving an increase in the Capital Improvement Trust Fund Fee. The fee will be presented to the Florida Board of Governors for approval.

- **FF-4 Minor Amendment to the 2010 Campus Master Plan – Global International Student Center and Parking Garage** – A motion was made and unanimously passed by the board approving a minor amendment to the UCF 2010 Campus Master Plan to construct a 51,920 square-foot Global International Student Center. A parking garage of a size yet to be determined was also approved.

- **FF-5 Use of the Bright House Networks Stadium for 2014 Mid-Eastern Athletic Conference and Southwestern Athletic Conference Challenge** – A motion was made and unanimously passed by the board approving the use of the Bright House Networks Stadium for the 2014 Mid-Eastern Athletic Conference and Southwestern Athletic Conference Challenge on August 31, 2014.

Calvet asked if there were any further reports from any of the committees. None was stated.

ANNOUNCEMENTS AND ADJOURNMENT

Calvet announced the following upcoming meetings:

AGB 2014 National Conference on Trusteeship	April 12-14, 2014 (Hyatt Regency Orlando, former Peabody Orlando)
Board of Governors meeting	May 8, 2014 (Florida Gulf Coast University)
Board of Trustees meeting	May 22, 2014 (Live Oak Center)

Calvet adjourned the board meeting at 2:32 p.m.

Respectfully submitted: _____ Date: _____

John C. Hitt
Corporate Secretary

007

Board of Trustees
Finance and Facilities Committee Meeting
President's Boardroom, Millican Hall, 3rd floor
April 3, 2014

MINUTES

CALL TO ORDER
Trustee Marcos Marchena, chair of the Finance and Facilities Committee, called the meeting to order at 8:34 a.m. Committee members Alex Martins, Reid Oetjen, and Melissa Westbrook were present. Committee members John Sprouls and Robert Garvy attended via teleconference.

MINUTES APPROVAL
The minutes of the January 23, 2014, and February 12, 2014, Finance and Facilities Committee meeting were approved as submitted.

NEW BUSINESS
Universal Health Insurance for New Students (FFC-1)
Maribeth Ehasz, Vice President for Student Development and Enrollment Services, and Michael Deichen, Director of Health Services, led a discussion regarding the concept of universal health insurance as a condition of enrollment for new students beginning Fall 2015. Ehasz and Deichen received questions from the committee members and will return to a future meeting with additional information.

Finance and Facilities Committee Charter Review (FFC-2)
Chair Marchena explained that regulations implemented by the Board of Trustees in January 2011 direct the Finance and Facilities Committee to review its charter every three years. No changes to the charter were proposed, and the committee unanimously approved to keep the charter with its current format and content.

Amend UCFAA Bylaws (FFC-3)
Jordan Clark, Associate General Counsel, discussed a proposal to amend the UCF Athletics Association bylaws to combine the standing Audit Committee and Finance Committee to create a new single Audit and Finance Committee. The purpose of the amendment is a house-keeping measure and allows for more flexibility and administrative ease when scheduling committee meetings and obtaining a quorum. The committee unanimously approved the proposed amendment.

Direct Support Organizations' 2013-14 Second-Quarter Financial Reports (INFO-1)
William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, and John C. Pittman, Associate Vice President for Administration and Finance, Debt Management, reported that the DSOs' 2013-14 second-quarter financial reports ended December 31, 2013, were provided as information items.

Golden Knights Corporation and UCF Athletic Association 2013-14 Second-Quarter Financial Report Presentation (INFO-2)
Todd Stansbury, Director of Athletics, Brad Stricklin, Senior Associate Athletics Director and Chief Financial Officer, and David Hansen, Senior Associate Athletics Director of Internal Operations, gave a presentation on the Golden Knights Corporation and UCF Athletic Association's operating results and budget.

University and DSO Debt Report (INFO-3)
Merck reported that the University and DSO Debt Report was provided as an information item.

2013 Audited University Financial Statements (INFO-4)
Tracy Clark, Associate Vice President for Administration and Finance and Controller, reported that the 2013 Audited University Financial Statements were provided as an information item.

Bloomberg Terminal Fee Discussion (INFO-5)
Paul Jarley, Dean of the College of Business Administration, explained the purpose of the Bloomberg terminals for finance and real estate majors and the need for the associated revised equipment fee for those students beginning 2014-15.

UCF Convocation Corporation Series 2004A Certificates of Participation Refinancing (INFO-6)
Pittman explained that the UCFCC has the opportunity to refinance debt issued in 2004, resulting in possible savings in excess of 5 percent. Various financing alternatives are currently being explored to determine which option will yield the best overall savings. The committee unanimously recommended the UCFCC refinance this debt.

Colbourn Hall Renovations (INFO-7)
Merck and Lee Kernek, Associate Vice President for Administration and Finance, explained the preferred renovation option for Colbourn Hall is to build a new 75,000 square-foot building adjacent to the current building. Upon completion, the employees and departments housed in Colbourn Hall would move into the new building. Possibilities for the existing Colbourn Hall are contingent upon funding and will be considered at a future date. The committee unanimously recommended moving forward with the preferred renovation option.

Invitation to Negotiate for a Hotel and Conference Center (INFO-8)
Merck discussed the Invitation to Negotiate being developed for a hotel and conference center that potentially would be constructed on campus. The results and recommendation will be brought back to the committee before a decision is made.

Global Academy Facilities Update (INFO-9)
Merck, Clark, and Paul Lartonoix, Interim Assistant Vice Provost, provided an update on the financing and construction of the Global UCF classroom building and parking garage. The committee unanimously recommended an internal loan to finance the classroom building. The parking garage is proposed to be funded through the revenue bond process. Lartonoix also provided an update on the Global UCF program itself.

Chair Marchena adjourned the Finance and Facilities Committee meeting at 10:30 a.m.

Respectfully submitted:_____ _____
William F. Merck II Date
Vice President for Administration and Finance
and Chief Financial Officer

From: Christina Tant <Christy.Tant@ucf.edu>
Sent: Friday, July 18, 2014 10:38 AM
To: Wilson Rosario
Cc: Donna DuBuc; Tera Alcala; Tracy Clark
Subject: RE: global contract

Wilson – Tracy, Donna and I discussed this project during the development of the FY15 auxiliary budget and ultimately decided not to increase the reserve. You are authorized to do budget overrides for the transfer of this $10 million.

From: Wilson Rosario
Sent: Thursday, July 17, 2014 3:17 PM
To: Christina Tant
Cc: Donna DuBuc; Tera Alcala
Subject: RE: global contract

Christy,
Lashanda is requesting to increase the budget of the Global construction project by $380K (# 92010020) to pay for architects and engineering pre-construction expenses. When will the budget for $10M is going to be added in dept. # 02500308?

Thanks,
Wilson

From: Christina Tant
Sent: Tuesday, May 13, 2014 11:11 AM
To: Wilson Rosario
Cc: Donna DuBuc; Tera Alcala
Subject: RE: global contract

Wilson/ Donna – It has just been decided that there is going to be a third funding source for the GAA building. Approximately $1.5 million of this $15 million estimate represents furniture and fixtures for the building. Those purchases will be funded from the central E&G carryforward. This will reduce the amount to be funded from the university resources department. Of course, this is all assuming the plan to move forward with construction is approved at the upcoming FFC meeting.

Summary of plan for funding sources:

Up to $10 million from undistributed investment earnings (expected to occur in FY15) - 02500308
$3.5 million from university resources (expected to occur in FY16) - 02010350
$1.5 million from E&G carryforward (expected to occur in FY16) – added to list of planned commitments

---

From: Wilson Rosario
Sent: Friday, May 09, 2014 12:12 PM
To: Christina Tant
Subject: FW: global contract

Christy,
I think that $10M budget for FY 2015 in auxiliary funds would do it for this project.

Let me
Wilson

From: Lashanda Brown-Neal
Sent: Friday, May 09, 2014 12:06 PM
To: Wilson Rosario
Cc: Gina Seabrook; Tammy Hintermeister
Subject: RE: global contract

Wilson,

Please find attached the breakdown of budget and expenses by fiscal year. All numbers are preliminary and are subject to change once contracts have been finalized.

Overview	Budget	Expenses
FY 13/14	$ 328,628	$ 302,015
FY 14/15	$ 14,225,173	$ 9,091,560
FY 15/16	$ 453,912	$ 5,614,138
	$ 15,007,713	$ 15,007,713
Potential project savings from design contract	$ 7,713	
	$ 15,000,000	

At this time there are no figures available for the parking garage until further notice.

Let me know if you need any additional info.

Thanks,
LaShanda

From: Wilson Rosario
Sent: Friday, May 09, 2014 8:55 AM
To: Lashanda Brown-Neal
Subject: FW: global contract

Lashanda,
Please call me when you have a chance to discuss. I have to give Christy an estimated budget needed for FY 2015.

Thanks,
Wilson

From: Bill Martin
Sent: Thursday, May 08, 2014 1:11 PM
To: Lashanda Brown-Neal; Gary Ameral
Cc: Tammy Hintermeister; Wilson Rosario
Subject: RE: global contract

Team,

Our design team needs to get started right away, so we need the below requested funds immediately in order to execute their contract. It is my understanding that Mr Merck has authorized the design team only to proceed through schematic design so that a final/accurate project cost number can be presented to the BOT for full project approval in June (whatever is required over the $10,000,000). The current schedule has the following milestones which are critical to hit if we are to open the building in December 2015:

Project Start: ASAP
Conceptual Schematics: ASAP - June 1, 2014
Advanced Schematics: June 2 - July 1, 2014
Traffic Study and Masterplan work – concurrent with Schematic Design – progress deliverable June 1, 2014, final deliverable July 1, 2014
Design Development: July 2 – September 1, 2014
50% Construction Documents and GMP – September 2 – November 1, 2014
100% Construction Documents – November 2, 2014 – December 1, 2014
Construction – December 1, 2014 – November 1, 2014

Note that the drawings will be submitted for permit and funding approval off the 50% CD set, which will be November 1, 2014. This will save time on the schedule to allow permitting and final funding approval to be done while the details of the CDs are finalized. So money needs to be in place for the start of construction by December 1, 2014.

There is also planned some utility work for power, UCF telecom, and chilled water to take place this summer in the month of June, so some funding (TBD the amount) will need to be in place for that construction work which is separate from the above.

Please advise when the funding for the first design phase is in place, as we need that to be able to execute their contract. I'm hoping this can be finalized next week.

Thanks,
Bill

Bill Martin, AIA, LEED AP
Associate Director of Facilities Planning & Construction
University of Central Florida
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288

UCF FACILITIES PLANNING AND CONSTRUCTION

From: Lashanda Brown-Neal
Sent: Thursday, May 08, 2014 12:07 PM
To: Bill Martin; Gary Ameral
Cc: Tammy Hintermeister; Wilson Rosario
Subject: RE: global contract

Bill/Gary,

Can you please provide a project schedule for UCF Global?

Thanks,
LaShanda

From: Wilson Rosario
Sent: Wednesday, May 07, 2014 12:26 PM
To: Tammy Hintermeister
Cc: Lashanda Brown-Neal
Subject: RE: global contract

Lashanda,
Christy want to know what the timing is for this project so they can plan to budget accordingly.

Thanks,
Wilson

From: Tammy Hintermeister
Sent: Wednesday, May 07, 2014 11:25 AM
To: Wilson Rosario
Cc: Lashanda Brown-Neal
Subject: RE: global contract

Hi Wilson,

Here is the breakdown of the budget for the Global Bldg:

- Architect Engr - $180,328.00
- Commissioning - $26,613.00

As for the traffic study, please set up Infrastructure activity for Project #02900925.

Thanks!
Tammy

From: Wilson Rosario
Sent: Wednesday, May 07, 2014 11:02 AM
To: Lashanda Brown-Neal
Cc: Tammy Hintermeister
Subject: FW: global contract

Tammy,
Can you give me the breakdown of the budget for the global bldg. project?

Thanks,
Wilson

Lashanda,
Can you please call me to discuss this project.

Thanks,
Wilson

From: Christina Tant
Sent: Tuesday, May 06, 2014 10:55 AM
To: Wilson Rosario
Cc: John Pittman; Lee Kernek; Tracy Clark
Subject: FW: global contract

Wilson – We need to set up a project for construction of the Global Achievement Academy building. Mr. Merck approved a transfer of funding for the initial design phase (see below). This one has two funding sources as noted in the summary below. According to Mr. Merck, anything related to traffic and the parking garage component of the project will be funded by Parking. As for the rest, up to $10,000,000 will be funded by undistributed investment earnings and any excess over that amount will likely be funded by the auxiliary university resources department (02010350).

Schematic Design	$	148,728	
Master Plan		31,600	
Commissioning		26,613	
		206,941	From undistributed investment earnings - 02500308
Traffic Study		34,800	From Parking
Total Request	$	241,741	To new project

Please work with the folks in Facilities and Parking to get this going. Let me know if you have any questions.

Thank you,

Christy Tant, CPA
Senior Associate Controller, Finance & Accounting
University of Central Florida
Finance and Accounting
12424 Research Pkwy, Suite 300
Orlando, FL 32826-3249
christy.tant@ucf.edu
Phone 407.882.1029
Fax 407.882.1102

From: William Merck
Sent: Monday, May 05, 2014 5:22 PM
To: Lee Kernek
Cc: William Merck; John Pittman; Christina Tant
Subject: Re: global contract

Approved. Christy Tant will work with Wilson on the funding source.

Sent from my iPhone

On May 5, 2014, at 5:18 PM, "Lee Kernek" <Lee.Kernek@ucf.edu> wrote:

> Bill, please authorize. Thanks!
>
> Begin forwarded message:
>
> **From:** Bill Martin <Bill.Martin@ucf.edu>
> **Date:** May 5, 2014 at 4:24:57 PM EDT

To: Lee Kernek <Lee.Kernek@ucf.edu>
Cc: Gina Seabrook <Gina.Seabrook@ucf.edu>, Bob Mason <Robert.Mason@ucf.edu>
Subject: RE: global contract

Lee,

We are almost complete with the contract adjustments, Shelley has sent it to GC for their review and approval. I'm hoping to have that by Wednesday's meeting.

On the design fees, we need funding to be able to get the design process started. The funding that we need is $148,728 for SD + $31,600 for masterplan + $34,800 for traffic study + $26,613 for Commissioning = **$241,741 total through Schematic Design**. Note that this does not include CM fees, but those shouldn't be due until design is complete. Per Tammy in our accounting department, we need Wilson Rosario from F&A to set up this account for us, and he will need authorization from Mr Merck to do this, along with this funding source. Can you request Mr Merck to provide these funds?

Thanks,
Bill

University of Central Florida

Office of the President

REVISED

University of Central Florida
Board of Trustees Meeting
May 22, 2014
Live Oak Center
Agenda
8:30 a.m. – 4:00 p.m.
Lunch 12:00 p.m.
800-442-5794, passcode, 463796

COMMITTEE MEETINGS

8:30 – 9:45 a.m.	Finance and Facilities, Marcos Marchena, Chair
9:45 – 10:45 a.m.	Advancement, Richard Crotty, Chair
10:45 – 11:45 a.m.	Educational Programs, Robert Garvy, Chair
11:45 a.m. – 12:00 p.m.	Student Research Poster Demonstration

BOARD MEETING

1:00 – 4:00 p.m.

1.	Welcome and call to order		Olga Calvet, Chair
2.	Roll call		Rick Schell, Associate Corporate Secretary
3.	Minutes of March 27, 2014, meeting		Chair Calvet
4.	Public comment		Rick Schell, Associate Corporate Secretary
5.	Remarks and introductions		John C. Hitt, President
6.	Reports		
	Medical College Update		Dr. Deborah German, Vice President for Medical Affairs and Dean, College of Medicine
7.	Information		
	INFO-1	Information	New Committee Assignments (Calvet)
8.	Consent Agenda		
	EP-1	Approval	2014 Tenure Recommendations (Chase)

001

EP-2	Approval	UCF 2014-15 Work Plan (Chase)
FF-1	Approval	Amend UCFAA Bylaws (Merck)
FF-2	Approval	Refinancing of the UCF Convocation Corporation Series 2004A Certificates of Participation (Merck)
FF-3	Approval	Revisions to Amendments to Regulation UCF-6.008 Vehicle Registration Fees and Parking Violation Fines (Merck)

9. Advancement Committee report — Rich Crotty, Chair

10. Educational Programs Committee report — Robert Garvy, Chair

11. Finance and Facilities Committee report — Marcos Marchena, Chair

FF-4	Approval	Colbourn Hall Renovations (Merck)
FF-5	Approval	Global UCF Facilities Update (Merck)
FF-6	Approval	2014-15 Tuition and Fees, Amendments to University Tuition and Fee Regulation UCF 9.001 (Merck)
FF-7	Approval	2014-15 University Operating Budget (Merck)
FF-8	Approval	2014-15 Capital Outlay Budget (Merck)
FF-9	Approval	Florida Statewide Mutual Aid Agreement (Merck)

12. New business — Chair Calvet

13. Announcements and adjournment — Chair Calvet

Upcoming meetings:

Board of Trustees retreat	July 24, 2014 (*Fairwinds* Alumni Center)
Board of Governors meeting	June 17–19, 2014 (*Fairwinds* Alumni Center)

002

ITEM: FF-5

University of Central Florida
Board of Trustees

SUBJECT: Global UCF Facilities Update

DATE: May 22, 2014

PROPOSED BOARD ACTION

Approval to proceed in the construction of an academic building to support the Global UCF program.

BACKGROUND INFORMATION

Global UCF provides international students the opportunity to combine additional language and academic preparation with credit-bearing courses in the first year of their UCF study. This program will further diversify the student body, increase cross-cultural student interactions, and develop students' international awareness.

The Global UCF program will require approximately 23 small 40-seat classrooms for students and approximately 60 office spaces for faculty and staff. Funding for this approximately $10 million building will come from non-realized investment income that has not been previously allocated. This will be repaid through a facility use charge to this program and from other potential users.

Supporting documentation: None

Prepared by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Minutes
Board of Trustees Meeting
University of Central Florida
May 22, 2014

Chair Olga Calvet called the meeting of the Board of Trustees to order at 1:05 p.m. in the Live Oak Center on the UCF Orlando campus.

The following board members attended the meeting: **Trustees Jim Atchison, Weston Bayes, Clarence Brown, Richard Crotty, Robert Garvy, Marcos Marchena, Alex Martins, Reid Oetjen,** and **Beverly Seay**.

WELCOME

Calvet reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

She welcomed the board members and called on **Rick Schell**, Associate Corporate Secretary, to call the roll. Schell noted that a quorum was present.

Calvet welcomed public comment from **Jonathan Sebastian Blount**. Blount is founder of *Essence Magazine*.

Calvet called for approval of the March 27, 2014, meeting minutes, which were approved.

Calvet called on **John C. Hitt** for remarks and introductions.

REMARKS

Hitt welcomed and congratulated new board member, **Weston Bayes**, the newly-elected president of the UCF Student Government Association.

Hitt announced that **Reid Oetjen** was elected to a second, one-year term as chair of the Faculty Senate and retains his seat on the board of trustees.

INTRODUCTIONS

Hitt recognized the following members of the UCF community, congratulating them for their accomplishments.

A. Students

Dan Holsenbeck, Vice President for University Relations, introduced this year's legislative scholars and thanked them for their service: **Jon Bielby, Alysha Burgess, Jarrett Davis, Kevin Deo, Mikaela Duffy, Kurt McDavid, Elisabeth Mendes, Allysia Mompoint, Christina Nguyen,** and **Jessica Sirianni**.

Hitt announced that the **UCF Collegiate Cyber Defense Competition Team** placed first in the 2014 Raytheon National Collegiate Cyber Defense Competition. Members of the team present for recognition were **Carlos Beltran**, team captain, **Jason Cooper**, team co-captain, **Alex Davis, Dale Driggs, Mark Ignacio, Heather Lawrence, Cody McMahon, Troy Micka,** and **Dr. Thomas Nedorost**, faculty sponsor.

Hitt congratulated women's golfer **Ashley Holder** and head coach, **Emily Marron**. Holder was named this year's American Athletic Conference Player of the Year and Freshman Golfer of the Year.

Hitt noted that UCF's softball team won the American Athletic Conference regular-season championship. Junior **Farrah Sullivan** was named the AAC Player of the Year and head coach **Renee Luers-Gillispie's** coaching staff was named Coaching Staff of the Year.

B. Faculty

Zenghu Chang, a distinguished professor of physics and optics, was recognized for holding the world's record for the shortest laser pulse. He was awarded more than $9 million dollars, and his research can lead to faster, more efficient computers and electronic devices.

Timothy Coombs, professor in the Nicholson School of Communication, was recognized for his winning the 2013 Pathfinder Award from the Institute for Public Relations. This lifetime achievement award recognizes a body of scholarly research that has made a significant contribution to the theory and practice of public relations.

C. 2014 Pegasus Professors Awards

Hitt referred the board members to their FYI materials for a summary of the meritorious achievements of each of the 2014 Pegasus Professors and Reach for the Stars recipients.

The Pegasus Professor Award is UCF's most prestigious faculty honor, distinguishing extraordinary contributions to the UCF community through teaching, research, and service. This year, four faculty members were presented with this award. Hitt recognized and congratulated the following recipients who were in attendance.

Aristide Dogariu, Florida Photonics Center of Excellence
Jeffrey Rupert, School of Performing Arts

D. Reach for the Stars Awards

The UCF Reach for the Stars award honors highly successful research and creative activity accomplished by early-career university professionals. There were eight recipients for this year's inaugural UCF Reach for the Stars awards. Hitt recognized and congratulated the following recipients who were in attendance.

Ayman Abouraddy, Center for Research and Education in Optics and Lasers
Thomas Bryer, School of Public Administration
Stephen Fiore, Department of Philosophy

Joseph LaViola II and **Dr. Kenneth Stanley**, Department of Electrical Engineering and Computer Science, and
Eleazar Vasquez III, Department of Child, Family, and Community Sciences

E. Employee of the Month

The Employee of the Month for May was **Jim Sullivan**, a maintenance specialist at the Recreation and Wellness Center.

Hitt asked the audience to join him in congratulating these members of the UCF family.

F. Diligent Boardbooks

Schell provided an update on Diligent Boardbooks, an electronic format for handling board and committee documentation. Schell announced that the first paperless meeting will be on September 25, 2014. One-on-one training will be provided for trustees in September.

REPORTS

Deborah German, Vice President for Medical Affairs and Dean of the College of Medicine, gave an update on the UCF College of Medicine.

INFORMATION

Calvet noted the following informational item.

- **INFO-1 – New Committee Assignments**

CONSENT AGENDA

A motion was made to accept the consent agenda, and members of the board unanimously approved the following actions.

- **EP-1 2014 Tenure Recommendations**–Approval of tenure for faculty members whose names are recommended.

- **EP-2 UCF 2014-15 Work Plan**–Approval of the UCF 2014-15 Work Plan.

- **FF-1 Amend UCFAA Bylaws**–Approval to amend the UCF Athletics Association Bylaws to combine the standing Audit Committee and Finance Committee to create a new single Audit and Finance Committee.

- **FF-2 Refinancing of the UCF Convocation Corporation Series 2004A Certificates of Participation**–Approval to refinance the UCF Convocation Corporation Series 2004A Certificates of Participation.

- **FF-3 Revisions to Amendments to Regulation UCF-6.008 Vehicle Registration Fees and Parking Violation Fines**–Approval of the attached amendments to existing university regulation UCF-6.008 Vehicle Registration Fees and Parking Violation Fines, effective at the start of the Fall 2014 semester, pending approval by the Florida Board of Governors.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Robert Garvy, Chair of the Educational Programs Committee, noted the items approved in the consent agenda and reported the highlights from the committee meeting earlier in the day.

- **Diane Z. Chase**, Interim Provost and Vice President for Academic Affairs, reported on the 2014 Tenure Recommendations.
- Chase and **Paige Borden**, Assistant Vice President for Institutional Knowledge Management, provided an overview of the UCF 2014-15 Work Plan.
- **Dean Bahaa Saleh**, College of Optics and Photonics, **Interim Vice Provost and Dean Elliot Vittes**, Office of Undergraduate Studies, and **Dean Ross Hinkle**, College of Graduate Studies, reported on the 2012-13 Academic Program Review Recommendation Implementation Status.
- **Maribeth Ehasz**, Vice President for Student Development and Enrollment Services, reported on enrollment and housing trends.
- Chase provided the provost's update and noted that the Global Achievement Academy is underway with 70 students expected to enroll in the fall. She reported that the affordability textbook bill did not pass in the current legislative session. However, UCF is working with the bookstore to provide avenues to control textbook costs for the students. Chase stated there is an increase in funding to allow for an increase in hiring of new faculty.

ADVANCEMENT COMMITTEE REPORT

Rich Crotty, Chair of the Advancement Committee, reported the highlights from the committee meeting earlier in the day.

- Dan Holsenbeck gave a report on the 2014-15 State University System budget summary.
- Hitt reported on a $2 million legislative appropriation for UCF's downtown presence. The project is being discussed.
- **Joyce Henckler**, Chief Development Officer of the UCF Foundation, reported on the capital campaign stating that $130 million had been secured towards the campaign with $80 million in active requests. She further stated that the Alumni Association had a busy graduation season, hosting senior send-off events within the colleges.
- Crotty reported that the NFL draft sparked enthusiasm from UCF alumni and fans as they gathered across the country to watch **Blake Bortles** drafted by the Jacksonville Jaguars. UCF benefited from the good publicity surrounding this event.

FINANCE AND FACILITIES COMMITTEE REPORT

Marcos Marchena, Chair of the Finance and Facilities Committee, noted the items approved in the consent agenda. He invited **William F. Merck II**, Vice President for Administration and Finance and Chief Financial Officer, and **John C. Pittman**, Associate Vice President for Administration and Finance, Debt Management, to provide a brief summary on the net savings involved with consent agenda item FF-2, Refinancing of the UCF Convocation Corporation Series 2004A Certificates of Participation, approved earlier in the day.

Marchena presented the following items for board approval.

- **FF-4 Colbourn Hall Renovations**–A motion was made and unanimously passed to proceed with the new construction to replace Colbourn Hall.

- **FF-5 Global UCF Facilities Update**–A motion was made and unanimously passed to proceed in the construction of an academic building to support the Global UCF program.

- **FF-6 2014-15 Tuition and Fees, Amendments to University Tuition and Fee Regulation UCF 9.001**–A motion was made and unanimously passed approving the tuition, tuition differential, out-of-state fees, financial aid fees, and technology fees for undergraduate, graduate, and professional students, effective Fall 2014. Also approved were amendments to University Tuition and Fee Regulation UCF-9.001.

- **FF-7 2014-15 University Operating Budget**–A motion was made and unanimously passed approving the university's 2014-15 operating budget.

- **FF-8 2014-15 Capital Outlay Budget**–A motion was made and unanimously passed approving the university's 2014-15 capital outlay budget and authorizing the president to make necessary adjustments to the 2014-15 capital outlay budget.

- **FF-9 Florida Statewide Mutual Aid Agreement**–A motion was made and unanimously passed approving the Florida Statewide Mutual Aid Agreement for the State of Florida Division of Emergency Management.

Marchena reported highlights from the committee meeting held on April 3, 2014. He advised that the committee had reviewed its charter for potential modifications and is recommending no changes.

Hitt announced that **M.J. Soileau** reported that grant and contract funding reached $131 million, which is an increase of 31 percent from last year.

Calvet announced that all future board meetings will be held at the Fairwinds Alumni Center. She requested trustees to submit to Rick Schell any topics they would like to discuss at the July board retreat.

ANNOUNCEMENTS AND ADJOURNMENT

Chair Calvet announced the following upcoming meetings:

Board of Governors meeting	June 17–19, 2014 (Fairwinds Alumni Center)
Board of Trustees retreat	July 24, 2014 (Fairwinds Alumni Center)

Calvet adjourned the board meeting at 2:24 p.m.

Respectfully submitted: _____ Date: _____

John C. Hitt
Corporate Secretary

Planned E&G Budget Allocations

Updated as of 06/17/14

Note: The Morgridge International Reading Center, ~~Mitsubishi CHP Plant~~ and Quadrangle building are currently being funded through auxiliary loans

		Plan 2013-14	Revised Plan 2013-14	5-Year Plan 2014-15		2015-16	2016-17	2017-18
A.	Recurring allocations from recurring funds							
	Planned Off-the-top							
	2013-14 Salary increases	2,000,000	2,108,365	2,279,034				
	2014-15 Salary increases			7,500,000				
	Faculty promotional increases	500,000	318,103	500,000		500,000	500,000	500,000
	Instructor promotional increases	220,771	221,326	250,000		250,000	250,000	250,000
	TIP, RIA, SoTL	500,000	420,000	500,000		500,000	500,000	500,000
	Market adjustment for under $30k	200,000	-	206,675		-	-	-
	Graduate health insurance	(300,000)	(400,000)	?		?	?	?
	Financial Aid (funded by CPI tuition increase)	450,000	-	-		-	-	-
	Phased-in from non-recurring to recurring funds							
1	2012-13 Faculty promotional increase	5,000	4,999	-		-	-	-
1	Matching funds for C&G proposals	1,000,000	1,000,000	-		-	-	-
	Total recurring allocations from recurring funds	***4,575,771***	***3,672,793***	***11,235,709***		***1,250,000***	***1,250,000***	***1,250,000***
B.	Recurring allocations from recurring 10% institutional investment funds							
	National Merit & Provost Scholars Program	1,500,000	1,481,116 NR	1,500,000 Rec		-	-	-
	Total recurring allocations from recurring funds	***1,500,000***	***1,481,116***	***1,500,000***		-	-	-
C.	Recurring allocations from nonrecurring funds (some items could be funded from institutional investments held in reserve)							
	Financial Aid to replace Bright Futures	-	-	3,150,000		3,150,000	3,150,000	3,150,000
	Tuition funds held to address student faculty ratio	-	2,210,033	2,210,033		2,210,033	2,210,033	2,210,033
	Additional funds to address student faculty ratio	-	-	7,170,000		7,170,000	7,170,000	7,170,000
	Undergraduate education pilot projects/ QEP	1,000,000	-	1,000,000		1,000,000	1,000,000	1,000,000
2	Library Materials/ Electronic Journal Subscription	105,000	335,276	335,276	4	335,276	335,276	335,276
	Academic advising costs	150,000	-	150,000		150,000	150,000	150,000
2	CS&T - Information Security Risk Audit	-	-	100,000		100,000	100,000	100,000
2	University Fine Arts Insurance Policy (CAH)	-	2,045	2,045	4	2,045	2,045	2,045
1	Development - Enhancement Plan	1,200,000	1,200,000	1,600,000		2,000,000	2,000,000	2,000,000
1	Foundation Support	300,000	300,000	300,000		300,000	300,000	300,000
1	New Chief Audit Executive	78,000	78,000	78,000	4	78,000	78,000	78,000
1	Legal Scholars/ BRAC	75,000	75,000	75,000	4	75,000	75,000	75,000
1	Convocation Center rent	1,000,000	1,000,000	1,000,000		1,000,000	1,000,000	1,000,000
	Health Sciences Campus chilled water expenses	2,500,000	-	2,500,000		2,500,000	2,500,000	2,500,000
2	Health Sciences Campus Boggy Creek assessment	40,000	44,930	45,000		45,000	45,000	45,000
	Health Sciences Campus property taxes	3,000	1,650	3,000		3,000	3,000	3,000
	Health Sciences Campus PO&M	252,836	252,836	252,836		252,836	252,836	252,836
	PO&M - FSEC	373,000	340,961	373,000		373,000	373,000	373,000
	Additional increases in utility costs	-	-	?		?	?	?
1	Environmental Health & Safety/ Emergency Management	1,486,200	1,486,200	1,486,200	4	1,486,200	1,486,200	1,486,200
	OEM - New key/camera/alert positions	245,000	245,000	245,000	4	245,000	245,000	245,000
2	Police - payroll shortfall and new positions	-	488,041	1,627,885	4	1,847,199	1,847,199	1,847,199
2	Police - 3 new officers	480,000	178,000	178,000	4	178,000	178,000	178,000
2	Police - special pay increase	200,000	85,781	134,065	4	134,065	134,065	134,065
2	HR - Affordable Health Care Act position	100,000	95,550	95,550	4	95,550	99,550	99,550
2	E-Verify	12,375	7,219	12,375	4	12,375	12,375	12,375
2	Pegasus Magazine	-	347,000	410,000	4*	410,000	410,000	410,000
1, 2	SMCA support	227,500	267,500	267,500	4	267,500	267,500	267,500
2	Salary Market Adjustment for SMCA	25,000	32,500	32,500	4	32,500	32,500	32,500
	Sci Quest Purchasing Catalog (a portion may be state funded)	-	-	-		-	-	-
	OPS Healthcare Costs (in excess of state funding)	-	?	?		?	?	?
	Team Grant - Years 3 through 5	-	-	-		1,879,462	1,879,462	1,879,462
	Total recurring allocations from nonrecurring funds	***9,852,911***	***9,073,522***	***24,833,265***		***27,332,041***	***27,336,041***	***27,336,041***
E.	Planned nonrecurring allocations							
2	Colburn Hall renovation	8,000,000	10,000,000	13,000,000		-	-	-
2	Investment in Research (seed)	-	-	10,000,000		-	-	-
2	Research support	7,500,000	-	7,500,000		-	-	-
2	Furniture for Global Achievement Academy building	-	-	-		1,500,000	-	-
2	Orlando Tech Center Lab Renovation (Dr. Sohn)	-	679,155	-		-	-	-
1	SEMATECH	500,000	500,000	500,000		500,000	500,000	-
1	Tuition funds held to address student faculty ratio	-	-	-		-	-	-
2, 3	Academic Advising (DARS PeopleSoft Conversion)	500,000	1,351,967	1,650,000		-	-	-
2, 3	Student Application IT Development Support (DARS PeopleSoft	-	236,800	-		-	-	-
2, 3	Load Testing Performance Tuning (DARS PeopleSoft Conversio	-	-	52,250		-	-	-
2	Project Surface	-	-	3,500,000		-	-	-
1	PBS Partnership (excluding purchase price)	2,581,994	2,581,994	1,981,215		2,012,186	2,149,654	-
1	Development - Enhancement Plan	1,800,000	1,800,000	1,400,000		-	-	-
2	Gift fees - Health Sciences Buildings	200,000	4,039	-		-	-	-
	Regional campuses	1,500,000	1,500,000	-		-	-	-
2, 3	Graduate fellowships to enhance retention	-	1,000,000	?		?	?	?
	Merit-based scholarships for 2014-15	-	700,000	-		?	?	?
1	Conference entrance fees (5 years through 2016-17)	600,000	600,000	600,000		600,000	600,000	600,000
1	Resurface track	375,000	375,000	?		?	?	?
2	Organizational structure review (RFP)	350,000	200,000	150,000		?	?	?
2	Re-key building	-	320,000	-		-	-	-
2	IQ Project - Florida Hospital & Tavistock	-	-	250,000		-	-	-
2	Creative Village Project Laison and Coordinator	-	-	250,000		250,000	250,000	-
2	Provost search	-	150,000	-		-	-	-
2	Police - one time equipment costs for 6 new officers	120,000	93,000	-		-	-	-
2	Performance plan payments	264,000	61,785	184,500		184,500	184,500	184,500
1	Legal - contract review software	50,000	50,000	-		-	-	-
2	UCF Knights Success Grant (to enhance graduation rate)	-	62,800	?		?	?	?
2	Electronic Data Warehouse	-	34,680	-		-	-	-
	Graduate health insurance	-	(100,000)	-		-	-	-
	College of Education support	-	-	?		-	-	-
	CHP Plant	-	-	-		-	-	-
	Boggy Creek Bond Assessment (once development begins)	-	-	?		?	?	?
	Health Sciences Campus support (pending but not approved)	-	-	?		?	?	?
	Total nonrecurring allocations	***24,340,994***	***22,201,220***	***41,017,965***		***5,046,686***	***3,684,154***	***784,500***
F.	Total Recurring and Non-recurirng Allocations:							
	Recurring allocations	14,428,682	12,746,315	36,068,974		28,582,041	28,586,041	28,586,041
	Non-recurring allocations from intituitonal investments	1,500,000	1,481,116	1,500,000		-	-	-
	Non-recurirng allocations	24,340,994	22,201,220	41,017,965		5,046,686	3,684,154	784,500
	Total allocations	40,269,676	36,428,651	78,586,939		33,628,727	32,270,195	29,370,541

FOOTNOTE LEGEND:

[1] These allocations will be reflected in the start up budget on the allocation document. All others will be transferred during the year based on support provided.

[2] Amount differs from the planned list when the 2013-14 allocation document was signed. These may be considered "unplanned" allocations in the reserve rollforward.

[3] Planned use of 2013-14 performance funding ($2.6 million).

[4] Proposed phase-in to recurring funding for 2014-15. Phase in Total = 4,919,396 (Only $350k for Pegasus Mag)

NOTE: Does not include distribution of $3.1 million held back from divisions in 2013-14.

	ALSO NOT INCLUDED:					
	SEMATECH Florida Partnership - 13 positions	-	10,000,000	3,000,000	3,000,000	3,000,000
	SEMATECH Florida Partnership - multidisciplinary research facility	-	23,500,000	?	?	?
	Daytona State College - HVAC replacement project (use of PO&M, undesirable lo	776,250	-	-	-	-
	Simulation for Health Care (IST, AA may fund)	250,000	250,000			
	Need based aid - Top 10 Knight Program		2,000,000	2,000,000	2,000,000	2,000,000
	Reduce student advisor ratio		1,012,000	1,012,000	1,012,000	1,012,000

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Wednesday, February 13, 2008 12:12 AM
To: Bradley W Bennett
Cc: Beverly Delong
Subject: UCF agenda items
Attachments: UCF Agenda Item - February 08 Interest Earnings on E&G Funds.xlsx

Brad,

Please see attached agenda items for ICOFA.

Thanks.

Tracy Clark
University Controller
University of Central Florida
(407) 882-1000

Agenda Item: ____

ICOFA AGENDA ITEM

Meeting Date: February 28 & 29, 2008

Topic: Interest earnings on E&G funds

Purpose: As of 12/6/07 the BOG passed BOG Regulation 9.007(5) requiring interest earnings resulting from the investment of current E&G appropriations to be subject to the same expenditure regulations as the original appropriations. Carry forward interest is to be considered additions to the carry forward balance.

Time Needed for Discussion: 10 minutes

Reference(s): BOG Regulation 9.007(5)

Attachment(s): BOG Regulation 9.007(5)

Submitted by: Tracy Clark, Controller University of Central Florida

From: SUS-Submissions <SUS-Submissions@flbog.edu>
Sent: Thursday, July 11, 2013 8:57 AM
Subject: Data Request: Various Amended Regulations
Attachments: 7-001 tuition and associated fees regulation DRAFT 7-9-13.doc; 7-003 Fees-fines-penalties regulation DRAFT 07-09-13.docx; 7-008 waiver of tuition and fee waivers DRAFT 7-9-13.doc; 9-007 Operating Budget Regulation revised 07-10-13.docx; collegiate license plate_NEW_07-10-2013.docx

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

M E M O R A N D U M

TO: Institutional Data Administrators

CC: Council for Administrative & Financial Affairs
General Counsels
Budget Officers

FROM: Tim Jones,
Chief Financial Officer

THROUGH: Gene Kovacs, Assistant Vice Chancellor/CIO

DATE: July 11, 2013

SUBJECT: Various Amended Regulations

DUE DATE: **July 30, 2013**

There are several regulations that need to be updated in preparation for the September Board meeting. A summary of the proposed changes for each regulation are as follows:

1. 7.001 – Tuition & Associated Fees
    i. Eliminates the specific amount charged for undergraduate tuition and references the GAA and statutory authority.
    ii. Eliminates reference to the building fee (the building fee and capital improvement fee were combined).
    iii. Eliminates the additional charge associated with college prep course. This change is made pursuant to the modification in SB 1720 to section 1009.28. this was the citation that FAMU used to charge an additional fee for college prep classes.

iv. Eliminates the date when a block tuition proposal is to be submitted. (NOTE: Will rely on our data request system to establish the date.)
v. Modifies the date the tuition differential report is due to the legislature (NOTE: the date was modified in SB 1514)

2. 7.003 – Fees, Fines & Penalties
   i. Changes date when the budget committee will consider increases to existing fees from January to June.
   ii. Changes date when the budget committee will consider new fees from March to June.
   iii. Clarifies that excess hours applies to FTIC students.

3. 7.008 – Waivers of Tuition & Fees
   i. Clarification is provided on the number of credit hours allowed for homeless waivers.

4. 9.007 - Operating Budgets
   i. Adds language regarding the inclusion of carryforward funds in the expenditure data.
   ii. Adds language that E&G funds are to be used for operating activities, unless specifically authorized by law.
   iii. Adds language requiring universities to comply with all applicable federal, state, and local laws when implementing grants, contracts and sponsored research programs. (this is to address a Board audit comment on not having guidelines addressing sponsored research)
   iv. Adds language regarding the inclusion of technology fee revenues/expenditures and Board approved fees.
   v. Clarifies the use of E&G interest earnings.

5. X.xxx – Collegiate License Plates Revenues - New regulation that includes the university expenditure allocation for fundraising and scholarships.

Please submit one response per institution by **July 30, 2013**. Please send all responses to SUS-SUBMISSIONS@flbog.edu.

Thank you for your cooperation and assistance.

Attachments:
Regulations 7.001, 7.003, 7.008, and 9.007
New regulation on collegiate license plates

Eugene Kovacs
Assistant Vice Chancellor/CIO
Information Resource Management

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

Board of Governors
State University System of Florida

325 West Gaines Street, Suite 1625
Tallahassee, Florida 32399
(850) 245-0837
(850) 245-0419 FAX
Visit us online at www.flbog.edu

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Tuesday, April 05, 2016 5:02 PM
To: Dale Whittaker
Subject: CREOL Exceptional funding request
Attachments: RE: FY 2015-16 75% Carry Forward and Budget Committee Approved Allocations; CREOL Exceptional Funding Request.pdf; RE: Lab Cost Comparison; RE: CREOL Addition; CREOL Program Narrative.pdf

Dale - We awarded CREOL the $4 million they requested for their facility expansion during last year's Carryforward reallocation. We also told them they needed to spend it on research lab space (their original plans included a large auditorium.) - see first attached email from me to Bahaa. We told them if they could add additional funds to include features other than labs that was fine.

They are now asking for an additional $1.5 million to complete the expansion, as an exceptional funding request (see last pdf file). This is one of the items Megan and I went over with you and you requested more information (namely was this one of those cases where facility's costs increased from the original quotes, college wants more etc.).

Long story short (see attached documentation if you want to read more) they pushed forward on a building with 4,600 net usable sq. ft. 1,200 - research labs, 880 - offices and. 2,500 unfinished auditorium/exhibit. Because they were given the directive to use the $4 million for lab space, they shelled out auditorium instead of building it out so that the auditorium build out $'s could be used towards building out labs that they had just planned to shell out. Their shortfall is not because facility's costs increased.

I'd say we should not fund this additional request - however, I'm not sure of the reason/need for the auditorium vs. lab space or whether you have talked with Bahaa or Joel about the substance of this building. The MIT award may impact how you think about this request if that award causes more needs here at main campus. Maybe a meeting with you, Joel, me, Bahaa, and Lee (or some such group) would make sense to make sure we are all on the same page with what they are doing over there.

In the past year they have been given $2 million for the 3rd floor renovation and $4 million for this expansion of which over 1/2 of the space ended up a shelled out auditorium. I think any additional funding needed should come from their own funds. It's a big ask and would deplete your one time funds by a significant amount.

We could push it forward to the University Budget Committee if you'd like, especially if main campus space is needed because of the new MIT award.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

-----Original Message-----
From: Lee Kernek

Sent: Thursday, March 31, 2016 5:42 PM
To: Tracy Clark <Tracy.Clark@ucf.edu>
Subject: FW: CREOL expansion

In addition to the emails, I personally told the CREOL team that the direction was to maximize the labs, and I sent them to Joel/Dale for resolution of both that issue and the higher cost for adding to CREOL vs. other possible places.

-----Original Message-----
From: Bill Martin
Sent: Wednesday, March 30, 2016 5:39 PM
To: Lee Kernek <Lee.Kernek@ucf.edu>
Subject: RE: CREOL expansion

Here are some relevant emails that I think address your notes below.

* The attached "Lab Cost Comparison" email started from an email that you sent to Dale/Bill Merck/MJ/Joel on July 23, 2015 and I got forwarded it downstream. It outlines how way back in July of last year we told them multiple options and advised them that the addition at CREOL would be less bang for the buck due to its small size. It also has an acknowledgement from Mark Wagenhauser on August 12 that "We've been given further direction that the priority needs to be lab space. With that said, can we "shell" the auditorium and then use those funds from not completing towards the other labs". At the top of the email was when we had started programming and they continued to push for a shelled out auditorium. So despite them being told more labs, they wanted to keep the auditorium. That drove the program to where it is today.

* The attached "CREOL Addition" email has me asking again on September 17, 2015 if there is a need for the project to be at CREOL, and has Dr Saleh providing an explanation of why it needs to be there (vs IRIF). It also has me stating that I thought the auditorium was no longer part of the first phase of the project, with Mark stating that the "auditorium should be part of the drawings of the addition for later construction", meaning it should be shelled for future buildout...which is where the program went.

I don't have any emails of the Provost or us specifically directing them to do more labs, only the first email above where Mark stated they had direction for the priority to be lab space. Not sure if you have emails on your computer for these.

Do you want to adjust my email below with this info, or do you want me to re-write my email with more of this information? Do you want me to include the email attachments, or just reference the dates and comments in them?

Bill

-----Original Message-----
From: Lee Kernek
Sent: Wednesday, March 30, 2016 2:21 PM
To: Bill Martin <Bill.Martin@ucf.edu>
Subject: RE: CREOL expansion
Importance: High

This doesn't tell the whole story - which includes us communicating to them more than once that the Provost's desire was more labs, less other; and sending them to talk to Academic Affairs (Joel/Dale) about their desired program (offices, auditorium); as well as us being told that we can't determine their program for them, that that is between CREOL and Academic Affairs. These are critical points.

-----Original Message-----
From: Bill Martin
Sent: Wednesday, March 30, 2016 9:25 AM
To: Lee Kernek <Lee.Kernek@ucf.edu>
Subject: RE: CREOL expansion

Lee,

Last year we were advised by CREOL that they had been awarded $4M for an addition to CREOL. We began exploring options with CREOL on whether it made more sense to do this expansion to the CREOL building, or consider modifying the IRIF building which, at the time, had not started construction. They had a strong preference to do a building addition to CREOL so their new spaces could be located near existing similar spaces (lab synergy). They also had a strong desire for an auditorium space which their current building does not have. We advised them that this addition would be expensive. FP&C helped estimate what size of addition we thought could be built for the available funds, which is a roughly 8,244 gsf two story addition.

In October 2015 we completed the programming exercise with CREOL which resulted in the attached program document. Pages 30-37 show the project location, estimated schedule, and program which was determined by CREOL. The program includes a 2,500 nsf auditorium, 880 nsf of offices, and 1,200 nsf of labs. There is a lot of site work needed in this project which takes up a lot of the construction cost. We advised them that they may not get all of this space fully built out, and they were open to shelling the auditorium space if necessary.

As this project is over $2M construction cost, we have had to publicly advertise the project - this happened earlier this year. We scored seven proposals and shortlisted down to four AE/CM teams. This Monday, 3/28, we held our shortlist interviews. As part of the shortlist section on "Ability to Provide Service", we requested that the AE/CM teams propose one design solution that met the budget and illustrated what could be done with the funding - we wanted to see what they believe we could afford for our available funding, and wanted to see how they collaborated as a team to produce a design solution that is on budget. All four groups provided a design solution that met CREOL's program document and met the budget. The attached summary is from the team that we recommend to move forward with, it illustrates this AE/CM team's proposed design and cost solution. The auditorium in their plan is shelled out, but they are also $100K under our construction budget so there may be room to build out that space. See pages 14-21 for the design concept.

There have been no changes to the previous program or $4M cost, and our interviews this week confirm that we can build our current program for the budget. My understanding is that CREOL would like an additional $2M for additional space. With our space crunch on campus I can understand their desire for more space and to build as much now as they can. However, this added funding request is not because we can't meet our current program with the current budget.

Please let me know if you need more information related to the CREOL expansion project.

Thanks,
Bill

-----Original Message-----
From: Lee Kernek
Sent: Tuesday, March 29, 2016 4:52 PM
To: Bill Martin <Bill.Martin@ucf.edu>
Subject: FW: CREOL expansion
Importance: High

I need the answer asap! Thanks!

-----Original Message-----
From: Tracy Clark
Sent: Tuesday, March 29, 2016 4:12 PM
To: Lee Kernek <Lee.Kernek@ucf.edu>
Subject: RE: CREOL expansion

Dale is evaluating the exceptional funding request at the AA division pursuant to the new process. He needs the support for the original funding request of $4 million, and now the changes that are taking the cost to $6 million. Should I be asking Mark Wagenhauser for the documentation?

You can see from Mark's requests that he is saying the $4 million will only cover build out of part of the first floor and nothing but a white box on the second. You say below the contractors can do the whole thing, with build out, for $4 million?

Also - I think I sent something on his behalf a while back saying he wanted predominately labs. Did that happen?

Thanks.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Wednesday, August 12, 2015 2:15 PM
To: Bahaa Saleh; Mark Wagenhauser
Cc: MJ Soileau
Subject: RE: FY 2015-16 75% Carry Forward and Budget Committee Approved Allocations

Bahaa and Mark,

I just wanted to clarify that the $4 million funding approved for the CREOL expansion was awarded to go towards adding lab space. I know prior expansion plans included other features such as an auditorium. If you can add funds from other resources to incorporate additional features that's great.

If you have any questions, please let me know.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Megan Diehl
Sent: Friday, July 31, 2015 4:14 PM
To: Mark Wagenhauser <markw@creol.ucf.edu>
Cc: Bahaa Saleh <besaleh@creol.ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>
Subject: FY 2015-16 75% Carry Forward and Budget Committee Approved Allocations

Mark,

The attached memo from the Provost describes the evaluation of 2015-16 funding requests by the University Budget Committee and the reallocation of June 30, 2015 carry forward funds. This communication provides an update on the allocation of carry forward to your unit and the status of any funding requests that were submitted.

The attached file contains expanded instructions and the following information:

- Preliminary carry forward by department as of 6/30/15, the reallocated amount, and the initial 75% of the remaining amount that is being transferred now. The remaining 25% is expected to be distributed late August/ early September.
- The components of the amounts retained by and reallocated from your unit. Your Dean/VP may choose to distribute any portion of this amount among the departments within your unit based on careful consideration of strategic priorities.
- The detail of funding approved for the requests submitted by your unit. Requests for recurring funds were provided with full or partial funding for up to three years. The approved amount is being transferred in full immediately following this communication.

Changes to the calculation will not be made. As the Provost stated in his memo, suggestions for how we can improve this process going forward are welcomed and encouraged. Questions and feedback should be directed to Christy Tant or Megan Diehl.

Thanks,
Megan

Megan Diehl
Assistant Director, Fiscal Administration
University of Central Florida Finance and Accounting
Budget, Planning and Administration
407-823-4361
megan.diehl@ucf.edu

Exceptional Funding Request Submission

University of Central Florida

3-digit SBL Code COP

Organizational Unit CREOL, The College of Optics and Photonics

Title of Project CREOL Phase II Expansion

Targeted Implementation Date 11/01/2016 **Decision Needed by Date** 05/31/2016

TYPE OF FUNDING REQUESTED	Year 1	Year 2	Total
Fiscal Year	FY 2015-16	(select)	
Recurring			0
Non-recurring	1,500,000		1,500,000

Project Description (Include a description of contributions from internal and external partners.)

Funding of the CREOL Phase II began with support of $4M in FY15. This amount will only lead to an initial design and partial build-out of the first floor. We are in the process of getting approval through UCF Facilities & Board of Trustees to put the project out to bid for an architect/engineering firm to design the building. From initial conversations with Facilities, $4M will basically pay for the design of the building, utility/foundation work and partial construction of a few labs and offices on a floor. A supplement of $2M will be needed in order to make the best utilization of the unfinished space. CREOL/COP will contribute $500K towards this effort, with funds coming from carried forward, overhead and royalty funds.

PROJECTED BUDGET	Year 1		Year 2 (incremental)	
	Recurring	Non-recurring	Recurring	Non-recurring
Faculty FTE				
Staff FTE				
Salary and Benefits				
Other		$ 2,000,000		
Total Funding Required	$ 0	$ 2,000,000	$ 0	$ 0
Less: College/Unit Contribution		-$ 500,000		
Less: Contribution from Partners				
Total Amount Requested	$ 0	$ 1,500,000	$ 0	$ 0

Anticipated Outcome(s) and Return on Investment. How Will This Support the University's Strategic Mission and Impact State Performance Measures? (Include specific outcome metrics where applicable.)

It is anticipated that Phase II will lead to additional research labs and offices which we are in dire need for. The College has added 4 new faculty in the recent year and are in search of at least 2 additional faculty to be hired in late FY16. All of the faculty being hired will be doing research and we are currently at capacity with regards to lab space. The increase in space will lead to an increase of research dollars and graduate students.

Per UCF funding request guidelines, please attach supporting documentation showing the evaluation of other resources within your area – E&G carryforward, auxiliary cash, C&G overhead, and UCF Foundation funds, where applicable.

Div. Budget Officer Name (print) Mark C. Wiegenhauer **Signature** _____ **Date** 1/13/16

Dean/VP Name (print) Bahaa Saleh **Signature** _____ **Date** 1/13/16

Form 41-999 (11/15)

From: Bill Martin <Bill.Martin@ucf.edu>
Sent: Wednesday, September 23, 2015 4:50 PM
To: Mark Wagenhauser
Cc: James Ross
Subject: RE: Lab Cost Comparison

Thanks for the feedback Mark. From a cost perspective, we can afford to build about 8,500 GSF of building. What I showed was roughly two 4,250 sf floor plates. If we want to shrink the floor area per floor to closer to 3,000sf we might be able to get 3 stories. Unfortunately this area is so small that the NTG ratio will be high, as we still will need a mechanical room…and should probably size it to serve a future buildout (build the space, but perhaps not the AHU). There are lots of options, and they will certainly change once an AE gets involved, so this is just a starting point.

I have been working with Gina on the program, and we expect to have the draft done a week from today 9/30, so let's tentatively plan for a programming meeting on 10/1. I'll get back to you with the exact time. The provost appoints the building program members, I assume he'll appoint the dean who could then include you guys.

On the CREOL buildout, I spoke with Doug Matern again today and he assured me that the CREOL drawings would be delivered this Friday. One of his next highest priorities is the Nextrom lab. Fingers crossed that he delivers.

Thanks,
Bill

From: Mark Wagenhauser
Sent: Wednesday, September 23, 2015 2:03 PM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: James Ross <jross@creol.ucf.edu>
Subject: RE: Lab Cost Comparison

Good Afternoon Bill,

Thank you for sending the update.

We are open to options, but the drawings that you have included are different than what we had talked about when we last visited with you on 8/20. We had talked about having drawings done to include an auditorium (~1/3 smaller than HEC's main auditorium), but not build it, and a structure that could accommodate a third floor being added. We would build out the first floor and have a second floor with a few research areas completed with the funds leftover. This would happen in the area that you have labeled as 'future addition' on your drawings.

Having options are good.

Thanks,

Mark

From: Bill Martin
Sent: Tuesday, September 22, 2015 10:25 AM
To: Mark Wagenhauser

Cc: James Ross
Subject: RE: Lab Cost Comparison

Mark/Jim,

Attached are some updated documents that we're using to help draft the building program. We're still targeting the end of this month for having a draft complete. Please review the attached and let me know if you think this is on track. I want to get as much right as possible the first time. Some highlights:

- Auditorium remains, but will be shelled. The only place this can fit on the site is the NE corner, allowing for a future addition to the east of the building.
- Second floor has 3 labs and 8 offices (+/-).
- Note that these plans are just a first stab, once an AE is on board they might recommend different solutions
- To the east of the building are existing infrastructure underground which will need to be relocated as part of the project…an extra hidden cost that we should anticipate.
- The net to gross factor for labs is typically 1.7. I've made this one 1.8 as this small addition will need a mechanical room, toilets, etc that will be a higher percentage of SF of the project than typical projects, since the addition is so small. If we get into design and think we can reduce this, we can do it then. I suggest we design the MEP system so it will accommodate a future addition as well.
- Costs for labs and additions are in the $350/sf range now. I'll have a better number once IRIF's bids come in, but that is a much larger project so this addition will be more expensive.
- Project costs are typically 20% of an overall project. This would include AE fees, CM precon fees, permit fees, FPC costs, FFE, telecom, furniture, and movable equipment. Not sure if these labs will be fully fitted out – if so, the equipment fitout will need to come from another funding source. We typically only build in basic casework, infrastructure for water/gas/etc., and one fume hood per lab.

Please review the attached and let me know if you have any comments. Remember, its just a draft and we can modify it during the programming process, and again once we select the AE.

Thanks,
Bill

From: Bill Martin
Sent: Monday, August 17, 2015 6:14 PM
To: Mark Wagenhauser <markw@creol.ucf.edu>
Cc: James Ross <jross@creol.ucf.edu>
Subject: RE: Lab Cost Comparison

Mark,

I think we can do a number of things to get to $4M. I think the most likely solution is a completely shelled second floor, and a partially built-out first floor. If you think about the 3rd floor CREOL project we're about to do with the 7 labs, that is close to $1.5M with no exterior skin cost, no structure cost, no foundation cost, no utility relocation cost…so $4M in a new building is going to be spent mostly on the shell and structure with a few built out spaces.

We were also tossing the idea of putting more labs in IRIF with the $4M – which would save time (no solicitation of architects and CM) and get you more "bang for the buck". But unfortunately that project is at 50% CDs and squeezing in more space in that project would seriously derail it – cause major schedule and cost increases for both design and construction. See attached for a snippit of where those drawings are, these are 50% CD plans, elevations. There are 269 total drawings created in that set now, attached is 14 of them…so it would be a lot of stuff to change at this point.

The design of IRIF has a lot of "white box" labs, with utilities going to the spaces, a fume hood in each, and some portion of fixed casework. MJ agreed to provide additional funds at a later time to build out these labs – the priority was on getting more building area, especially since they did not know the exact lab users going in the spaces. Is it possible to use the $4M to build out these labs, instead of adding space to IRIF or CREOL? You could really stretch your money if you did that. Then when the university got a lot more money ($8M-$10M), they could do a more complete addition to CREOL. I'm not sure how many of those labs are allocated for CREOL though. Thoughts?

If we do stick with an addition to CREOL, here are the basic steps to getting that project moving. These steps are required because it is a major project (over $2M construction cost). Heads up, this will take a LONG time, it is not quick:

- Get a program committee together – they have to meet a few times to develop the building/academic/research program
- Advertise the project – requires 30 day minimum notice in the newspaper – for both architects and construction managers. Lately we have been doing AE/CM teams, which saves in proposal reviews and interviews.
- Receive and distribute proposals from interested groups.
- Committee reviews and scores proposals – generally 2-3 weeks.
- Committee shortlists a minimum of 3 companies for interviews. Shortlisted firms are notified and have 2-3 weeks to prepare for interviews.
- Interviews happen over a 2-3 day period. Companies are selected that day and a recommendation is sent to the president for approval.
- After presidential approval, the shortlisted companies are notified. Contract negotiation begins with the selected companies (AE and CM).
- Contract negotiation and approvals has been taking 1-2 months.
- Once contracts are approved, design can begin.
- Design for a project of this size is typically 6 weeks ASD, 8 weeks DD, 14 CDs (7 months total).
- Permit/Bid is typically 6-8 weeks – must go to the State Fire Marshall which has been taking 45-60 days. Bidding is concurrent with permitting.
- Assuming the project is on budget, the GMP approval should be fast, 1-2 weeks.
- Once the GMP amendment to the CM contract is signed, a NTP will be issued and the construction can begin.
- An addition like this will probably take 8-10 months to complete.

So overall this is a long project. IRIF phase 1 is starting construction in December/January, with a 16 month build, so it should be done around May/June 2017. Which direction works best for you?

Bill

From: Mark Wagenhauser
Sent: Wednesday, August 12, 2015 2:29 PM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: James Ross <jross@creol.ucf.edu>
Subject: RE: Lab Cost Comparison

Hi Bill,

We've been given further direction that the priority needs to be lab space. With that said, can we 'shell' the auditorium and then use those funds from not completing towards the other labs?

Mark

From: Mark Wagenhauser
Sent: Monday, August 10, 2015 5:16 PM
To: Bill Martin
Cc: James Ross
Subject: RE: Lab Cost Comparison

Bill,

Thanks for meeting with Jim and me this afternoon. After discussing the issues with Dr. Saleh, here's what we've come up with to at least open further discussions:

- We'd like to reduce the lecture room by 1/3 or to hold ~150
- Build out the first floor and the office space on the 2nd floor along with a few labs. The remaining labs will be shelled and completed with future funds
- Have the structure built so a 3rd floor could be added in the future

Please let us know your thoughts and concerns.

Mark

From: Bill Martin
Sent: Monday, August 10, 2015 7:57 AM
To: Mark Wagenhauser
Subject: RE: Lab Cost Comparison

Great, see you then. Yes, please bring Jim!

Thanks,
Bill

From: Mark Wagenhauser
Sent: Monday, August 10, 2015 7:42 AM
To: Bill Martin <Bill.Martin@ucf.edu>
Subject: RE: Lab Cost Comparison

Good Morning Bill,

I'm at work today and will stop by the office at 3. Would you mind if I brought Jim Ross with me?

Mark

From: Mark Wagenhauser
Sent: Saturday, August 8, 2015 6:54 AM
To: Bill Martin
Subject: RE: Lab Cost Comparison

Good Morning Bill,

I'm scheduled to be out on Monday, but those plans may change. I will confirm on Monday morning if that's okay.

Mark

From: Bill Martin
Sent: Friday, August 07, 2015 4:17 PM
To: Mark Wagenhauser
Subject: RE: Lab Cost Comparison

Mark, is it possible for you and I to meet at my office next week, prior to a programming kick-off. I've done some cost research and more plan studies and want to show you where I'm at before moving forward. How does Monday afternoon 8/10 at 3pm-3:30pm work? I'm in facilities & safety room 109.

Thanks,
Bill

From: Lee Kernek
Sent: Friday, August 07, 2015 5:07 AM
To: Mark Wagenhauser <markw@creol.ucf.edu>
Cc: Kimberly Gault <Kimberly.Gault@ucf.edu>; Bill Martin <Bill.Martin@ucf.edu>
Subject: Re: Lab Cost Comparison

Bill Martin's office will be setting up the meeting ASAP. Thanks, Mark

On Aug 6, 2015, at 2:19 PM, "Mark Wagenhauser" <markw@creol.ucf.edu> wrote:

> Thank you for sharing Lee. Please let me know when a Program Meeting will be scheduled. If I need to initiate it, please let me know.
>
> Mark
>
> ---
>
> **From:** Lee Kernek
> **Sent:** Monday, August 3, 2015 3:49 PM
> **To:** Mark Wagenhauser
> **Subject:** FW: Lab Cost Comparison
>
> FYI
>
> ---
>
> **From:** Lee Kernek
> **Sent:** Thursday, July 23, 2015 5:15 PM
> **To:** Dale Whittaker <Dale.Whittaker@ucf.edu>; William Merck <William.Merck@ucf.edu>; MJ Soileau <mj@ucf.edu>; Joel Hartman <Joel.Hartman@ucf.edu>
> **Subject:** Lab Cost Comparison
>
> > CPPI has looked at the lab space options available for UCF. The four best options that they considered were near buildings that coincide with the use for lab space.
> >
> > 1. Add additional space to the IRIF currently in design. This site has little to no existing space constraints to expand to the north and has the benefit of sharing construction overhead and economies of scale with the planned project. We feel that the space could be added for $475/SF. A $4M

construction budget will net approx. 8,400 GSF of additional building space, and based on the lab to support space ratio in the current plan of .43, a net wet lab space of 3,600 SF. This would buy 5 to 7 labs from 500-700 SF each, similar to what is planned for the medium to large IRIF labs.

2. Add further expansion to the east of the CREOL building. Cost for this expansion would be higher per SF at approximately $575-$625 due to needing to relocate significant known underground infrastructure and loss of economy of scale from not being a part of a larger project. This would result in being able to build 6,700 GSF or 2,900 NSF of Lab Space, yielding 4 to 6 labs similar to IRIF. We looked at vertical expansion, but do not see it as feasible due to the structural costs involved consuming too much of the budget.

3. Expand either to the northwest or southeast of the HPA-2 building, or build a single stand-alone building, as systems in this area do not support one-pass air needed for a lab building. Cost for this expansion would be $550-$600 / SF, yielding 7,000 GSF of building and 3,000 NSF of lab. The range in cost for a footprint of this nature is highly dependent on hood density and skin selections. The proximity to the HPA-2 building may or may not be advantageous to this location; however there appears to be adequate space for the proposed building footprint.

4. Expansion to the southeast of Physical Sciences on top of the existing parking lot. Assuming that there are no significant underground infrastructure relocations, the cost model would be similar to option 3 above. Another challenge would be to preserve the function of Apollo Circle if the building were to be contiguous with Physical Sciences. Further consideration indicates little if any benefit in being near Physicals Sciences due to the landlocked nature of the building and inability to share any services with it.

Note: As with any concept, we would need to look more into the proposed sites and configuration of the building to confirm unit prices, as changes in assumptions can have significant pricing impacts.

From: Bill Martin <Bill.Martin@ucf.edu>
Sent: Thursday, September 17, 2015 4:42 PM
To: Mark Wagenhauser; James Ross
Subject: RE: CREOL Addition

PERFECT, thanks! I'll push forward with the draft program in this direction and will get back with you on a date to review the draft program.

Thanks,
Bill

From: Mark Wagenhauser
Sent: Thursday, September 17, 2015 4:39 PM
To: Bill Martin <Bill.Martin@ucf.edu>; James Ross <jross@creol.ucf.edu>
Subject: RE: CREOL Addition

Hi Bill,

The auditorium should be part of the drawings of the addition for later construction. I asked Dr. Saleh for his input and this is what was provided:

Research at CREOL has been inherently collaborative, with multiple faculty working jointly on funded research projects. This type of collaborative research, which has helped us garner large funding, requires proximity of labs and sharing of equipment and facilities. The fact that all faculty have their offices and labs in the same building has facilitated discussions and exchanges of idea, which have resulted in many inventions and innovations. This has been the hallmark of CREOL. Adding new space to the current building will maintain this culture, while splitting the faculty between two buildings will certainly hinder collaboration.
—

I hope this helps.

Thanks,
Mark

From: Bill Martin
Sent: Thursday, September 17, 2015 11:16 AM
To: James Ross
Cc: Mark Wagenhauser
Subject: RE: CREOL Addition

Jim,

Lee has asked me if there is a specific need for the labs to be an addition to CREOL, or if it makes more sense for them to be part of the IRIF building. I know we talked before about how you wanted it at CREOL, especially for the auditorium. But I believe the auditorium is not a part of the first phase of this project now, that it's just labs. Can you confirm that the project needs to be an addition to CREOL and why (specific research needs related to the existing building research, proximity to peer researchers, etc), I'd like to put this issue to bed. This info will also be part of the program document.

I have asked Gina to start the draft of the program document. We're targeting having the draft done by the end of this month. Once it's complete we can have a meeting to discuss the program and get it just right. Once the program is in place we can advertise the project for A/E and CMs.

Feel free to call if you'd like to discuss, I'm actually in the office most of the day.

Thanks,
Bill

From: James Ross
Sent: Wednesday, September 09, 2015 4:16 PM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Mark Wagenhauser <markw@creol.ucf.edu>
Subject: CREOL Addition

Bill
When will there be a work shop/design meeting regarding the new addition to the CREOL building? We are wanting to get a timeline or milestone schedule of how the project will proceed.
Jim Ross

James Ross
College of Optics and Photonics
CREOL & FPCE
University of Central Florida
4304 Scorpius Street
Orlando, FL 32816-2700
University of Central Florida
4000 Central Florida Blvd, Bldg 53
Orlando, Florida 32816-2700, USA
Phone: (407) 823 6919

University of Central Florida

CREOL Renovation Program

Renovation Program

Renovation Policy

The primary purpose of this renovation is for an addition to the existing CREOL building. The available land allows this expansion to the northeast or east of the building. The intent of the project is to add laboratory and office spaces to the existing building. A shelled out ground floor auditorium is also being considered as part of the design. Due to budget constraints the addition will be roughly 8,000 gsf and two stories tall.

All renovation projects are to adhere to the LEED guidelines.

October, 2015

Table of Contents

Introduction

Academic Plan

Space Needs Assessment

Proposed Method of Renovation

Analysis of Impact on Master Plan and Strategic Plan

Site Analysis

Program Area

Codes, Standards, & Guidelines

Information & Communication Resource Requirements

Utilities Impact Analysis

Appendix

Denotes links to other documents

Renovation Program

Introduction

Project Overview and/or Mission Statement: *Address the general plan for the project, as well as any specific information.*

This project is an addition to the existing CREOL building. The available land allows this expansion to the northeast or east of the building. The intent of the project is to add research laboratory and office spaces to the existing building. A shelled out ground floor auditorium is also being considered as part of the design. Due to budget constraints the addition will be approximately 8,000 GSF and two stories tall.

The project is to consist of the following:

- Investigate which design will allow for the greater use of funds that will provide current usable space and detailed drawings for future expansion

Project History: *Provide a description of the project history. Include an explanation of the needs this project will address. (The goals and objectives should address those needs.)*

The CREOL Building at the University of Central Florida is located at the intersection of Apollo Circle and Gemini Loop. Originally built in 1996, this cast concrete, two-story structure received a small three-story extension on the north elevation in 2008. The enlarged building contains research laboratories, teaching laboratories, office space, and associated support facilities for the College of Optics. This facility is now reported to comprise 103,532 gross square feet.

Project Description: *Provide a general description and any information that relates to other current or future projects.*

- This project will mimic existing office and research space that currently exists in the CREOL building and will connect to both the existing CREOL building and the addition.

Project Goals and Objectives: *Write a brief outline of specific project goals and objectives.*

1. To get as much design and infrastructure work completed with current allotment of funds that will allow for future completion of the auditorium, second floor and addition of a third floor.

2. To provide much needed relief of overcrowding and research lab space needs for

Renovation Program

recent hires and future expanded research.

Design Objectives: *Write a brief outline of the desired design objectives*

The main objective is to be able to provide the much needed space for faculty to continue their teaching and research capabilities.

The addition must fit aesthetically with the existing structure.

Renovation Program

Academic Plan

Academic Program Identification: *Identify any proposed academic programs that will be housed within the facility.*

This program is meant to support expansion of research by the College and its Townes Laser Institute in areas including fiber optics, lasers in manufacturing, and lasers in medicine. We are also competing for a number of national initiatives, including ERCs and an IMI, which will require additional space. These expansions will affect our academic programs inasmuch as they will support graduate students doing research in these areas.

Academic Program Reviews, date and program numbers: *Give the date and program numbers of all relevant academic program reviews. Explain how the proposed facilities program meets the recommendations of the last academic program review.*

This renovation-building program is not meant to affect academic programs.

Recommendations of Review Consultants: *List the recommendations of any review consultants.*

No review consultants were involved in in reviewing academic programs for this renovation program.

Recommendations, Justification and Variation: *Explain how the proposed facility meets the recommendations or justify any variations.*

No recommendations regarding academic programs were made as part of this renovation-building program.

Need/Justification for New Academic Programs: *If the facility is not part of an approved academic plan, provide information to explain the need and justify the establishment of academic programs.*

This renovation-building program is systems-based. Spaces are not being reconfigured for new academic programs.

Renovation Program

Space Needs Assessment

Facilities Problem Statement: *Describe the facilities problem in terms of current and future facilities deficiencies.*

The college is out of space. This project will provide a few labs and offices, but by design, will allow for future expansion of research labs, offices and an auditorium to match the growth of the college.

Proposed Solution: *Describe the proposed solution.*

The proposed solution is to expand the existing CREOL building.

Alternative Solutions: *Explain what alternative solutions were considered, such as rescheduling of classes, remodeling of existing space, leasing of space, or sharing facilities on or off campus.*

An alternative location was considered in the Multidisciplinary Building that will be built to the north of CREOL in the Faculty/Staff parking lot, but research at CREOL has been inherently collaborative, with multiple faculty working jointly on funded research projects. This type of collaborative research, which has helped us garner large funding, requires proximity of labs and sharing of equipment and facilities. The fact that all faculty have their offices and labs in the same building has facilitated discussions and exchanges of idea, which have resulted in many inventions and innovations. This has been the hallmark of CREOL. Adding new space to the current building will maintain this culture, while splitting the faculty between the two buildings will certainly hinder collaboration.

New Facility Justification: *Provide reasons as to why a new facility is the best solution, and why other alternatives were not chosen.*

Not applicable to this is an expansion to and existing building.

Space Analysis: *The Educational Plant Survey recommendations will be listed in this section or a statement noting that a survey is needed for the project. UCF requires a statement that describes any differences between the project and Survey recommendations for the project.*

Renovations do **not** require Educational Plant Surveys.

Renovation Program

Proposed Method of Renovation

Based on a review of the needs of this project, the following delivery type was determined to best for this renovation project.

Construction Management

- The size of the project is sufficiently large and/or complex to require major emphasis on the qualification of the contractor to have specific expertise in performing highly specialized cost estimating, value engineering, and scheduling during the design process with continuity of construction management through both the design and construction phases.

- The project is an alteration of an occupied facility, which requires working around or relocating occupants while keeping the facility fully operational.

Renovation Program

Analysis of Impact on Master Plan and Strategic Plan

The Campus Master Plan is an officially adopted document that governs on-campus growth and addresses the impacts to the surrounding community. The Plan is governed by state statute that requires all building and other capital improvement projects be referenced in the Plan. The document contains data and analysis for impacts generated by existing and proposed capital improvements on the local transportation system, environmentally sensitive areas, student housing, storm water management, intergovernmental coordination efforts, utilities, architectural design and many other planning elements. Goals, objectives and policies in the document express the University's philosophy regarding on, and off-campus growth and impacts to the surrounding community. The Plan attempts to strike a balance between projected new construction with the need to preserve and mitigate impacts on environmentally sensitive areas and local infrastructure.

The primary purpose of the Campus Master Plan is to provide a logical, functional and aesthetically pleasing academic environment for students, faculty, staff and visitors. The main campus is developed in a concentric ring pattern with administration facilities in the center and academic buildings situated among three concentric rings. Pedestrian activity has been optimized throughout the academic core by locating parking garages on the outermost ring. At present, there appears to be sufficient space on campus to allow for all projected new construction. It should be noted that the University is committed to conserving environmentally sensitive areas on campus and will work closely with all applicable state and local agencies to mitigate the impacts of future construction on these areas.

This is a renovation of an existing building. The Campus Master Plan **will not** be impacted.

Environmental Impact:

This renovation project will not have an effect on environmentally sensitive areas.

Master Plan Compliance:

This project is not listed in the Land Use Element and the Capital Improvement Element.

Campus Development Agreement (CDA) Compliance: This project is not part of the Campus Development Agreement since it does not add space to the campus.

Renovation Program

Site Analysis

Site Information Checklist,

Location: University of Central Florida Main Campus

Campus Map: A Campus Map with the proposed site identified is furnished in the Appendix. A boundary survey of the university is available upon request from Landscape and Natural Resources.

Campus Topography, Drainage Patterns and Permitting: The topography of the UCF campus varies from elevation 88 at the western border to elevation 45 at the northeast corner. The campus can be divided into four general drainage areas. See the (Campus Drainage Map, in the Appendix). Campus drainage from the western border follows:

- Area A - northerly toward Lake Claire
- Area B - northeasterly toward a stream
- Area C - southwesterly toward Lake Lee
- Area D - southeasterly toward a wetland area which drains into the Bonneville Canal

Sinkholes: The University has encountered sinkholes on other construction projects. Special care should be taken to insure that sinkholes, if any, are identified during the soil-boring phase.

St. Johns River Water Management Review Requirements: SJRWMD Rule 40C-4 governing the management and storage of surface waters regulates hydrologically sensitive areas (HSA). Criteria used for defining HSA are hydric soils types, presence of wetland indicator species, and hydrologic connections to off-site water bodies or wetland systems. Storm water permitting with St. Johns will be the responsibility of the architect/engineer, in coordination with Landscape and Natural Resources.

(Source: Permit Coordination Policy)

Storm Water Basin Identification: (Source: Revised Storm Water Master Plan Map)

This project is located in basin 4-R, which is 115.84 acres in size. There is 13.15 acres of available impervious area left for future development.

Renovation Program

Does the basin have enough impervious area (square footage) for construction of the proposed project?

Basin 4-R does have impervious capacity remaining for the construction of this project.

Will the proposed project require an amendment to the Storm Water Master Plan?

The Master Storm Water permit will need to be modified, but it will only require staff approval and will not need to go to St. Johns River Water Management Board.

Will the proposed project require a modification to the Storm Water Master Plan?

A minor modification to the Storm Water Master Permit will be required.

Conceptual Storm Water Management Plan: The Conceptual Campus Storm Water Management Plan has been developed to provide the university and state agencies with a long-term approach to storm water management for our campus. It contains the conceptual design and engineering for water management to meet our long-term construction program on campus. Each facility constructed on campus will be required to fund its portion of the overall costs of the plan related to the storm water generated by the facility of project. This plan has been approved by the St. Johns Water Management District and will be a vehicle for this campus to meet its requirements. The architect/engineer must work within the framework on this plan.

Department of Environmental Regulations Review and Requirements: The DER requires permitting of the extension of a water system or sanitary sewer system, along with required water sample testing on any new potable water system. Also, it requires water sample testing after any work done on an existing system. It is a requirement of the architect/engineer to submit permits and coordinate all permits with Landscape and Natural Resources through the approval process.

Vehicular and Pedestrian Circulation: The approved Conceptual Campus Master Plan calls for the current Aquarius Agora Drive to become a vendor and service access to the center core of campus. This action occurred after the completion of the Gemini Boulevard ring road, which has opened up access around the campus.

Known Endangered or Threatened Plant or Animal Species: There are no known endangered or threatened animals or plants at the proposed site.

The Landscape and Natural Resources Department will survey the proposed site and will coordinate the relocation of any endangered or threatened plants or animals prior to construction, if necessary.

Renovation Program

Archaeological History of the Site: During the development of our Campus Land Management Plan, the Division of Archives, History, and Records Management was contacted and noted that no archaeological or historic sites are recorded in the Florida Master Site File. The agency noted, however, that there is a high likelihood of presently unrecorded, potentially significant archaeological resources being located on the nearly level areas overlooking the wetlands on the property; these sites are likely to be less than one acre in size.

Archaeological Factors: There are no known archaeological factors at this site.

Location of Existing Utilities: The approximate location and proximity of utilities to the site are to be found in the Appendix. The following utilities needed for this project and site are identified in the Utilities Impact Analysis section. **All utilities for this project need to be field verified by the Architect or Engineer of Record in the early stages of the design process.**

- Water Supply System
- Fire Protection
- Chilled Water
- Storm water
- Sanitary Sewer System
- Gas Service
- Electrical Service
- Telephone Service
- Street Lighting

Architectural Significant Structures: There are significant academic structures surrounding the proposed site since the site is within the academic core.

Unusual Site Conditions: There are no known unusual site conditions on the proposed site.

Direction of Prevailing Winds: Prevailing winds are generally northwesterly in the winter and spring and southwesterly in the summer and fall.

Renovation Program

Paved Access Streets: The concept adopted by the University is to eliminate general vehicular access inside the 1200' radius sidewalk. The only vehicular access permitted inside the 1200' radius sidewalk system is for emergency vehicles, vendors, and maintenance vehicles.

Parking: The plan for University buildings is to have mass structured parking in several locations on campus, instead of local parking for each facility or college.

Requirement for Vendor/Maintenance/Service Site Vehicular Access: Vendor and service accessibility should be designed to allow access to the building without interrupting the campus pedestrian circulation system (sidewalks). Service/maintenance areas should have a minimum of six (6) parking spaces. These parking spaces should be in the vicinity of a service entrance to the facility. Consideration shall be given to fire department and emergency access to the building site. Throughways to existing hydrants and fire protection equipment, including those of neighboring facilities will be maintained.

Relationship to Adjacent Facilities: The expansion should be carefully sited. Relationships to adjacent buildings, convenience, operational efficiency, physical security, and future growth and development should be considered. The building exterior must be compatible. The site location should allow for future expansion.

Relationship/Access to Primary and Secondary Sidewalks: Facades of buildings within the academic core must be designed to be viewed from multiple sides. Entrances and exits must be designed with consideration for the existing sidewalk system.

Relationship to Existing/Planned Topography: This building should be designed in harmony with the site topography for construction economy and site preservation.

Existing Natural Resources: Natural resource values should be considered carefully because of the possible soil conditions on the campus. Soils and foundation conditions must be investigated to ensure suitability for economical excavation, site preparation, building foundations, utility lines, grading, and planting.

Landscape and Irrigation: Landscaping design shall conform to the UCF Design, Construction, and Renovation Standards. Irrigation shall cover the entire site unless otherwise directed. The landscape contractor will maintain the site for the warranty period, which will be one (1) year.

The Department of Landscape & Natural Resources (LNR), in conjunction with the project design team, coordinates landscape design for projects. Contracts for landscape services, including landscape architects and installers, will be placed under the architect for each project, with preference given to service providers recommended by LNR. In some cases, LNR will design the landscape, in which case they will contract directly with a landscape installation company. Landscape and irrigation design will be incorporated into the building design process, and landscapes will typically be installed after the building

Renovation Program

construction is completed. The building contractor will be responsible for removing any construction debris from areas to be landscaped. The Landscapes Standards, which are part of the UCF Design, Construction, and Renovation Standards, define the species, infrastructure, arbor care, and other important information for project managers to consider. See LNR's website, www.green.ucf.edu, for updated standards and information.

Exterior/Interior Signage: Exterior/interior signage shall conform to the UCF Design, Construction, and Renovation Standards. This facility should include, as a minimum, a building identification sign for all public entrances and campus directory signs along new sidewalks, directing pedestrians to other areas of the campus. Signage must comply with the latest ADA requirements.

Exterior Lighting: Exterior lighting fixtures shall conform to the UCF Design and Construction and Renovation Standards with illumination levels designed in accordance to the fundamentals of the IES Lighting Handbook, published by the Illuminating Engineering Society (IES).

Exterior Mechanical, Electrical, Service Equipment and Structures: All mechanical and electrical equipment shall be located and screened by permanent structures to give an attractive appearance to the building and campus. Structures provided for service, such as trash dumpsters shall be screened by permanent structures, in keeping with the architecture of the building.

Services Available to Campus:

Police Protection: The University Police Department provides 24-hour service, seven days a week. When necessary, University Police may request assistance from the Orange County Sheriff's Department or other outside law enforcement agencies.

Fire Protection: The campus police coordinate all fire emergency responses via the '911' network. All fire protection devices must comply with current state codes.

Trash Removal: Campus trash removal is handled by a yearly contract with a local vendor. The Facilities Operations custodial personnel deliver to their specific locations and the vendor removes the trash from these locations at least twice weekly. The architect is responsible to insure that appropriate exterior facilities are available for dumpsters and service of dumpsters.

Renovation Program

Program Area

The architect and his consultants should be aware that these project requirements are specific to this facility and that general University of Central Florida requirements must be met. These requirements can be found in UCF Design, Construction, and Renovation Standards, and the UCF Professional Services Guide. If a discrepancy is found in this program, the UCF Design, Construction, and Renovation Standards take precedence over any information provided in this document. Any deviation to the UCF Standards must be reviewed during design and approved by the UCF Standards Committee and the Associate Vice President, Administration and Finance (Facilities and Safety).

Program Area and Design Requirements Summary

The Program Area Table (see Appendix) is a summary list of the space requirements for this project. Currently, there is not an approved educational plant survey for this project since PECO funds are not being used.

Definition/Description of Space

The basic square footage identified must be in accordance with State Regulations for Educational Facilities, 1997, (SREF) as prepared by the Florida Department of Education, Educational Facilities and Educational Facilities Budgeting Office. Space criteria are based on typical campus and historical data and should be met if at all possible. It is the architect's responsibility to review these space requirements during design and to identify specialized conditions that would warrant a space change. When space criteria are not available, accepted design and experience factors should be used to determine space allocations for the various functional components of the facility.

Specific Program Space Categories

The required space categories are depicted in the Appendix of this building program.

The Project Budget Summary provides specific space category details and is to be found in the Appendix of this building program.

Facility General Spatial Relationships

A bubble diagram, which denotes the preliminary spatial relationships of the facility, can be found in the Appendix of this program.

Renovation Program

Emergency Shelter Space

State statute requires the University to designate new shelter space as campuses are developed. All major new buildings should have designated shelter space that is reasonably protected, structurally. Such areas shall be located away from laboratories with hazardous materials, away from atria or other open-span areas, and away from large, unprotected glazed surfaces. Please refer to the UCF Design, Construction, and Renovation Standards. It is not anticipated that this building will be fully hardened, but a sheltering area within the facility must be identified.

Facility General Considerations

Building Organization: The design of this facility should allow for continuous flexibility and future expansion. The architect/engineer should become familiar with the functional operation of the facility (through thorough review of the Building Program, and consultation with the university Project Manager and Building Committee Chair) in order to determine areas that vary in function and are subject to frequent change.

Structural System: In selection of the type of structural system, the total facility should be considered, since the choice will influence the cost of such features as heating, ventilation or air-conditioning, as well as architectural, lighting, and utility requirements. When choosing structural materials, consideration should be given to availability of labor and materials, design life of the facility and maintenance costs over this period, experience and skill of local contractors, feasibility of pre-assembling or pre-casting major structural elements, and site environment.

Handicapped Access: UCF is very active in its application of the Americans with Disabilities Act (ADA) - Accessibility Guidelines for Buildings and Facilities. The architect/engineer must address all of the ADA requirements for this facility. Handicapped Student Services will provide guidance and support in this area.

Internal Circulation: Stairways should be used for general circulation from floor to floor. Number and capacity of elevators for this facility shall be determined using criteria set forth in UCF Design, Construction, and Renovation Standards.

Mail Distribution and Vending Machines: Areas should be designed for mail and vending machines. These areas should be accessible to the service entrance of the facility. The mail area must be secured from public access. Mailboxes shall be installed in the Mail Distribution area.

Vending areas should be 300-400 square feet per building and located on the first floor close to elevators. Where possible, vending areas should be combined with break-rooms. All vending areas must have water lines provided and include a floor drain. The floor should be quarry tile.

Renovation Program

Recycling Storage Room: A room should be designed and designated for short-term storage of recycled material, on the first floor, close to the loading dock or service entrance. Recycling room sizes are defined in the UCF Design, Construction, and Renovation Standards and are to be sprinkled per fire code requirements.

Requirements for Custodial Services Facilities: Access to custodial and service rooms must be from hallways. All doors should be designed off the main corridors or recessed in order to eliminate the protrusion of open doors into the corridor and pedestrian circulation. Custodial room sizes and shelving requirements are defined in the UCF Design, Construction, and Renovation Standards.

Custodial rooms are to be in close proximity to an elevator. Custodial rooms must have a minimum of 50 linear feet of shelving.

Facility Maintenance: The Architect must work closely with Facilities Operations department to insure that the most cost effective design and materials will be provided.

Exterior Building Surfaces and Roof Styles: Specific roof requirements are found in the UCF Design, Construction, and Renovation Standards. No roofing material shall contain asbestos. Building exterior should be of brick to complement the existing campus environment. All flashing and expansion joints need to be "bat" proofed.

Special Hardware: No special requirements are foreseen for this facility. For typical requirements see the UCF Design, Construction, and Renovation Standards.

Quality of Finish Materials: Installed finish materials must be low maintenance and have a good life cycle. For typical requirements reference the UCF Design, Construction, and Renovation Standards. The selection of finish materials must be coordinated with Facilities Operations.

Preferences for Color Schemes: No special requirements for color schemes are identified at this time. Color should reflect an academic community for higher education, not the typical Florida commercial color schemes. The UCF Standards Review Committee and the Associate Vice President, Administration and Finance, Facilities and Safety must approve all colors.

Acoustical Treatment: Acoustical treatment must be provided in all areas where noise level is high, particularly in conference rooms, assembly rooms, mechanical rooms, and the Library.

Building Directories, and Identification Signs: No special requirements are foreseen for this facility, for typical requirements see the UCF Design, Construction, and Renovation Standards.

Restroom Equipment/Materials: The University has specific requirements pertaining to

Renovation Program

the design of restrooms. Reference the UCF Design, Construction, and Renovation Standards and ADA requirements. Provide nonslip ceramic tile on floors and glazed ceramic wall tile. Floor drains are required for all restrooms.

Water Supply and Plumbing Systems: The campus has its own water and sewage plant and this building will be supported by these systems. Outdoor faucets shall be designated on all sides of the building with reduced pressure principle back flow prevention. Building potable water supply must contain a reduced pressure principle backflow preventer. A separate water meter must individually meter all water supply to the facility. Floor drains that are piped to sewer must have wet type deep seal P traps, or trap primers.

Drinking Fountains: Fountains must be available on each floor and comply with EPA copper and lead regulations, with applicable ADA requirements.

Mechanical System: The building's primary Heating, Ventilating, and Air Conditioning (HVAC) design consideration should be a Variable Air Volume (VAV) System, except for special labs, clean rooms, etc. All VAV boxes should be designed with their location in corridors for ease of accessibility. UCF prefers variable frequency drives on air handling unit motors. No air handling units or condenser units shall be installed above the ceiling.

Energy Conservation - Air conditioning, dehumidification, evaporative cooling, heating, mechanical ventilation, and refrigeration should be selected, designed, and installed according to the requirements for State of Florida Model Energy Efficiency Code for Building Construction.

No electrical, mechanical, custodial, or service room shall open into a stairwell.

Electrical, mechanical, custodial, service, and communications rooms will be separate and independent of one another.

Door opening recess should be of appropriate size to accommodate total width of the door. Door openings should accommodate equipment removal. Mechanical rooms that exit into hallways should have doors that swing in and flat against the wall.

Electrical Systems: The design of interior and exterior lighting should be in accordance with the IES Lighting Handbook, published by the Illuminating Engineering Society (IES). Energy watt-miser light bulbs are required. The architect must coordinate the selection and location of lighting fixtures with the Department of Sustainability and Energy Management.

Interior Electrical Systems - system characteristics should provide for the most economical and efficient distribution of energy.

Cable Tray and Raceway System - overhead cable tray system for data transmission audio/visual, and telephone wiring and conduit shall be provided as a telecommunication

Renovation Program

distribution system throughout the facility. This tray system shall be an open tray system designed for ease of access.

Fire and Security Alarm Systems: UCF has a campus-wide standard, found in the UCF Design, Construction, and Renovation Standards, for Fire Alarm Systems for buildings. Security Alarms Systems are identified for each specific application and the design and materials will be identified to fit that application. Fire and security shall be separate systems reporting to the UCF Police Department.

Lightning Protection System: A Lightning Protection System shall be provided and installed in this facility.

Telecommunications: Communication wiring, telephone, audio-visual, data communications, etc., shall be included in the design and construction cost of this project. At the completion of the project all systems must be operational.

Refer to the UCF Design, Construction, and Renovation Standards for information on manhole and duct bank requirements.

Standard electrical service to radio, television, video and film facilities should provide shielded service to avoid electrical interference.

All classrooms, conference rooms, and labs shall have the capability of being darkened and shall be equipped with appropriately sized projection screens.

All classrooms, conference rooms, and laboratories, which will seat in excess of 30 persons, must provide for sound reinforcement that is appropriate for voice.

Emergency telephones will be provided on every floor in an accessible location.

Renovation Program

Codes and Standards

Typical Codes and Standards

The design of this project shall conform to all applicable sections (most recent versions) of the *Standard Building Code* as administered by the Southern Building Code Congress, NFPA *Life Safety Code* 101 (most recent state adopted addition), Americans with Disabilities Act (ADA) - *Accessibility Guidelines for Buildings and Facilities,* ANSI *A117.1*-1986, *Florida Statute* 553.45-553.48, all codes referred to in the UCF Professional Services Guide and the UCF Design, Construction, and Renovation Standards.

UCF Design, Construction, and Renovation Standards

These Standards are concerned with all aspects of design and construction for the University. These documents along with the UCF Professional Services Guide must be adhered to during the design of this facility. These Standards can be found on the UCF Facilities Planning Web Site at: www.fp.ucf.edu.

Considerations to be Included in the Design

The following items may represent a significant component of the overall budget for the project, particularly for renovation work. Indicate in the spaces provided any potential life safety and accessibility requirements that can be identified in the affected area.

Asbestos assessments and abatement, fire code corrections, handicapped accessibility upgrades, environmental assessments, air permits, and SJRWM permits may be required for renovations and remodeling projects. It is **important** to determine what is required before beginning the design of the project, whether the project is a renovation, a remodeling, or new a construction.

The total cost of these items is part of the budget for the project. Please note that asbestos assessments may be required where existing utility lines and pipe insulation will be effected by the site construction. Older HVAC utility line insulation has been found to be asbestos containing.

All new construction must adhere to the guidelines for LEED. All new University buildings must meet the design criteria required to achieve **LEED Silver**. It is understood that all UCF buildings must be energy efficient, easy to maintain, and incorporate materials that reduce life cycle cost.

Renovation Program

Information / Communications Resources Requirements

This proposed facility must have dedicated multiplex audio and video channels, interconnected with the Office of Instructional Resources. Two way-communications are required between Instructional Resources and this facility. This facility will be a source of program output.

This facility should also have dedicated connectivity to the University's telecommunication node, which will provide services like registration, SAMAS, Outlook, Microcomputer LANs, phone, IP fire alarm, and access to BITNET and SURANET, etc. Please refer to the UCF Design, Construction, and Renovation Standards under Telecommunications Design Standards for additional information regarding telecommunications and audio-visual (multimedia) information. It is the responsibility of the architect/engineer to design a fully functioning external (nearest manhole) and internal telecommunications system for this project. Computer Services and Telecommunications **(C, S and T)** working with the Facilities Planning Project Manager are responsible for Information/Telecommunications Resources Requirements. For further information refer to http://www.division17.net

All telecommunications work will be provided employing an Owner provided subcontractor with the exception of the cabling distribution system and the conduit runs as noted below.

Cabling Distribution System: Cable tray- conduit to cable tray **(Contractor's responsibility)**

Conduit Size: 1-inch Minimum **(Contractor's responsibility)**

Data/Voice Cabling Type: Category 5 Enhanced Cable Plenum (Mohawk, Berk - Tech and Hubble brand only)

Video Cabling Type: RG 6 Plenum (Belden Only)

Fiber Optic: Fusion spliced LC connectors

Fiber Optic Interduct: 1-inch corrugated smooth wall inter ducts

Fiber Optic Cable: Draka/ Corning

Cabling Faceplate Terminations: Hubbell

Cabling Panel Terminations: Hubbell patch panels

Telecommunications Rooms: One per floor (stacked vertically)

Renovation Program

Telecommunications Room Size: 10' x 15' or 150 sq. ft.

Cabling Distribution System: Concrete encased duct bank

Type of Ducts: Four-inch (4") DB Pipe TC-8 Spec. (Concrete encased)

Duct Bank Cabling Type: PE-89 DB 22 AWG telecommunications cable

Termination: Lucent, Porta Systems, or circa brand 188 Protector w/ 4C1S lighting protection modules

Cabling Pull box Description: To be designed by C, S and T

Network electronics and Multimedia Systems: (To be funded by Furnishings & Equipment)

Distributed Antenna System: To be designed and installed by C, S and T

Note: The costs of these items to be part of the construction budget for the project.

Renovation Program

Utilities Impact Analysis

Existing and Required Utility: The architects and engineers selected for this project are required to design utility connections to the nearest utility manhole or as directed by the University. **All existing utilities must be field verified and documented by the Engineer of Record during the early stages of design.**

Utilities which provide efficient operation and are adequately sized to serve future needs should be considered during the early planning stages. This will avoid conflicts in the design and layout of the various utility lines, and permit the early recognition of the need for additional production and/or supply capacity. This project should address the adequacy of existing utilities support and any additional needs. The planning of utility lines should minimize utility capital investment and operational cost for maintenance and repair.

Utility Planning Considerations

Appearance: Meters, light poles, transformers, vaults, pressure reducing stations piping and valves, and other utility items should be located discretely, not detracting from the building's appearance. Design of the facility should also reduce the negative visual impact of utility items and communication lines in accordance with the design standards.

Underground Utility Lines: The location and depth of many of the existing underground utility lines are questionable at best. The accuracy of the University utility as-builts should be determined very early in the project. The University will require a detailed utility survey of the proposed site using our continuing services consultant.

Underground distribution lines should be located to minimize cost. All underground utility lines, mains, and conduits should be located at the minimum depth of (3 feet) and in common corridors to allow for ready access and maintenance. As-built drawings must be provided for all interior and exterior utilities.

Central Chilled Water

A central chilled water plant supplies the campus. It is equipped to provide chilled water to the HVAC systems for all major buildings on campus. Utilities and Energy Services must be contacted to determine the current capacity of the central chilled water plant.

General Campus and Building Utilities

The main campus consists of 1,415 acres and includes a library, classroom buildings, laboratories, residence halls and student facilities. The Main and Satellite Cooling Plants provide the campus cooling needs. Direct Digital Controls (DDC) will control all campus

Renovation Program

buildings. The architects and engineers selected for this project are required to design utility connections to the nearest utility manhole or as directed by the university.

Campus Chilled Water

Chilled water is distributed through a circulation loop, at a design supply temperature of 42 degrees F, to the buildings HVAC systems.

Source of Supply: Central Chilled Water Plant and Satellite Chilled Water System

Pipe Material: Schedule 40 Steel Pre-insulated Pipes

Campus Electrical Power

Duke Energy provides primary electrical service to the campus. The university's responsibility starts on the secondary side of the buildings' transformers.

Campus Potable Water

Potable water is supplied to the campus via an underground piping systems. Reduced pressure principle backflow preventers and meters are required on all water supplies to the buildings.

Campus Sewage/Wastewater

Sewage/Wastewater: University effluent is connected to Seminole County. The permitting process should be directed to the appropriate Seminole County agency responsible for wastewater treatment.

Campus Irrigation Water

The irrigation system is supplied with reclaimed water from the Iron Bridge Waste Water Treatment Facility in Seminole County.

Campus Gas Service

Source of Supply: TECO Gas (Local distribution Company)

Estimated Building Telecommunications Requirements

UCF operates and maintains IP Telephony with remote shelves that will provide service to this building. Conduit and wiring systems should include inside and outside cables, terminal cabinets, backboards, lightning protection and outlets. These items shall be furnished and installed in the base construction.

Renovation Program

Source of Supply: Campus Telephone Distribution System (Fiber and Copper)

Location of Source: Building Network Equipment

Estimated Building Data Transmission Requirements

Network Service: UCF operates and maintains a redundant multi-tiered network architecture, which is connected by fiber to the Computer Science Building. The building's interior operation for data transmission should consist of minimum 1000 Base T Ethernet cabling. The data transmission system, from this building to the closest telecommunication node, should consist of fiber optic cabling through the campus underground communication distribution system.

Source of Supply: Campus Data Network

Location of Source: Computer Science Building

Estimated Audio Visual Requirements

Audio-Visual Service: Internal wiring for CATV is to be RG-6 plenum coaxial cable. Outside plant CATV cabling will be provided and installed by the Campus CATV provider (Bright House Networks). All instructional spaces need to have appropriate electrical and connectivity from an Instructor Console to the ceiling. Recommend a duplex outlet under each console with an empty 2-inch conduit from under the Console, up through the nearby wall and "stubbed-out" above the ceiling. All instructional spaces will also need a ceiling-mounted duplex electrical outlet for a data/video projector.

Estimated Terminations Required: To be determined

Source of Supply: Campus Communications System

Cable Type and Cable Size: To be determined

Duct Bank or Conduit Requirement: Duct Bank size to be determined

Equipment required for Coax Cable: Building amplifiers, riser design, taps, and equalizers are designed and maintained by UCF CS&T. All CATV equipment shall be installed in the MDF and IDF CATV lock boxes. All head in equipment shall be located at a node or the Library Switch Room.

Campus Exterior Lighting: The campus, circulation, parking lots, and recreation areas are illuminated during the dark hours by pole mounted area lighting. All exterior lighting fixtures must match existing fixtures and be powered from the building.

Renovation Program

The current outdoor lighting system is defined in the UCF Design, Construction, and Renovation Standards. All exterior lighting fixtures must match existing fixtures and be powered from the building.

Renovation Program

University of Central Florida

CREOL Expansion

Renovation Program Appendix

Building Information Source:

Year Built, 1996, Expansion 2008

Building Use, Labs, Offices

Square Footag 103,532

Table of Contents CREOL Expansion

Campus Map *(Identifying the proposed site identified)*

Site Location Map *(Enlargement of the proposed site)*

Campus Drainage and Storm Water Ma *(Go to the Facilities Planning Website and* select Campus Master Plan for this map www.fp.ucf.edu

Existing Utilities Map *(This map is withheld for security reasons. The Existing Utilities Map will be made available once the A/E has been selected.*
All utilities must be field verfied and documented by the Engineer of Record.

Project Schedule *(All durations are approximate)*

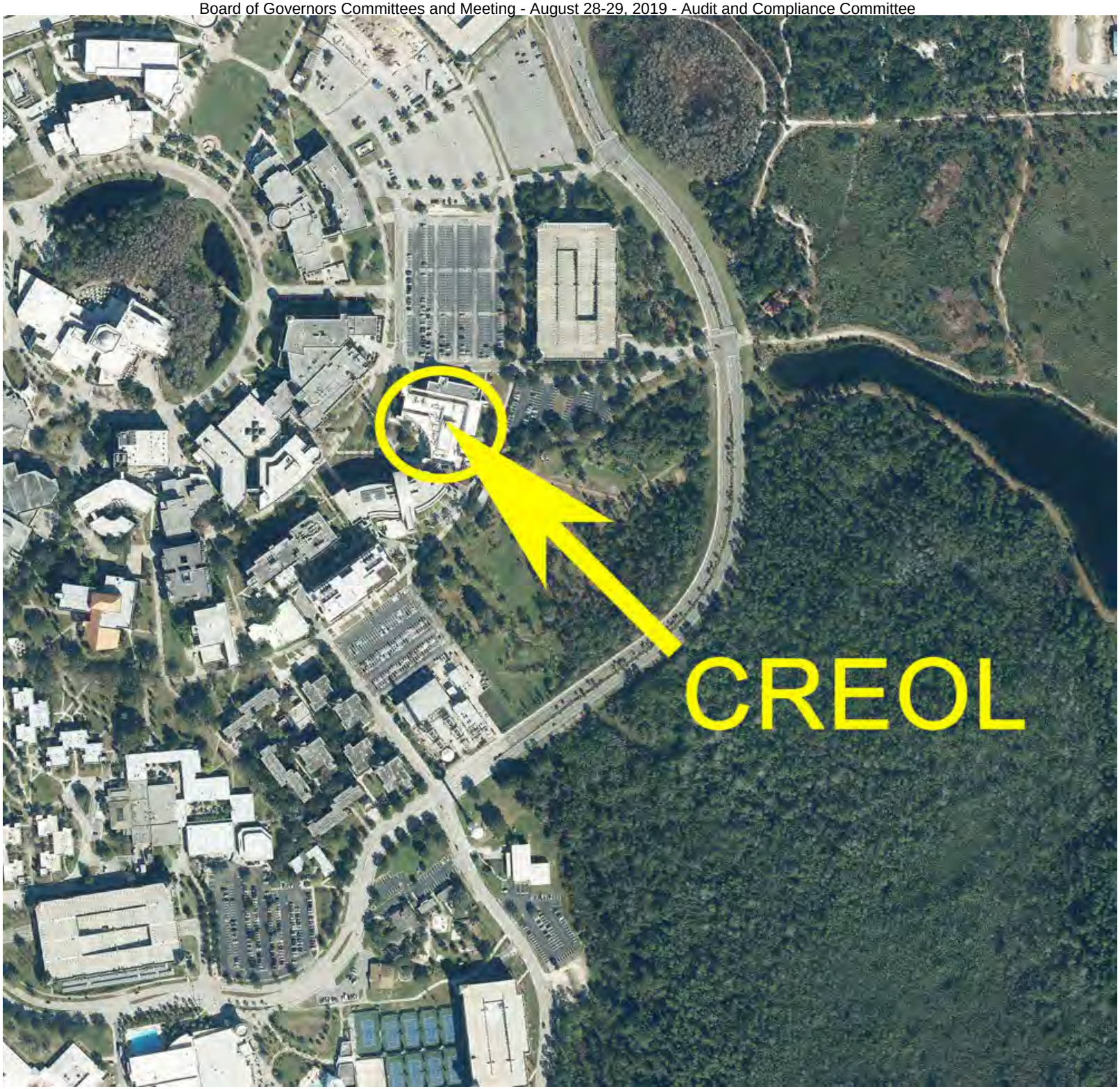
Program Area Table *(Defines space categories)*

Program Funds *(Defines types of funding sources)*

Program Budget Summary *(Defines planning, construction, and furniture and equipment)*

Space Diagrams *(Graphic representation of program spaces)*

Space Files ***(Listing of types and use of spaces)***


CREOL


CREOL

Project Schedule for: CREOL Expansion

All durations shown are approximate	Dates	Months
Conceptual Design Presentation	May-2016	**1**
Schematic Submittal to UCF		
Design Development (DD) Phase		
50% DD Workshop	June-16	**2**
100% DD Submittal to UCF	July-16	
Contract Documents (CD) Phase		
50% CD Workshop	Aug-2016	**2**
100% CD Submittal to UCF	Sep-2016	
Bidding Phase		
Advertisement for Construction Bids	October - December, 2016	**3**
Bids for Construction Received		
Evaluate and Award Construction Contract		
Construction Phase		
Notice to Proceed	Jan-17	**8**
Final Completion	August 1, 2017	
Warranty Phase		**24**
Warranty Period		
Warranty Period Completion		
Total Project Time	16 Months (Program thru Construction)	

Program Area Tab CREOL Expansion

Space Category	Square Footages
Classrooms	0
Teaching Labs	0
Study	0
Research Labs	1,200
Offices	880
Auditorium/Exhibit	2,500
Instructional Media	0
Student Academic Support	0
Gymnasium	0
Campus Support Services	0
Total Net Square feet (NAS	**4,580**
Total Gross Square Feet (G	**8,244**

Note: Carefully review the space files with the space diagrams. The space files supersede the space diagrams.

Program Funds for: CREOL Expansion

(All inputs must be made manually)

Funding Sources

Public Education Capital Outlay (PECO)	$0
Capital Improvement Trust Fund (CITF)	$0
Courtelis Facility Enhancement Challeng	$0
Private Matching Funds	$0
Optional Funding	$4,077,029
Total Funding Sources	$4,077,029

Program Budget Summary for:

CREOL Expansion

(Insert figures from the Concept Budget Sheet)

Budget Categories

Planning (P) *Includes design fees, permitting expenses, and contingency*	$521,045
Construction (C) *Includes utilities/infrastructure, Art-in State, landscape and irrigation, and contingency*	$3,356,210
Furniture and Equipment (F and E)	$199,774
Total Project Budget	**$4,077,029**
Construction contract amount, *set aside for construction*	**$2,915,927**

Important Note for Renovations and Remodelings:

Deferred Maintenance, Asbestos Abatement, Fire Code Corrections, and ADA Requirements are to be considered a priority over all other considerations.


CREOL
LEVEL 1 EXISTING
Scorpius St
future addition
future addition
Apollo Cir
Department of Electrical Engineering and...
Google
SCALE:1"=40'


CREOL
LEVEL 2 EXISTING
Scorpius St
future addition
future addition
Apollo Cir
Department of Electrical Engineering and...
Google
SCALE:1"=40'

From: Mark Wagenhauser <markw@creol.ucf.edu>
Sent: Wednesday, April 13, 2016 3:29 PM
To: Bahaa Saleh
Cc: James Ross
Subject: RE: Exceptional Funding request - CREOL expansion
Attachments: FW: CREOL Third Floor Build-Out; FW: COSTS; RLF Robins & Morton UCF CREOL presentation.pdf

Importance: High

Bahaa,

I've been told that the contract negotiations will begin soon for Phase 2 with RLF/Robbin & Morton and it would be good to know how much is available for the project. Because of this, I don't know if you want to push sooner for the meeting with Tracy and the group or not.

****

Here's some information regarding how we came up with the original plan for the $4M.

8/21/14 – email from Ernie Gerber (Project Manager with UCF Facilities since retired) showing the cost of 2012 College Laboratory construction in Major Cities. We compared ourselves to Miami, which was listed at $174.94 per sq ft. The most expensive was New York City at $258.12 per sq ft.

10/07/14 – email from Peter Newman (at the time was the Architectural Consultant to Facilities) that says $250 per sq ft is a reasonable number for Bio Labs.

9/22/14 – based on verbal communication with personnel in facilities, we came up with a cost of $250 per sq ft and the following plan:

`5,500 sq ft per floor for a total of ~16,500 sq ft = ~$4.125M

Option 1 (no auditorium)
1st floor
10 offices - ~1100 sq ft
Hallway, utilities, elevator, bathrooms: ~2,000 sq ft
6 labs at ~400 sq ft each (~2400 sq ft)

2nd & 3rd floor
10 offices - ~1100 sq ft
Hallway, utilities, elevator, bathrooms: ~1,600 sq ft
7 labs at ~400 sq ft each (~2800 sq ft)

Option 2 (includes auditorium)
1st and 2nd floors
6 offices - ~660 sq ft
Hallway, utilities, elevator, bathrooms: ~2,000 sq ft
Auditorium - ~2840 sq ft

3rd floor
10 offices - ~1100 sq ft
Hallway, utilities, elevator, bathrooms: ~1,600 sq ft
7 labs at ~400 sq ft each (~2800 sq ft)

On March 28th, we had the short list of design/build teams present their proposals to build the extension for Phase 2. RLF/Robbin & Morton was selected to enter contract negotiations for the project. Their design plan (is not set in stone) shows the first floor as a shelled space and the second built out with 4 labs and 9 offices. It was conclusive from all of the presentations, that $4M was not going to build-out 2 floors completely. A floor would have to be shelled space. (please see pdf of a rendering of the 2 floors. Bill Martin is working to make a 3rd floor for me)

Of the $4M that is available, ~$2.79M is available for construction. The balance goes to the design and management.

It has also been determined, that the sq ft cost is ~$450, not the $250 we were advised back in 2014.

An additional $2M, could get the second floor built out and a possibly a third floor shelled. This will need to be investigated. Conditions of an elevator and connecting to the Phase 1 extension need to be studied. An elevator costs ~$150K.

Please let me know if you need anything else or want to discuss this further.

Mark

From: Tracy Clark
Sent: Friday, April 8, 2016 4:42 PM
To: Bahaa Saleh
Cc: Mark Wagenhauser; Debra Copertino; Lee Kernek; Joel Hartman
Subject: Exceptional Funding request - CREOL expansion

Bahaa,

We are in the process of evaluating AA's exceptional funding requests. CREOL submitted one for an additional $1.5 million for the CREOL expansion. Dale would like to meet (Dale, you, Joel, me and Lee) for you to give a presentation on this request since it is over the $4 million that was funded last year (see email attached concerning last year's award). We would like to understand why the cost is more than the original amount requested, as well as the need for the expansion to include the 2,500 sq. ft. auditorium vs. 1,200 research labs and 800 office space sq. ft.

Debra Copertino will be sending out an outlook appointment. Let me know if you have any questions.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Mark Wagenhauser <markw@creol.ucf.edu>
Sent: Tuesday, April 12, 2016 4:18 PM
To: James Ross
Subject: FW: CREOL Third Floor Build-Out

-----Original Message-----
From: James Ross
Sent: Tuesday, October 7, 2014 4:31 PM
To: Franklin Newman
Cc: Mark Wagenhauser
Subject: RE: CREOL Third Floor Build-Out

Again thanks. The offices already exist thanks to help from your group in 2009. Only the lab spaces are still just in shell form.
Jim

-----Original Message-----
From: Franklin Newman
Sent: Tuesday, October 07, 2014 4:17 PM
To: James Ross
Subject: Re: CREOL Third Floor Build-Out

Jim,

I would reduce offices to $150.00 per sq. ft. and I believe that $250.00 per sq. ft. is still reasonable for Bio Labs. However, I will ask one of the Construction Managers working on campus for their opinion. Once I hear back from them I will let you know about any further budget revisions.

I have attached a concept budget for your review.

Hope this helps.

Pete

Peter Newman,
Architectural Consultant
Facilities and Safety
University of Central Florida
(407) 616-2609 (Cell)
franklin.newman@ucf.edu

On 10/7/14, 9:52 AM, "James Ross" <jross@creol.ucf.edu> wrote:

>Pete
>Thanks a lot.
>Jim
>
>-----Original Message-----
>From: Franklin Newman
>Sent: Tuesday, October 07, 2014 9:29 AM
>To: James Ross
>Subject: Re: CREOL Third Floor Build-Out
>
>Jim,
>
>I will run the numbers and get back to you today with a revised budget.
>I am still working for Lee Kernek part time (3) days a week.
>
>Pete
>
>
>
>
>Peter Newman,
>Architectural Consultant
>Facilities and Safety
>University of Central Florida
>(407) 616-2609 (Cell)
>franklin.newman@ucf.edu
>
>
>
>
>
>
>
>
>On 10/2/14, 3:55 PM, "James Ross" <jross@creol.ucf.edu> wrote:
>
>>
>>Pete
>>Back in 2009, Thomas Bruno put the numbers and together to help us get
>>a grant for building out the CREOL 3rd floor in the addition. The
>>number work to get us partial funding for the offices but we did not
>>get enough for the labs. We are getting ready to try again but we
>>would like to know how valid the numbers ($) from 2009 are now in 2014.
>>Thomas is no longer with the University and we are hoping that you
>>might be able to help.
>>Thanks
>>Jim Ross

>>
>>James Ross
>>College of Optics and Photonics
>>CREOL & FPCE
>>University of Central Florida
>>4000 Central Florida Blvd, Bldg 53
>>Orlando, Florida 32816-2700, USA
>>Phone: (407) 823 6919
>>
>>>>> Thomas Bruno 8/13/2009 2:41 PM >>>
>>All,
>>
>>Attached are several files which I believe cover the section of the
>>grant that we were able to provide information for.
>>
>>Once again, all of the information provided can be altered to fit the
>>grant that you are applying to.
>>
>>If you need anything else, please feel free to contact me.
>>
>>-Thomas O'Connor Bruno
>>
>>
>>Attached you will find these following files:
>>
>> 1. CREOL Work Breakdown - This is a summary of the work we were to
>>complete. It explains which files can are associated with each portion.
>>
>> 2. CREOL Construction Management Team Bios - Biographies of the
>>principal players.
>>
>> 3. CREOL Project Execution Plan - A mixture of information.
>>
>> 4. CREOL Organizational Chart - A chart which depicts the
>>organization of the Construction Management Team.
>>
>> 5. CREOL Design Process Explanation - A mixture of information on
>>the design process.
>>
>> 6. CREOL Schedule - A schedule of the project.
>>
>> 7. CREOL LEED and Sustainability Information - Covers LEED and
>>Sustainability.
>>
>> 8. CREOL Budget - Budget spreadsheet of the project.
>>
>> 9. BOG - Construction Costs - For reference in order to justify our
>>price per square foot.
>>
>>10. CREOL Build-Out Space Breakdown from Drawings - The room and space
>>allocation of the project.
>>

>>11. CREOL Budget Breakdown - A spreadsheet to explain how CREOL Budget
>>Form 424C is completed.
>>
>>12. CREOL Budget Form 424C - The requested form.
>>
>>13. CREOL Budget Justification - An explanation on how we reached the
>>budget costs.
>>
>>14. CREOL Floorplan - Present - This is the current state of the third
>>floor.
>>
>>15. CREOL Floorplan - Future - This is the proposed Build-Out.
>>
>>
>>
>

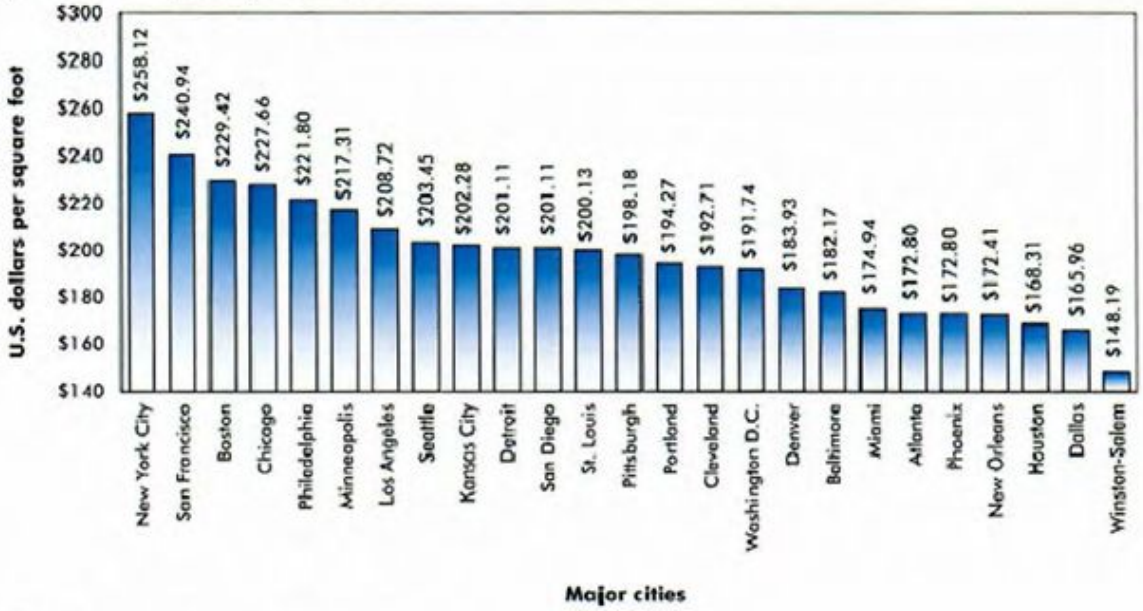
From: James Ross <jross@creol.ucf.edu>
Sent: Thursday, August 21, 2014 10:00 AM
To: Mark Wagenhauser
Subject: FW: COSTS

This is from Ernie:

From: Ernest Gerber
Sent: Thursday, August 21, 2014 9:57 AM
To: James Ross; Mark Wagenhauser
Subject: COSTS

WHAT I HAVE FROM MY LAST RSMEANS:

College laboratory construction cost:
April 2012 ranking of major U.S. cities



College classroom construction cost:
April 2012 ranking of major U.S. cities

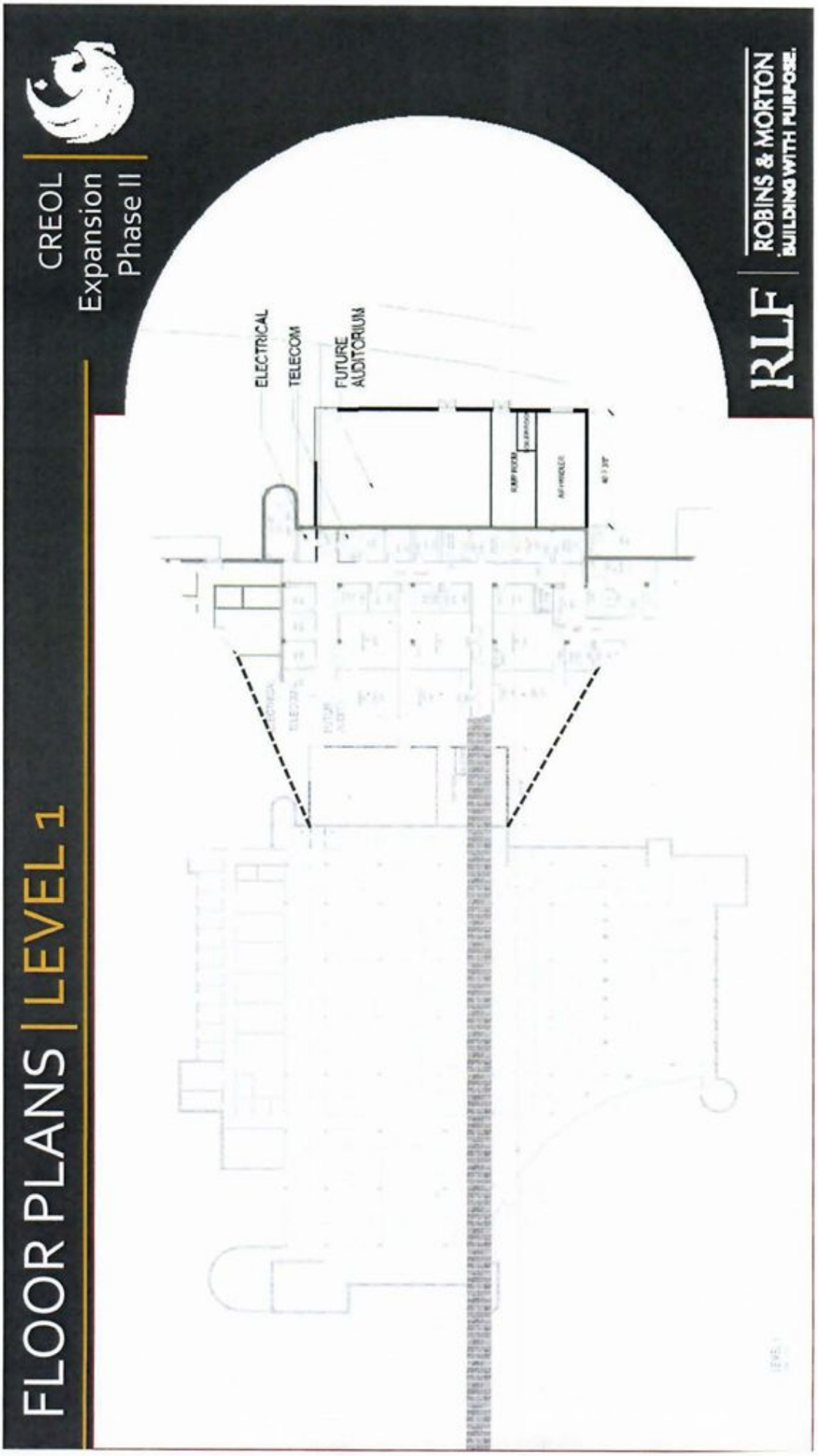
College student union building construction cost:
April 2012 ranking of major U.S. cities

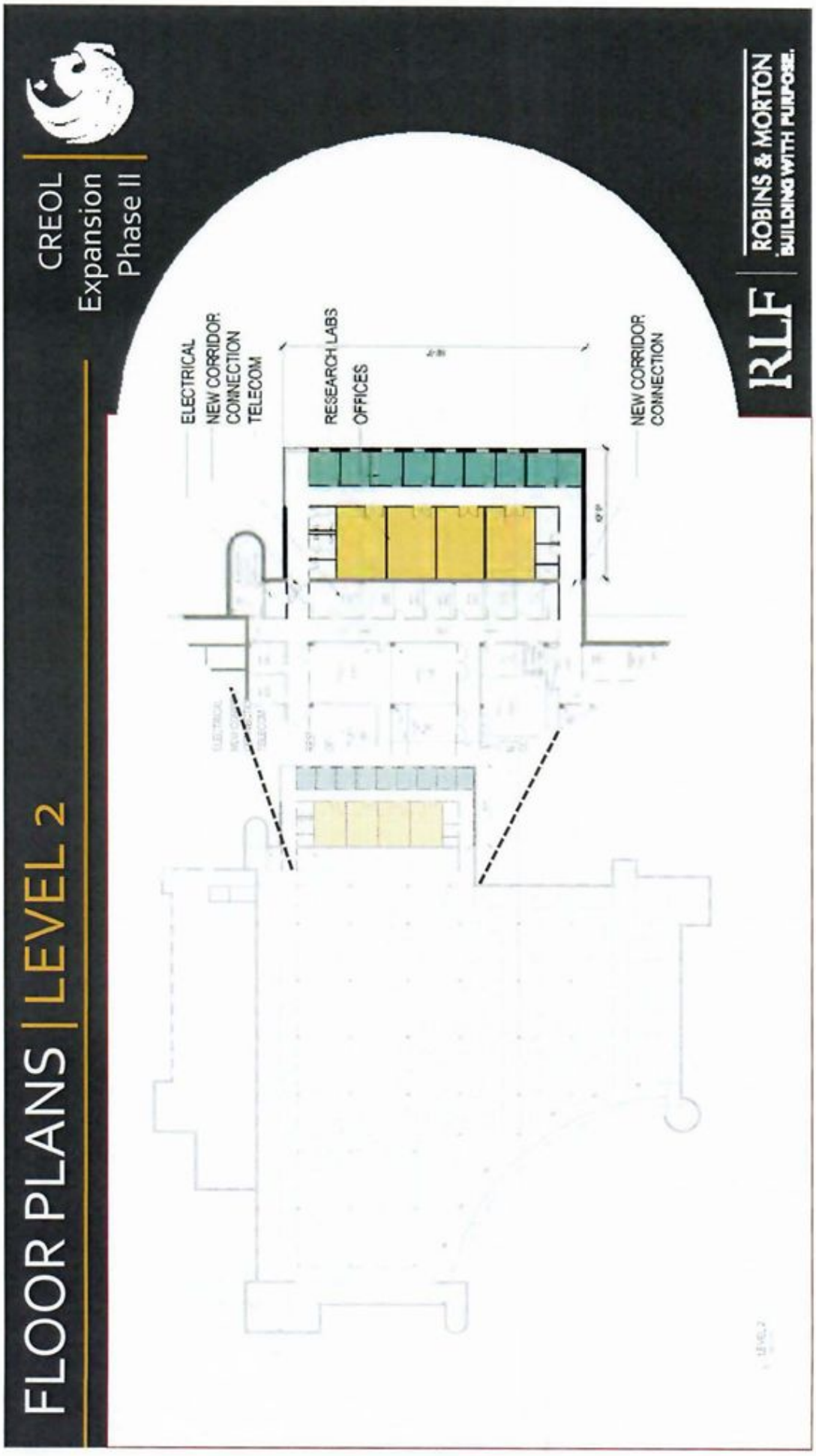


College dormitory construction cost:
April 2012 ranking of major U.S. cities




U.S. dollars per square foot
$120
$140
$160
$180
$200
$220
$240
$260
Major cities
New York City $219.39
San Francisco $204.78
Boston $194.99
Chicago $193.50
Philadelphia $188.52
Minneapolis $184.70
Los Angeles $177.40
Seattle $172.92
Kansas City $171.92
Detroit $170.93
San Diego $170.93
St. Louis $170.10
Pittsburgh $168.44
Portland $165.12
Cleveland $163.79
Washington D.C. $162.96
Denver $156.32
Baltimore $154.83
Miami $148.69
Atlanta $146.87
Phoenix $146.87
New Orleans $146.53
Houston $143.05
Dallas $141.06
Winston-Salem $125.96


CREOL
Expansion
Phase II
FLOOR PLANS | LEVEL 1
RLF
ROBINS & MORTON
BUILDING WITH PURPOSE.
ELECTRICAL
TELECOM
FUTURE
AUDITORIUM


CREOL
Expansion
Phase II
FLOOR PLANS | LEVEL 2
RLF
ROBINS & MORTON
BUILDING WITH PURPOSE.
ELECTRICAL
NEW CORRIDOR
CONNECTION
TELECOM
RESEARCH LABS
OFFICES
NEW CORRIDOR
CONNECTION

CIP-3 SHORT-TERM PROJECT EXPLANATION

AGENCY University of Central Florida
BUDGET ENTITY SUS
PROJECT TITLE CREOL Expansion Phase II

AGENCY PRIORITY 22
DATE BLDG PROGRAM APPROVED

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO AGENCY OBJECTIVES

The College of Optics and Photonics and the Center for Research & Education in Optics and Lasers (CREOL) have grown in size and in stature. A new undergraduate program offering a Bachelor of Science degree in Photonic Science and Engineering began in Fall 2013, and has already attracted more than 100 new students. Five new faculty have been added since 2014. External research funding increased from an annual average of $11.3M in FY2011– FY2015 to $17M in FY2016. The College contributes about 13% of UCF's total research funding. Additional growth in the areas of medical optics, biophotonics, and laser-based manufacturing is anticipated. The college has outgrown its building, which has already been expanded once (Phase I) with a 3-story addition built onto the original 2-story structure. The proposed Phase II project is another 3-story addition to the east side of the building. The project will add 13,900 additional square feet of space to the existing 103,532 square feet building. The new space will house additional labs and offices, which are necessary for the growing educational and research programs, as well as the shell of a new auditorium that will be completed later.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to sustainability and continued reduction of energy consumption in new construction projects. As energy costs and demands continue to escalate, achieving higher levels of efficiency has become increasingly important to the university's mission. Since 2007, UCF has mandated LEED certification, with most projects achieving Gold. UCF requires specific individual LEED credits that contribute to UCF's core principles including energy efficiency, water conservation, and indoor air quality for all projects. The Facilities Planning & Construction and Utilities & Energy Services departments provide oversight for all new construction and major renovation projects, and expedite the commissioning process with the latest industry standards to ensure that the university's sustainability goals are met and design parameters achieved.

Research/Laboratory

The space classification is predominately laboratory type, with office type minimized. The project will achieve LEED Gold certification with the U.S. Green Building Council (USGBC). Energy consumption will be at least 30% less than the energy standards cited in ASHRAE 90.1-2010, and water consumption will be at least 30% less than that of a comparable building. Laboratories will have continuous variable air flow valves with air flow reset capabilities. Domestic and laboratory hot water needs will be provided primarily by solar thermal energy. The project will utilize the district cooling loop for space cooling needs and look at alternative measures to provide dehumidification with the classifications of lab spaces and related energy use. All heating and reheating will be hydronic.

CIP-3 SHORT-TERM PROJECT EXPLANATION

EDUCATIONAL PLANT SURVEY

The Educational Plant Survey has not been addressed for this project. As the planning year approaches, this project will be addressed.

STATE UNIVERSITY SYSTEM
CIP-3 SHORT TERM PROJECT EXPLANATION

Page ___of ___

GEOGRAPHIC LOCATION: University of Central Florida, Orlando
COUNTY: Orange
PROJECT DESCRIPTION/TITLE: CREOL Expansion Phase II
PROJECT BR No. (if assigned): ___

Facility/Space Type	Net Area (NASF)	Net to Gross Conversion	Gross Area (GSF)	Unit Cost (Cost/GSF)*	Construction Cost	Assumed Bid Date	Occupancy Date
Classrooms		1.5	0	287	0		
Teaching Labs		1.5	0	306	0		
Research Labs	3,500	1.5	5,250	366	1,921,500		
Study	0	1.4	0	290	0		
Instructional Media	0	1.5	0	216	0		
Auditorium/Exhibition	4,708	1.2	5,650	320	1,807,872		
Gymnasiums	0	1.2	0	225	0		
Offices	2,000	1.5	3,000	299	897,000		
Campus Support Services		1.4	0	274	0		
Totals	10,208		13,900		4,626,372		

*Apply Unit Cost to total GSF based on primary space type

Remodeling/Renovation

Total Construction - New & Rem./Renov. 4,626,372

Space Detail for Remodeling Projects

BEFORE Space Type	BEFORE Net Area (NASF)	AFTER Space Type	AFTER Net Area (NASF)
Total	0	Total	0

SCHEDULE OF PROJECT COMPONENTS — ESTIMATED COSTS

Basic Construction Cost	Funded to Date	2017-18	2018-19	2019-20	2020-21	2021-22	Funded & In CIP
1. a.Construction Cost (from above)		4,626,372					4,626,372
Add'l/Extraordinary Const. Costs							-
b.Environmental Impacts/Mitigation							-
c.Site Preparation		410,699					410,699
d.Landscape/Irrigaiton							-
e.Plaza/Walks							-
f.Roadway Improvements							-
g.Parking ___ spaces							-
h.Telecommunication		51,100					51,100
i.Electrical Service							-
j.Water Distribution							-
k.Sanitary Sewer System							-
l.Chilled Water System							-
m.Storm Water System							-
n.Energy Efficient Equipment		-					-
Total Construction Costs	0	5,088,171	0	0	0	0	5,088,171
2. Other Project Costs							
a.Land/existing facility acquisition							-
b.Professional Fees		535,291					535,291
c.Fire Marshall Fees		13,867					13,867
d.Inspection Services		104,196					104,196
e.Insurance Consultant		2,934					2,934
f.Surveys & Tests		1,500					1,500
g.Permit/Impact/Environmental Fees		48,186					48,186
h.Artwork		-					-
i.Moveable Furnishings & Equipment		418,858					418,858
j.Project Contingency		571,223					571,223
Total - Other Project Costs	-	1,696,057	-	-		-	1,696,057
ALL COSTS 1+2	0	6,784,228	0	0		0	6,784,228

Appropriations to Date Source	Fiscal Year	Amount
		0
TOTAL		-

Project Costs Beyond CIP Period Source	Fiscal Year	Amount
PECO	2020-21	6,784,228
TOTAL		-

Total Project in CIP & Beyond: 6,784,228

From: Dale Whittaker <Dale.Whittaker@ucf.edu>
Sent: Monday, July 27, 2015 12:28 PM
To: Abraham Pizam; Alvin Wang; Bahaa Saleh; Deborah German; Jose Fernandez; Mary Lou Sole; Michael Frumkin; Michael Georgiopoulos; Michael Johnson; Mubarak Shah; Paul Jarley; Ross Hinkle; Daniel Holsenbeck; Sissi Carroll; Deborah German; Grant Heston; Helen Donegan; Maribeth Ehasz; Michael Morsberger; MJ Soileau; Rick Schell; Scott Cole; William Merck; Elizabeth Dooley; Mubarak Shah; Catherine Gholson; Cathy Radzai; Christina Tant; Donna DuBuc; Megan Diehl; Tracy Clark; Rebeca Richards; David Noel; Steven Omli; Dennis Reussow; Foard Jones; Jessica X. Dong; Heather Simeon; John Pittman; Karen Cobbs; Kelli Marini; Kerry Gajewski; Lesanne Brunswick; Lisa Filzer; Mark Wagenhauser; Melanie Warren; Norma Suarez; Sharon Ekern; Richard Payne; Seresa Cruz; Stefanie DelGiudice; Sunny Heyl; Tammy Forrester; Christopher Hale; Joe Schofield; Kimberley Cole; Jason Kennedy; Nataly Chandia Viano; Ronnie Korosec
Cc: William Merck; Tracy Clark; Dania Suarez; Debra Copertino
Subject: College and Unit 2015-16 Funding Requests

Importance: High

Follow Up Flag: Follow up
Flag Status: Flagged

Please share with the appropriate leaders in your college/division

Dear Colleagues,

For many years, UCF had a budget committee made up of faculty, administrators, staff, and students who developed plans for allocating the university's funds. That committee ceased to meet several years ago during the recession and years of state budget cuts. This past fall, the President asked me to reconstitute the University Budget Committee and charge its membership with developing a plan that supports colleges' needs and advances university priorities.

For the past several months, the budget committee has been working diligently to do just that, and they have developed a new plan that involves carry-forward allocations to colleges and divisions. This plan protects 3-year carry-forward commitments identified by colleges and divisions, including money for new faculty, startup packages, and other restricted uses.

Now, those carry-forward funds identified **in excess** of units' 3-year plans are being reallocated to fund university priorities recommended by the budget committee.

What does that mean for this year? About $10 million in carry-forward was collected from across the university to be reallocated for several university-wide priorities. After careful consideration, the budget committee – once again representing faculty, administrators, staff, and students – made recommendations on how to spend the reallocated carry-forward funding.

These carry-forward funding recommendations include:

- supporting student success initiatives, such as financial aid for low-income students ($4 million);
- growing graduate and research programs ($5 million); and
- strengthening our university-wide infrastructure and information technology ($1 million).

Earlier this year, the budget committee accepted applications from colleges and divisions for spending proposals. We received more than 50 proposals for a total request of approximately $47 million. Of those proposals, 15 were approved for full or partial funding, totaling the $10 million identified above. Departments that submitted requests will be notified individually within the next two weeks about the status of their requests.

This is a change from past budgeting practices and encourages mindful fiscal planning for colleges and divisions, with an opportunity to request additional funding for university priorities for which they do not have existing resources. UCF has been fortunate in the past two years to receive performance funding from the state, which we have primarily allocated to hire additional faculty members across all colleges to support the university's academic mission. These carry-forward reallocations allow the colleges and units to devote their other resources toward strengthening programs and student success initiatives.

As we look toward next year's fiscal planning, I expect we will undergo a similar process, asking colleges and divisions to develop 3-year budgets and carry-forward plans with each contributing a percentage of their excess, non-restricted carry-forward funding toward university-wide priorities.

As with any new plan, though, we are committed to a detailed evaluation and analysis of this year's process and the opportunity to make changes that will improve our fiscal management and coordination moving forward.

I encourage you to share this information with those who manage your units' budgets. If you have suggestions or questions regarding the carry-forward reallocation process, please contact Tracy Clark. Further details about this coming year's process and timelines will be provided this fall.

Thank you for your support of this new financing model that will help us advance our academic mission and best serve our students, faculty, and staff.

Sincerely,
Dale

A. Dale Whittaker, Ph.D.
Provost and Executive Vice President
University of Central Florida

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Friday, May 01, 2015 4:20 PM
To: MJ Soileau; Debra Copertino; Grant Heston; Keith Koons; Maribeth Ehasz; Sydney Alexander; William Merck; Dale Whittaker
Cc: Angie Carloss; Carolyn Standner; Dodie Hajra; Laura Stylianou; Christina Tant
Subject: RE: University Budget Committee Meeting - 5/5 @ 2:00-3:00

MJ

I met with each budget director the past two weeks to review their request list. During those meetings we loosely discussed how they would prioritize the requests. I could go back out to each of the directors and confirm my interpretation/opinion, but I expect I would get a lot of "increases" in priority. They are definitely "marks" that need input or review by those on the committee with pertinent information. A good example is the CREOL addition for $4 million. Mark Wagenhauser was asked specifically about the critical need for this in FY16 and he expressed that this is a high priority with the new faculty coming. I would like your input on that given the size of the commitment, and the 4th floor CREOL lab work currently under way.

If the committee wants, prior to Tuesday's meeting I can try to get confirmation or input on the priority from the Budget Directors and ask them to check with their senior leadership? Or we can do this after Tuesday's meeting?

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: MJ Soileau
Sent: Friday, May 01, 2015 3:58 PM
To: Tracy Clark; Debra Copertino; Grant Heston; Keith Koons; Maribeth Ehasz; Sydney Alexander; William Merck; Dale Whittaker
Cc: Angie Carloss; Carolyn Standner; Dodie Hajra; Laura Stylianou; Christina Tant
Subject: RE: University Budget Committee Meeting - 5/5 @ 2:00-3:00

I do not understand the priority setting process, e.g., "The priority (High, Medium, Low) of each request is loosely based on conversations with the budget directors." What discussions and who set these priorities? mjs

From: Tracy Clark
Sent: Friday, May 01, 2015 3:21 PM
To: Debra Copertino; Grant Heston; Keith Koons; Maribeth Ehasz; MJ Soileau; Sydney Alexander; William Merck; Dale Whittaker
Cc: Angie Carloss; Carolyn Standner; Dodie Hajra; Laura Stylianou; Christina Tant
Subject: RE: University Budget Committee Meeting - 5/5 @ 2:00-3:00

Dear Committee Member,

Attached please find an agenda and materials to be presented at the May 5, 2015 University Budget Committee. Please review these materials prior to the meeting with these questions in mind:

1. Attachment A – In our last meeting we tentatively decided to reserve funds for Tier I and Tier II initiatives, (namely the hiring of 200 faculty, 50 academic support staff, 10 administrative support staff and to propose a 3% merit increase).

    a. 1st Question: Since attachment A shows recurring funds declining to $1,325,000 (yellow highlighted cell) if we fund all Tier I and Tier II initiatives should we:
        i. Reduce the merit increase from 3% to 2%,
        ii. cut in half the number of academic and administrative staff hired to support the new faculty,
        iii. reduce the number of new faculty being hired?

2. Attachment B – We have compiled a list of Tier III request from all units. The list of those requests is organized by strategic initiative (page 1) and by size of the request (page 2-3). The priority (High, Medium, Low) of each request is loosely based on conversations with the budget directors.

    a. 2nd Question: Familiarize yourself with the list of requests and recommend any changes in priority status based on your pertinent knowledge, in advance or at the meeting.

3. Attachment C is a historic view of carryforward by organizational unit and FY15 projected carryforward as a % of each units' base budget.

    a. We have prepared a recommendation for the reallocation of carryforward to be used to strategically fund selected Attachment B requests and/or to build a central pool to be distributed by this committee mid-year, as critical needs are identified. The reallocation would provide a contribution from units of approximately $13M.

    b. The calculation protects startup funds, certain designated line items, FY16-FY18 carryforward plans, and a reserve per area that, for the most part, ranges from 3%-7%.

    c. 3rd Question: Should we reallocate carryforward and if so, home much?

4. 4th Question: What requests should we fund?

Thank you.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Debra Copertino
Sent: Thursday, April 30, 2015 2:53 PM
To: Grant Heston; Keith Koons; Maribeth Ehasz; MJ Soileau; Sydney Alexander; Tracy Clark; William Merck

Cc: Angie Carloss; Carolyn Standner; Dodie Hajra; Laura Stylianou
Subject: University Budget Committee Meeting - 5/5 @ 2:00-3:00

Greetings,

Confirming your attendance at the University Budget Committee on 5/5 @ 2:00-3:00.

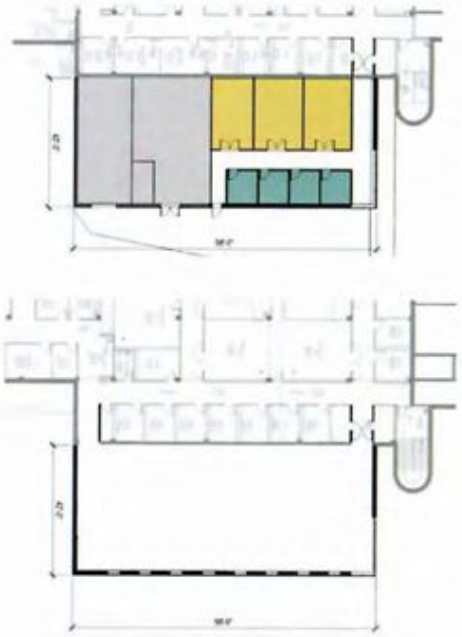
Thank you,
Debbie

Debbie Copertino
Senior Administrative Assistant - Confidential
Office of the Provost and Vice President for Academic Affairs
University of Central Florida
(407) 823-2698
Debbie.Copertino@ucf.edu

From: Lee Kernek <Lee.Kernek@ucf.edu>
Sent: Thursday, April 28, 2016 5:51 PM
To: Bahaa Saleh; Mark Wagenhauser; Joel Hartman; Tracy Clark; Dale Whittaker
Cc: Bill Martin
Subject: FW: CREOL options
Attachments: CREOL - Expansion Options.pptx

All:
Bill Martin and his team worked with an architect and CM to put together the attached options for the CREOL expansion. They ended up developing six options vs. four, for more flexibility in decision-making. All options reflect space, construction and total project costs projected out to time of project bids (given the limited information available on specific research requirements), and schedule. Feel free to send us any questions you may have, or, if you would like to meet, we will make ourselves available.

CREOL
CREOL EXPANSION OPTIONS
4/28/16



1st Floor
- Labs
- Offices
- Mechanical /Pump

2nd Floor
- ☐ Shell, no build-out

Space
- 1,000 nsf built-out labs (3)
- 450 nsf offices
- Second floor shell space
- 8,500 gsf total (2 stories)

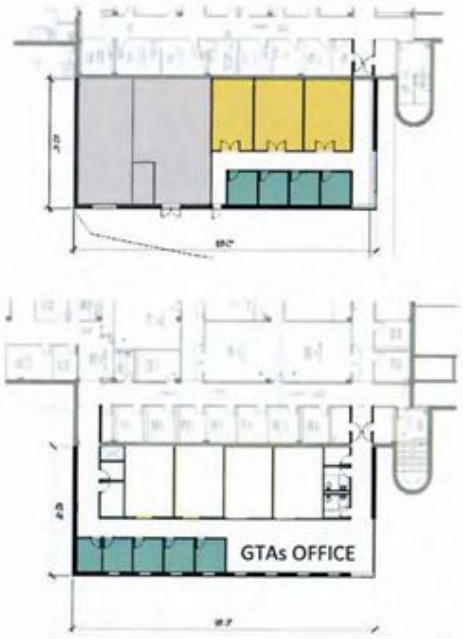
Project Cost
- Construction Cost $2,484,291
- Project Cost $3,312,388

Schedule
- AE Contract – 1 month
- Design – 6 months
- Bid – 2 months
- CM Contract – 1 month
- Construction - 9 months
- TOTAL – 19 months (Dec 2017)

OPTION
A

RLF | ROBINS & MORTON BUILDING WITH PURPOSE

CREOL Expansion Phase II UCF - 581



1st Floor
- Labs
- Offices
- Mechanical /Pump

2nd Floor
- Shell Labs- no build out
- Offices

Space
- 1,000 nsf built-out labs (3)
- 1,500 nsf shell labs (4)
- 1,000 nsf offices (9)
- 500 nsf GTA space
- 8,500 gsf total (2 stories)

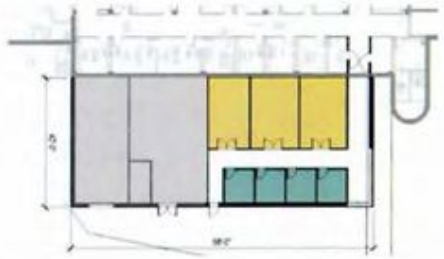
Project Cost
- Construction Cost $3,420,211
- Project Cost $4,560,281

Schedule
- AE Contract – 1 month
- Design – 6 months
- Bid – 2 months
- CM Contract – 1 month
- Construction – 10 months
- TOTAL – 20 months (Jan 2018)

OPTION
B

RLF | ROBINS & MORTON BUILDING WITH PURPOSE

CREOL Expansion Phase II UCF - 581



1st Floor
- Labs
- Offices
- Mechanical /Pump



2nd Floor
- Labs
- Offices

Space
- 2,500 nsf built-out labs (7)
- 1,000 nsf offices (9)
- 500 nsf GTA space
- 8,500 gsf total (2 stories)

Project Cost
- Construction Cost $3,694,911
- Project Cost $4,926,548

Schedule
- AE Contract – 1 month
- Design – 6 months
- Bid – 2 months
- CM Contract – 1 month
- Construction – 11 months
- TOTAL – 21 months (Feb 2018)

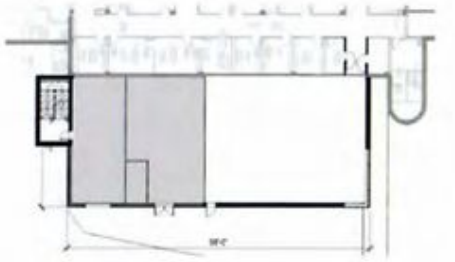
OPTION
C

RLF | ROBINS & MORTON BUILDING WITH PURPOSE

CREOL Expansion Phase II UCF - 581

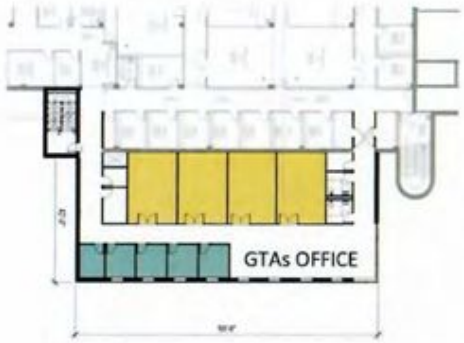
OPTION

D



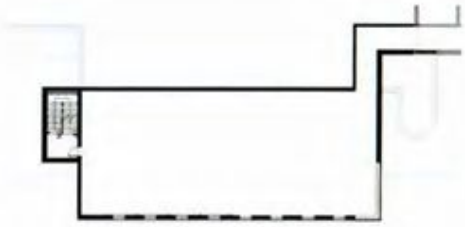
1st Floor

- Shell Auditorium
- Mechanical /Pump



2nd Floor

- Labs
- Offices



3rd Floor

- Shell – no build out

Space

- 1,500 nsf built-out labs (4)
- 500 nsf offices (5)
- 500 nsf GTA space
- Auditorium (shell)
- Third floor shell space
- 13,900 gsf total (3 stories)

Project Cost

- Construction Cost $3,701,531
- Project Cost $4,935,374

Schedule

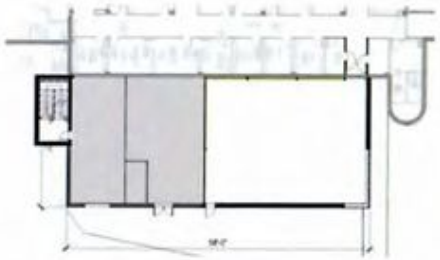
- AE Contract – 1 month
- Design – 6 months
- Bid – 2 months
- CM Contract – 1 month
- Construction – 12 months
- TOTAL – 22 months (Mar 2018)

RLF | ROBINS & MORTON BUILDING WITH PURPOSE

CREOL Expansion Phase II UCF - 581

OPTION

E



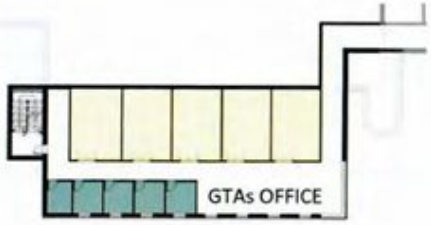
1st Floor

- Shell Auditorium
- Mechanical /Pump



2nd Floor

- Labs
- Offices



3rd Floor

- Shell Labs- no build out
- Offices

RLF | ROBINS & MORTON BUILDING WITH PURPOSE

CREOL Expansion Phase II UCF - 581

Space

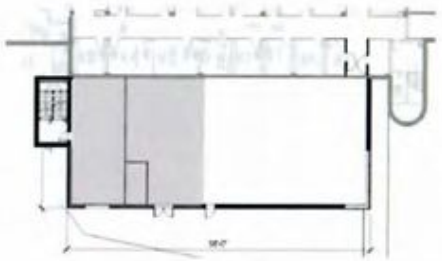
- 1,500 nsf built-out labs (4)
- 2,000 nsf shell labs (5)
- 1,000 nsf offices (10)
- 1,000 nsf GTA space
- Auditorium (shell)
- 13,900 gsf total (3 stories)

Project Cost

- Construction Cost $4,628,971
- Project Cost $6,171,961

Schedule

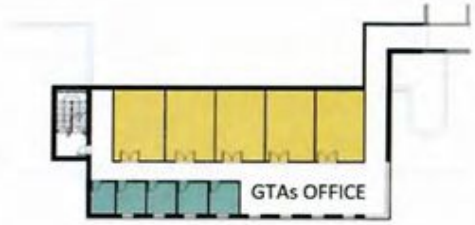
- AE Contract – 1 month
- Design – 6 months
- Bid – 2 months
- CM Contract – 1 month
- Construction – 13 months
- TOTAL – 23 months (Apr 2018)



1st Floor
- Shell Auditorium
- Mechanical /Pump



2nd Floor
- Labs
- Offices



3rd Floor
- Labs
- Offices

OPTION
F

Space
- 3,500 nsf built-out labs (9)
- 1,000 nsf offices (10)
- 1,000 nsf GTA space
- Auditorium (shell)
- 13,900 gsf total (3 stories)

Project Cost
- Construction Cost $5,088,171
- Project Cost $6,784,228

Schedule
- AE Contract – 1 month
- Design – 6 months
- Bid – 2 months
- CM Contract – 1 month
- Construction – 14 months
- TOTAL – 24 months (May 2018)

RLF | ROBINS & MORTON BUILDING WITH PURPOSE

CREOL Expansion Phase II UCF - 581

University of Central Florida

CREOL Renovation Program

Renovation Program

Renovation Policy

The primary purpose of this renovation is for an addition to the existing CREOL building. The available land allows this expansion to the northeast or east of the building. The intent of the project is to add laboratory and office spaces to the existing building. A shelled out ground floor auditorium is also being considered as part of the design. Due to budget constraints the addition will be roughly 8,000 gsf and two stories tall.

All renovation projects are to adhere to the LEED guidelines.

October, 2015

Renovation Program Preliminary Approval Signatures

_____
Committee Chair

_____
Director of Instructional Resources

_____
Director of Computer Services & Technology

_____
Director of Utilities and Energy Services

_____
Director of Facilities Operations

_____
Director of Environmental Health and Safety

_____
Director of Facilities Planning and Construction

_____
Director of Landscape and Natural Resources

_____
Space Planning Analysis and Administration (SPAA)

_____
Director of Resource Management

_____
Director of Emergency Management

_____
Assistant Vice President, Security and Safety and Chief of Police

_____
Assistant Vice President, Sustainability

Renovation Program

Renovation Program Final Approval Signatures

_____

Associate Vice President for Administration and Finance
(Facilities and Safety)

_____

Vice President for Administration and Finance

_____

Provost

_____

President

Renovation Program

Table of Contents

Introduction

Academic Plan

Space Needs Assessment

Proposed Method of Renovation

Analysis of Impact on Master Plan and Strategic Plan

Site Analysis

Program Area

Codes, Standards, & Guidelines

Information & Communication Resource Requirements

Utilities Impact Analysis

Appendix

Denotes links to other documents

Renovation Program

Introduction

Project Overview and/or Mission Statement: *Address the general plan for the project, as well as any specific information.*

This project is an addition to the existing CREOL building. The available land allows this expansion to the northeast or east of the building. The intent of the project is to add research laboratory and office spaces to the existing building. A shelled out ground floor auditorium is also being considered as part of the design. Due to budget constraints the addition will be approximately 8,000 GSF and two stories tall.

The project is to consist of the following:

- Investigate which design will allow for the greater use of funds that will provide current usable space and detailed drawings for future expansion

Project History: *Provide a description of the project history. Include an explanation of the needs this project will address. (The goals and objectives should address those needs.)*

The CREOL Building at the University of Central Florida is located at the intersection of Apollo Circle and Gemini Loop. Originally built in 1996, this cast concrete, two-story structure received a small three-story extension on the north elevation in 2008. The enlarged building contains research laboratories, teaching laboratories, office space, and associated support facilities for the College of Optics. This facility is now reported to comprise 103,532 gross square feet.

Project Description: *Provide a general description and any information that relates to other current or future projects.*

- This project will mimic existing office and research space that currently exists in the CREOL building and will connect to both the existing CREOL building and the addition.

Project Goals and Objectives: *Write a brief outline of specific project goals and objectives.*

1. To get as much design and infrastructure work completed with current allotment of funds that will allow for future completion of the auditorium, second floor and addition of a third floor.

2. To provide much needed relief of overcrowding and research lab space needs for

recent hires and future expanded research.

Design Objectives: *Write a brief outline of the desired design objectives*

The main objective is to be able to provide the much needed space for faculty to continue their teaching and research capabilities.

The addition must fit aesthetically with the existing structure.

Renovation Program

Academic Plan

Academic Program Identification: *Identify any proposed academic programs that will be housed within the facility.*

This program is meant to support expansion of research by the College and its Townes Laser Institute in areas including fiber optics, lasers in manufacturing, and lasers in medicine. We are also competing for a number of national initiatives, including ERCs and an IMI, which will require additional space. These expansions will affect our academic programs inasmuch as they will support graduate students doing research in these areas.

Academic Program Reviews, date and program numbers: *Give the date and program numbers of all relevant academic program reviews. Explain how the proposed facilities program meets the recommendations of the last academic program review.*

This renovation-building program is not meant to affect academic programs.

Recommendations of Review Consultants: *List the recommendations of any review consultants.*

No review consultants were involved in in reviewing academic programs for this renovation program.

Recommendations, Justification and Variation: *Explain how the proposed facility meets the recommendations or justify any variations.*

No recommendations regarding academic programs were made as part of this renovation-building program.

Need/Justification for New Academic Programs: *If the facility is not part of an approved academic plan, provide information to explain the need and justify the establishment of academic programs.*

This renovation-building program is systems-based. Spaces are not being reconfigured for new academic programs.

Renovation Program

Space Needs Assessment

Facilities Problem Statement: *Describe the facilities problem in terms of current and future facilities deficiencies.*

The college is out of space. This project will provide a few labs and offices, but by design, will allow for future expansion of research labs, offices and an auditorium to match the growth of the college.

Proposed Solution: *Describe the proposed solution.*

The proposed solution is to expand the existing CREOL building.

Alternative Solutions: *Explain what alternative solutions were considered, such as rescheduling of classes, remodeling of existing space, leasing of space, or sharing facilities on or off campus.*

An alternative location was considered in the Multidisciplinary Building that will be built to the north of CREOL in the Faculty/Staff parking lot, but research at CREOL has been inherently collaborative, with multiple faculty working jointly on funded research projects. This type of collaborative research, which has helped us garner large funding, requires proximity of labs and sharing of equipment and facilities. The fact that all faculty have their offices and labs in the same building has facilitated discussions and exchanges of idea, which have resulted in many inventions and innovations. This has been the hallmark of CREOL. Adding new space to the current building will maintain this culture, while splitting the faculty between the two buildings will certainly hinder collaboration.

New Facility Justification: *Provide reasons as to why a new facility is the best solution, and why other alternatives were not chosen.*

Not applicable to this is an expansion to and existing building.

Space Analysis: *The Educational Plant Survey recommendations will be listed in this section or a statement noting that a survey is needed for the project. UCF requires a statement that describes any differences between the project and Survey recommendations for the project.*

Renovations do **not** require Educational Plant Surveys.

Renovation Program

Proposed Method of Renovation

Based on a review of the needs of this project, the following delivery type was determined to best for this renovation project.

Construction Management

- The size of the project is sufficiently large and/or complex to require major emphasis on the qualification of the contractor to have specific expertise in performing highly specialized cost estimating, value engineering, and scheduling during the design process with continuity of construction management through both the design and construction phases.
- The project is an alteration of an occupied facility, which requires working around or relocating occupants while keeping the facility fully operational.

Renovation Program

Analysis of Impact on Master Plan and Strategic Plan

The Campus Master Plan is an officially adopted document that governs on-campus growth and addresses the impacts to the surrounding community. The Plan is governed by state statute that requires all building and other capital improvement projects be referenced in the Plan. The document contains data and analysis for impacts generated by existing and proposed capital improvements on the local transportation system, environmentally sensitive areas, student housing, storm water management, intergovernmental coordination efforts, utilities, architectural design and many other planning elements. Goals, objectives and policies in the document express the University's philosophy regarding on, and off-campus growth and impacts to the surrounding community. The Plan attempts to strike a balance between projected new construction with the need to preserve and mitigate impacts on environmentally sensitive areas and local infrastructure.

The primary purpose of the Campus Master Plan is to provide a logical, functional and aesthetically pleasing academic environment for students, faculty, staff and visitors. The main campus is developed in a concentric ring pattern with administration facilities in the center and academic buildings situated among three concentric rings. Pedestrian activity has been optimized throughout the academic core by locating parking garages on the outermost ring. At present, there appears to be sufficient space on campus to allow for all projected new construction. It should be noted that the University is committed to conserving environmentally sensitive areas on campus and will work closely with all applicable state and local agencies to mitigate the impacts of future construction on these areas.

This is a renovation of an existing building. The Campus Master Plan **will not** be impacted.

Environmental Impact:

This renovation project will not have an effect on environmentally sensitive areas.

Master Plan Compliance:

This project is not listed in the Land Use Element and the Capital Improvement Element.

Campus Development Agreement (CDA) Compliance: This project is not part of the Campus Development Agreement since it does not add space to the campus.

Renovation Program

Site Analysis

Site Information Checklist,

Location: University of Central Florida Main Campus

Campus Map: A Campus Map with the proposed site identified is furnished in the Appendix. A boundary survey of the university is available upon request from Landscape and Natural Resources.

Campus Topography, Drainage Patterns and Permitting: The topography of the UCF campus varies from elevation 88 at the western border to elevation 45 at the northeast corner. The campus can be divided into four general drainage areas. See the (Campus Drainage Map, in the Appendix). Campus drainage from the western border follows:

- Area A - northerly toward Lake Claire
- Area B - northeasterly toward a stream
- Area C - southwesterly toward Lake Lee
- Area D - southeasterly toward a wetland area which drains into the Bonneville Canal

Sinkholes: The University has encountered sinkholes on other construction projects. Special care should be taken to insure that sinkholes, if any, are identified during the soil-boring phase.

St. Johns River Water Management Review Requirements: SJRWMD Rule 40C-4 governing the management and storage of surface waters regulates hydrologically sensitive areas (HSA). Criteria used for defining HSA are hydric soils types, presence of wetland indicator species, and hydrologic connections to off-site water bodies or wetland systems. Storm water permitting with St. Johns will be the responsibility of the architect/engineer, in coordination with Landscape and Natural Resources.

(Source: Permit Coordination Policy)

Storm Water Basin Identification: (Source: Revised Storm Water Master Plan Map)

This project is located in basin 4-R, which is 115.84 acres in size. There is 13.15 acres of available impervious area left for future development.

Renovation Program

Does the basin have enough impervious area (square footage) for construction of the proposed project?

Basin 4-R does have impervious capacity remaining for the construction of this project.

Will the proposed project require an amendment to the Storm Water Master Plan?

The Master Storm Water permit will need to be modified, but it will only require staff approval and will not need to go to St. Johns River Water Management Board.

Will the proposed project require a modification to the Storm Water Master Plan?

A minor modification to the Storm Water Master Permit will be required.

Conceptual Storm Water Management Plan: The Conceptual Campus Storm Water Management Plan has been developed to provide the university and state agencies with a long-term approach to storm water management for our campus. It contains the conceptual design and engineering for water management to meet our long-term construction program on campus. Each facility constructed on campus will be required to fund its portion of the overall costs of the plan related to the storm water generated by the facility of project. This plan has been approved by the St. Johns Water Management District and will be a vehicle for this campus to meet its requirements. The architect/engineer must work within the framework on this plan.

Department of Environmental Regulations Review and Requirements: The DER requires permitting of the extension of a water system or sanitary sewer system, along with required water sample testing on any new potable water system. Also, it requires water sample testing after any work done on an existing system. It is a requirement of the architect/engineer to submit permits and coordinate all permits with Landscape and Natural Resources through the approval process.

Vehicular and Pedestrian Circulation: The approved Conceptual Campus Master Plan calls for the current Aquarius Agora Drive to become a vendor and service access to the center core of campus. This action occurred after the completion of the Gemini Boulevard ring road, which has opened up access around the campus.

Known Endangered or Threatened Plant or Animal Species: There are no known endangered or threatened animals or plants at the proposed site.

The Landscape and Natural Resources Department will survey the proposed site and will coordinate the relocation of any endangered or threatened plants or animals prior to construction, if necessary.

Archaeological History of the Site: During the development of our Campus Land Management Plan, the Division of Archives, History, and Records Management was contacted and noted that no archaeological or historic sites are recorded in the Florida Master Site File. The agency noted, however, that there is a high likelihood of presently unrecorded, potentially significant archaeological resources being located on the nearly level areas overlooking the wetlands on the property; these sites are likely to be less than one acre in size.

Archaeological Factors: There are no known archaeological factors at this site.

Location of Existing Utilities: The approximate location and proximity of utilities to the site are to be found in the Appendix. The following utilities needed for this project and site are identified in the Utilities Impact Analysis section. **All utilities for this project need to be field verified by the Architect or Engineer of Record in the early stages of the design process.**

- Water Supply System
- Fire Protection
- Chilled Water
- Storm water
- Sanitary Sewer System
- Gas Service
- Electrical Service
- Telephone Service
- Street Lighting

Architectural Significant Structures: There are significant academic structures surrounding the proposed site since the site is within the academic core.

Unusual Site Conditions: There are no known unusual site conditions on the proposed site.

Direction of Prevailing Winds: Prevailing winds are generally northwesterly in the winter and spring and southwesterly in the summer and fall.

Renovation Program

Paved Access Streets: The concept adopted by the University is to eliminate general vehicular access inside the 1200' radius sidewalk. The only vehicular access permitted inside the 1200' radius sidewalk system is for emergency vehicles, vendors, and maintenance vehicles.

Parking: The plan for University buildings is to have mass structured parking in several locations on campus, instead of local parking for each facility or college.

Requirement for Vendor/Maintenance/Service Site Vehicular Access: Vendor and service accessibility should be designed to allow access to the building without interrupting the campus pedestrian circulation system (sidewalks). Service/maintenance areas should have a minimum of six (6) parking spaces. These parking spaces should be in the vicinity of a service entrance to the facility. Consideration shall be given to fire department and emergency access to the building site. Throughways to existing hydrants and fire protection equipment, including those of neighboring facilities will be maintained.

Relationship to Adjacent Facilities: The expansion should be carefully sited. Relationships to adjacent buildings, convenience, operational efficiency, physical security, and future growth and development should be considered. The building exterior must be compatible. The site location should allow for future expansion.

Relationship/Access to Primary and Secondary Sidewalks: Facades of buildings within the academic core must be designed to be viewed from multiple sides. Entrances and exits must be designed with consideration for the existing sidewalk system.

Relationship to Existing/Planned Topography: This building should be designed in harmony with the site topography for construction economy and site preservation.

Existing Natural Resources: Natural resource values should be considered carefully because of the possible soil conditions on the campus. Soils and foundation conditions must be investigated to ensure suitability for economical excavation, site preparation, building foundations, utility lines, grading, and planting.

Landscape and Irrigation: Landscaping design shall conform to the UCF Design, Construction, and Renovation Standards. Irrigation shall cover the entire site unless otherwise directed. The landscape contractor will maintain the site for the warranty period, which will be one (1) year.

The Department of Landscape & Natural Resources (LNR), in conjunction with the project design team, coordinates landscape design for projects. Contracts for landscape services, including landscape architects and installers, will be placed under the architect for each project, with preference given to service providers recommended by LNR. In some cases, LNR will design the landscape, in which case they will contract directly with a landscape installation company. Landscape and irrigation design will be incorporated into the building design process, and landscapes will typically be installed after the building

construction is completed. The building contractor will be responsible for removing any construction debris from areas to be landscaped. The Landscapes Standards, which are part of the UCF Design, Construction, and Renovation Standards, define the species, infrastructure, arbor care, and other important information for project managers to consider. See LNR's website, www.green.ucf.edu, for updated standards and information.

Exterior/Interior Signage: Exterior/interior signage shall conform to the UCF Design, Construction, and Renovation Standards. This facility should include, as a minimum, a building identification sign for all public entrances and campus directory signs along new sidewalks, directing pedestrians to other areas of the campus. Signage must comply with the latest ADA requirements.

Exterior Lighting: Exterior lighting fixtures shall conform to the UCF Design and Construction and Renovation Standards with illumination levels designed in accordance to the fundamentals of the IES Lighting Handbook, published by the Illuminating Engineering Society (IES).

Exterior Mechanical, Electrical, Service Equipment and Structures: All mechanical and electrical equipment shall be located and screened by permanent structures to give an attractive appearance to the building and campus. Structures provided for service, such as trash dumpsters shall be screened by permanent structures, in keeping with the architecture of the building.

Services Available to Campus:

Police Protection: The University Police Department provides 24-hour service, seven days a week. When necessary, University Police may request assistance from the Orange County Sheriff's Department or other outside law enforcement agencies.

Fire Protection: The campus police coordinate all fire emergency responses via the '911' network. All fire protection devices must comply with current state codes.

Trash Removal: Campus trash removal is handled by a yearly contract with a local vendor. The Facilities Operations custodial personnel deliver to their specific locations and the vendor removes the trash from these locations at least twice weekly. The architect is responsible to insure that appropriate exterior facilities are available for dumpsters and service of dumpsters.

Renovation Program

Program Area

The architect and his consultants should be aware that these project requirements are specific to this facility and that general University of Central Florida requirements must be met. These requirements can be found in UCF Design, Construction, and Renovation Standards, and the UCF Professional Services Guide. If a discrepancy is found in this program, the UCF Design, Construction, and Renovation Standards take precedence over any information provided in this document. Any deviation to the UCF Standards must be reviewed during design and approved by the UCF Standards Committee and the Associate Vice President, Administration and Finance (Facilities and Safety).

Program Area and Design Requirements Summary

The Program Area Table (see Appendix) is a summary list of the space requirements for this project. Currently, there is not an approved educational plant survey for this project since PECO funds are not being used.

Definition/Description of Space

The basic square footage identified must be in accordance with State Regulations for Educational Facilities, 1997, (SREF) as prepared by the Florida Department of Education, Educational Facilities and Educational Facilities Budgeting Office. Space criteria are based on typical campus and historical data and should be met if at all possible. It is the architect's responsibility to review these space requirements during design and to identify specialized conditions that would warrant a space change. When space criteria are not available, accepted design and experience factors should be used to determine space allocations for the various functional components of the facility.

Specific Program Space Categories

The required space categories are depicted in the Appendix of this building program.

The Project Budget Summary provides specific space category details and is to be found in the Appendix of this building program.

Facility General Spatial Relationships

A bubble diagram, which denotes the preliminary spatial relationships of the facility, can be found in the Appendix of this program.

Renovation Program

Emergency Shelter Space

State statute requires the University to designate new shelter space as campuses are developed. All major new buildings should have designated shelter space that is reasonably protected, structurally. Such areas shall be located away from laboratories with hazardous materials, away from atria or other open-span areas, and away from large, unprotected glazed surfaces. Please refer to the UCF Design, Construction, and Renovation Standards. It is not anticipated that this building will be fully hardened, but a sheltering area within the facility must be identified.

Facility General Considerations

Building Organization: The design of this facility should allow for continuous flexibility and future expansion. The architect/engineer should become familiar with the functional operation of the facility (through thorough review of the Building Program, and consultation with the university Project Manager and Building Committee Chair) in order to determine areas that vary in function and are subject to frequent change.

Structural System: In selection of the type of structural system, the total facility should be considered, since the choice will influence the cost of such features as heating, ventilation or air-conditioning, as well as architectural, lighting, and utility requirements. When choosing structural materials, consideration should be given to availability of labor and materials, design life of the facility and maintenance costs over this period, experience and skill of local contractors, feasibility of pre-assembling or pre-casting major structural elements, and site environment.

Handicapped Access: UCF is very active in its application of the Americans with Disabilities Act (ADA) - Accessibility Guidelines for Buildings and Facilities. The architect/engineer must address all of the ADA requirements for this facility. Handicapped Student Services will provide guidance and support in this area.

Internal Circulation: Stairways should be used for general circulation from floor to floor. Number and capacity of elevators for this facility shall be determined using criteria set forth in UCF Design, Construction, and Renovation Standards.

Mail Distribution and Vending Machines: Areas should be designed for mail and vending machines. These areas should be accessible to the service entrance of the facility. The mail area must be secured from public access. Mailboxes shall be installed in the Mail Distribution area.

Vending areas should be 300-400 square feet per building and located on the first floor close to elevators. Where possible, vending areas should be combined with break-rooms. All vending areas must have water lines provided and include a floor drain. The floor should be quarry tile.

Recycling Storage Room: A room should be designed and designated for short-term storage of recycled material, on the first floor, close to the loading dock or service entrance. Recycling room sizes are defined in the UCF Design, Construction, and Renovation Standards and are to be sprinkled per fire code requirements.

Requirements for Custodial Services Facilities: Access to custodial and service rooms must be from hallways. All doors should be designed off the main corridors or recessed in order to eliminate the protrusion of open doors into the corridor and pedestrian circulation. Custodial room sizes and shelving requirements are defined in the UCF Design, Construction, and Renovation Standards.

Custodial rooms are to be in close proximity to an elevator. Custodial rooms must have a minimum of 50 linear feet of shelving.

Facility Maintenance: The Architect must work closely with Facilities Operations department to insure that the most cost effective design and materials will be provided.

Exterior Building Surfaces and Roof Styles: Specific roof requirements are found in the UCF Design, Construction, and Renovation Standards. No roofing material shall contain asbestos. Building exterior should be of brick to complement the existing campus environment. All flashing and expansion joints need to be "bat" proofed.

Special Hardware: No special requirements are foreseen for this facility. For typical requirements see the UCF Design, Construction, and Renovation Standards.

Quality of Finish Materials: Installed finish materials must be low maintenance and have a good life cycle. For typical requirements reference the UCF Design, Construction, and Renovation Standards. The selection of finish materials must be coordinated with Facilities Operations.

Preferences for Color Schemes: No special requirements for color schemes are identified at this time. Color should reflect an academic community for higher education, not the typical Florida commercial color schemes. The UCF Standards Review Committee and the Associate Vice President, Administration and Finance, Facilities and Safety must approve all colors.

Acoustical Treatment: Acoustical treatment must be provided in all areas where noise level is high, particularly in conference rooms, assembly rooms, mechanical rooms, and the Library.

Building Directories, and Identification Signs: No special requirements are foreseen for this facility, for typical requirements see the UCF Design, Construction, and Renovation Standards.

Restroom Equipment/Materials: The University has specific requirements pertaining to

the design of restrooms. Reference the UCF Design, Construction, and Renovation Standards and ADA requirements. Provide nonslip ceramic tile on floors and glazed ceramic wall tile. Floor drains are required for all restrooms.

Water Supply and Plumbing Systems: The campus has its own water and sewage plant and this building will be supported by these systems. Outdoor faucets shall be designated on all sides of the building with reduced pressure principle back flow prevention. Building potable water supply must contain a reduced pressure principle backflow preventer. A separate water meter must individually meter all water supply to the facility. Floor drains that are piped to sewer must have wet type deep seal P traps, or trap primers.

Drinking Fountains: Fountains must be available on each floor and comply with EPA copper and lead regulations, with applicable ADA requirements.

Mechanical System: The building's primary Heating, Ventilating, and Air Conditioning (HVAC) design consideration should be a Variable Air Volume (VAV) System, except for special labs, clean rooms, etc. All VAV boxes should be designed with their location in corridors for ease of accessibility. UCF prefers variable frequency drives on air handling unit motors. No air handling units or condenser units shall be installed above the ceiling.

Energy Conservation - Air conditioning, dehumidification, evaporative cooling, heating, mechanical ventilation, and refrigeration should be selected, designed, and installed according to the requirements for State of Florida Model Energy Efficiency Code for Building Construction.

No electrical, mechanical, custodial, or service room shall open into a stairwell.

Electrical, mechanical, custodial, service, and communications rooms will be separate and independent of one another.

Door opening recess should be of appropriate size to accommodate total width of the door. Door openings should accommodate equipment removal. Mechanical rooms that exit into hallways should have doors that swing in and flat against the wall.

Electrical Systems: The design of interior and exterior lighting should be in accordance with the IES Lighting Handbook, published by the Illuminating Engineering Society (IES). Energy watt-miser light bulbs are required. The architect must coordinate the selection and location of lighting fixtures with the Department of Sustainability and Energy Management.

Interior Electrical Systems - system characteristics should provide for the most economical and efficient distribution of energy.

Cable Tray and Raceway System - overhead cable tray system for data transmission audio/visual, and telephone wiring and conduit shall be provided as a telecommunication

distribution system throughout the facility. This tray system shall be an open tray system designed for ease of access.

Fire and Security Alarm Systems: UCF has a campus-wide standard, found in the UCF Design, Construction, and Renovation Standards, for Fire Alarm Systems for buildings. Security Alarms Systems are identified for each specific application and the design and materials will be identified to fit that application. Fire and security shall be separate systems reporting to the UCF Police Department.

Lightning Protection System: A Lightning Protection System shall be provided and installed in this facility.

Telecommunications: Communication wiring, telephone, audio-visual, data communications, etc., shall be included in the design and construction cost of this project. At the completion of the project all systems must be operational.

Refer to the UCF Design, Construction, and Renovation Standards for information on manhole and duct bank requirements.

Standard electrical service to radio, television, video and film facilities should provide shielded service to avoid electrical interference.

All classrooms, conference rooms, and labs shall have the capability of being darkened and shall be equipped with appropriately sized projection screens.

All classrooms, conference rooms, and laboratories, which will seat in excess of 30 persons, must provide for sound reinforcement that is appropriate for voice.

Emergency telephones will be provided on every floor in an accessible location.

Renovation Program

Codes and Standards

Typical Codes and Standards

The design of this project shall conform to all applicable sections (most recent versions) of the *Standard Building Code* as administered by the Southern Building Code Congress, NFPA *Life Safety Code* 101 (most recent state adopted addition), Americans with Disabilities Act (ADA) - *Accessibility Guidelines for Buildings and Facilities*, ANSI *A117.1*-1986, *Florida Statute* 553.45-553.48, all codes referred to in the UCF Professional Services Guide and the UCF Design, Construction, and Renovation Standards.

UCF Design, Construction, and Renovation Standards

These Standards are concerned with all aspects of design and construction for the University. These documents along with the UCF Professional Services Guide must be adhered to during the design of this facility. These Standards can be found on the UCF Facilities Planning Web Site at: www.fp.ucf.edu.

Considerations to be Included in the Design

The following items may represent a significant component of the overall budget for the project, particularly for renovation work. Indicate in the spaces provided any potential life safety and accessibility requirements that can be identified in the affected area.

Asbestos assessments and abatement, fire code corrections, handicapped accessibility upgrades, environmental assessments, air permits, and SJRWM permits may be required for renovations and remodeling projects. It is **important** to determine what is required before beginning the design of the project, whether the project is a renovation, a remodeling, or new a construction.

The total cost of these items is part of the budget for the project. Please note that asbestos assessments may be required where existing utility lines and pipe insulation will be effected by the site construction. Older HVAC utility line insulation has been found to be asbestos containing.

All new construction must adhere to the guidelines for LEED. All new University buildings must meet the design criteria required to achieve **LEED Silver**. It is understood that all UCF buildings must be energy efficient, easy to maintain, and incorporate materials that reduce life cycle cost.

Renovation Program

Information / Communications Resources Requirements

This proposed facility must have dedicated multiplex audio and video channels, interconnected with the Office of Instructional Resources. Two way-communications are required between Instructional Resources and this facility. This facility will be a source of program output.

This facility should also have dedicated connectivity to the University's telecommunication node, which will provide services like registration, SAMAS, Outlook, Microcomputer LANs, phone, IP fire alarm, and access to BITNET and SURANET, etc. Please refer to the UCF Design, Construction, and Renovation Standards under Telecommunications Design Standards for additional information regarding telecommunications and audio-visual (multimedia) information. It is the responsibility of the architect/engineer to design a fully functioning external (nearest manhole) and internal telecommunications system for this project. Computer Services and Telecommunications **(C, S and T)** working with the Facilities Planning Project Manager are responsible for Information/Telecommunications Resources Requirements. For further information refer to http://www.division17.net

All telecommunications work will be provided employing an Owner provided subcontractor with the exception of the cabling distribution system and the conduit runs as noted below.

Cabling Distribution System: Cable tray- conduit to cable tray **(Contractor's responsibility)**

Conduit Size: 1-inch Minimum **(Contractor's responsibility)**

Data/Voice Cabling Type: Category 5 Enhanced Cable Plenum (Mohawk, Berk - Tech and Hubble brand only)

Video Cabling Type: RG 6 Plenum (Belden Only)

Fiber Optic: Fusion spliced LC connectors

Fiber Optic Interduct: 1-inch corrugated smooth wall inter ducts

Fiber Optic Cable: Draka/ Corning

Cabling Faceplate Terminations: Hubbell

Cabling Panel Terminations: Hubbell patch panels

Telecommunications Rooms: One per floor (stacked vertically)

Telecommunications Room Size: 10' x 15' or 150 sq. ft.

Cabling Distribution System: Concrete encased duct bank

Type of Ducts: Four-inch (4") DB Pipe TC-8 Spec. (Concrete encased)

Duct Bank Cabling Type: PE-89 DB 22 AWG telecommunications cable

Termination: Lucent, Porta Systems, or circa brand 188 Protector w/ 4C1S lighting protection modules

Cabling Pull box Description: To be designed by C, S and T

Network electronics and Multimedia Systems: (To be funded by Furnishings & Equipment)

Distributed Antenna System: To be designed and installed by C, S and T

Note: The costs of these items to be part of the construction budget for the project.

Renovation Program

Utilities Impact Analysis

Existing and Required Utility: The architects and engineers selected for this project are required to design utility connections to the nearest utility manhole or as directed by the University. **All existing utilities must be field verified and documented by the Engineer of Record during the early stages of design.**

Utilities which provide efficient operation and are adequately sized to serve future needs should be considered during the early planning stages. This will avoid conflicts in the design and layout of the various utility lines, and permit the early recognition of the need for additional production and/or supply capacity. This project should address the adequacy of existing utilities support and any additional needs. The planning of utility lines should minimize utility capital investment and operational cost for maintenance and repair.

Utility Planning Considerations

Appearance: Meters, light poles, transformers, vaults, pressure reducing stations piping and valves, and other utility items should be located discretely, not detracting from the building's appearance. Design of the facility should also reduce the negative visual impact of utility items and communication lines in accordance with the design standards.

Underground Utility Lines: The location and depth of many of the existing underground utility lines are questionable at best. The accuracy of the University utility as-builts should be determined very early in the project. The University will require a detailed utility survey of the proposed site using our continuing services consultant.

Underground distribution lines should be located to minimize cost. All underground utility lines, mains, and conduits should be located at the minimum depth of (3 feet) and in common corridors to allow for ready access and maintenance. As-built drawings must be provided for all interior and exterior utilities.

Central Chilled Water

A central chilled water plant supplies the campus. It is equipped to provide chilled water to the HVAC systems for all major buildings on campus. Utilities and Energy Services must be contacted to determine the current capacity of the central chilled water plant.

General Campus and Building Utilities

The main campus consists of 1,415 acres and includes a library, classroom buildings, laboratories, residence halls and student facilities. The Main and Satellite Cooling Plants provide the campus cooling needs. Direct Digital Controls (DDC) will control all campus

buildings. The architects and engineers selected for this project are required to design utility connections to the nearest utility manhole or as directed by the university.

Campus Chilled Water

Chilled water is distributed through a circulation loop, at a design supply temperature of 42 degrees F, to the buildings HVAC systems.

Source of Supply: Central Chilled Water Plant and Satellite Chilled Water System

Pipe Material: Schedule 40 Steel Pre-insulated Pipes

Campus Electrical Power

Duke Energy provides primary electrical service to the campus. The university's responsibility starts on the secondary side of the buildings' transformers.

Campus Potable Water

Potable water is supplied to the campus via an underground piping systems. Reduced pressure principle backflow preventers and meters are required on all water supplies to the buildings.

Campus Sewage/Wastewater

Sewage/Wastewater: University effluent is connected to Seminole County. The permitting process should be directed to the appropriate Seminole County agency responsible for wastewater treatment.

Campus Irrigation Water

The irrigation system is supplied with reclaimed water from the Iron Bridge Waste Water Treatment Facility in Seminole County.

Campus Gas Service

Source of Supply: TECO Gas (Local distribution Company)

Estimated Building Telecommunications Requirements

UCF operates and maintains IP Telephony with remote shelves that will provide service to this building. Conduit and wiring systems should include inside and outside cables, terminal cabinets, backboards, lightning protection and outlets. These items shall be furnished and installed in the base construction.

Renovation Program

Source of Supply: Campus Telephone Distribution System (Fiber and Copper)

Location of Source: Building Network Equipment

Estimated Building Data Transmission Requirements

Network Service: UCF operates and maintains a redundant multi-tiered network architecture, which is connected by fiber to the Computer Science Building. The building's interior operation for data transmission should consist of minimum 1000 Base T Ethernet cabling. The data transmission system, from this building to the closest telecommunication node, should consist of fiber optic cabling through the campus underground communication distribution system.

Source of Supply: Campus Data Network

Location of Source: Computer Science Building

Estimated Audio Visual Requirements

Audio-Visual Service: Internal wiring for CATV is to be RG-6 plenum coaxial cable. Outside plant CATV cabling will be provided and installed by the Campus CATV provider (Bright House Networks). All instructional spaces need to have appropriate electrical and connectivity from an Instructor Console to the ceiling. Recommend a duplex outlet under each console with an empty 2-inch conduit from under the Console, up through the nearby wall and "stubbed-out" above the ceiling. All instructional spaces will also need a ceiling-mounted duplex electrical outlet for a data/video projector.

Estimated Terminations Required: To be determined

Source of Supply: Campus Communications System

Cable Type and Cable Size: To be determined

Duct Bank or Conduit Requirement: Duct Bank size to be determined

Equipment required for Coax Cable: Building amplifiers, riser design, taps, and equalizers are designed and maintained by UCF CS&T. All CATV equipment shall be installed in the MDF and IDF CATV lock boxes. All head in equipment shall be located at a node or the Library Switch Room.

Campus Exterior Lighting: The campus, circulation, parking lots, and recreation areas are illuminated during the dark hours by pole mounted area lighting. All exterior lighting fixtures must match existing fixtures and be powered from the building.

Renovation Program

The current outdoor lighting system is defined in the UCF Design, Construction, and Renovation Standards. All exterior lighting fixtures must match existing fixtures and be powered from the building.

Renovation Program

University of Central Florida

CREOL Expansion

Renovation Program Appendix

Building Information Source:

Year Built, 1996, Expansion 2008

Building Use, Labs, Offices

Square Footag 103,532

Table of Contents CREOL Expansion

Campus Map *(Identifying the proposed site identified)*

Site Location Map *(Enlargement of the proposed site)*

Campus Drainage and Storm Water Ma *(Go to the Facilities Planning Website and* select Campus Master Plan for this map www.fp.ucf.edu

Existing Utilities Map *(This map is withheld for security reasons. The Existing Utilities Map will be made available once the A/E has been selected.*
All utilities must be field verfied and documented by the Engineer of Record.

Project Schedule *(All durations are approximate)*

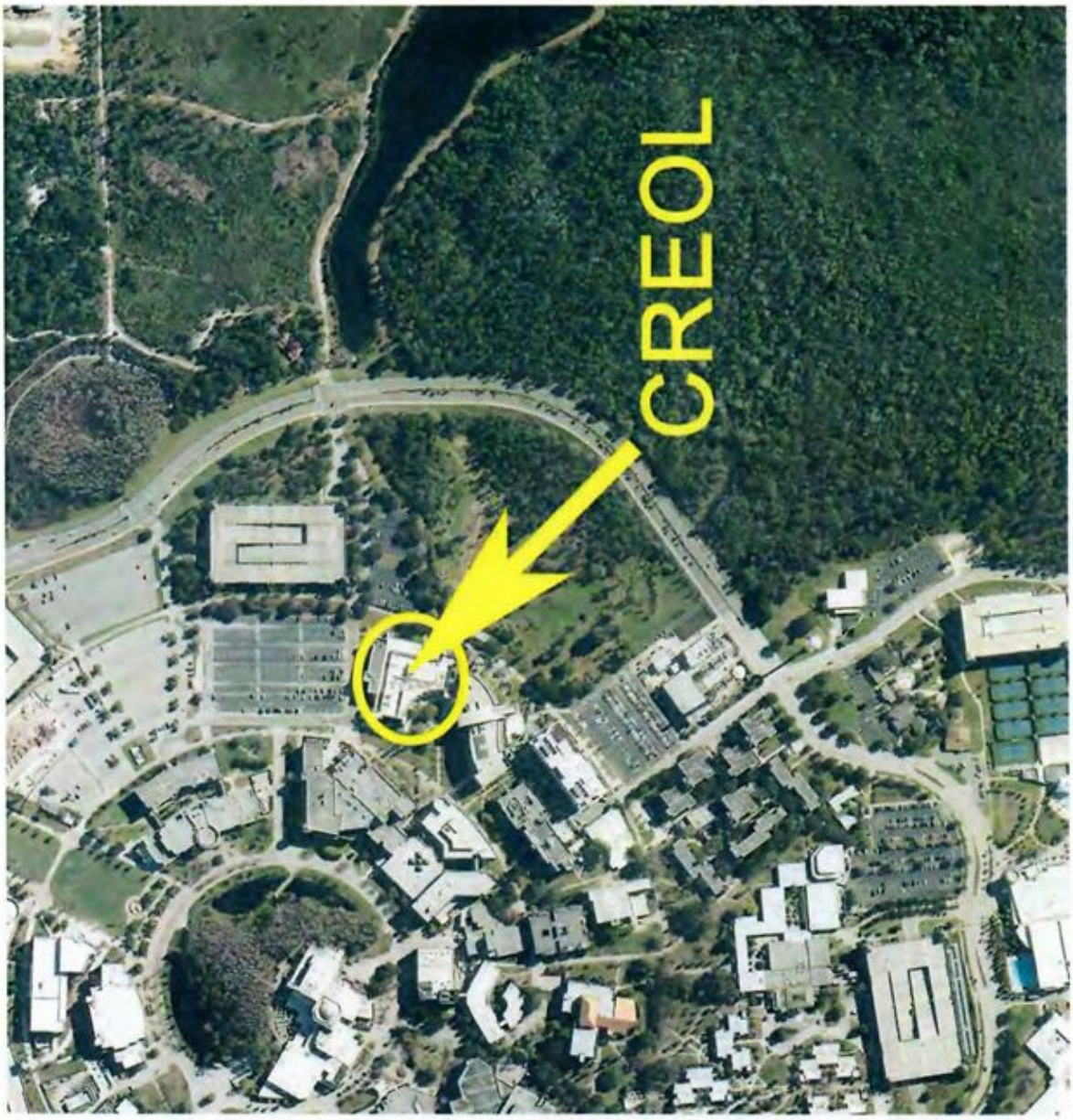
Program Area Table *(Defines space categories)*

Program Funds *(Defines types of funding sources)*

Program Budget Summary *(Defines planning, construction, and furniture and equipment)*

Space Diagrams *(Graphic representation of program spaces)*

Space Files *(Listing of types and use of spaces)*


CREOL


CREOL

Project Schedule for: CREOL Expansion

All durations shown are approximate	Dates	Months
Conceptual Design Presentation	May-2016	1
Schematic Submittal to UCF		
Design Development (DD) Phase		
50% DD Workshop	June-16	2
100% DD Submittal to UCF	July-16	
Contract Documents (CD) Phase		
50% CD Workshop	Aug-2016	2
100% CD Submittal to UCF	Sep-2016	
Bidding Phase		
Advertisement for Construction Bids	October - December, 2016	3
Bids for Construction Received		
Evaluate and Award Construction Contract		
Construction Phase		
Notice to Proceed	Jan-17	8
Final Completion	August 1, 2017	
Warranty Phase		24
Warranty Period		
Warranty Period Completion		
Total Project Time	16 Months (Program thru Construction)	

Program Area Tab CREOL Expansion

Space Category	Square Footages
Classrooms	0
Teaching Labs	0
Study	0
Research Labs	1,200
Offices	880
Auditorium/Exhibit	2,500
Instructional Media	0
Student Academic Support	0
Gymnasium	0
Campus Support Services	0
Total Net Square feet (NA	**4,580**
Total Gross Square Feet (G	**8,244**

Note: Carefully review the space files with the space diagrams. The space files supersede the space diagrams.

Program Funds for: CREOL Expansion

(All inputs must be made manually)

Funding Sources

Public Education Capital Outlay (PECO)	$0
Capital Improvement Trust Fund (CITF)	$0
Courtelis Facility Enhancement Challeng	$0
Private Matching Funds	$0
Optional Funding	$4,077,029
Total Funding Sources	$4,077,029

Program Budget Summary for:

CREOL Expansion

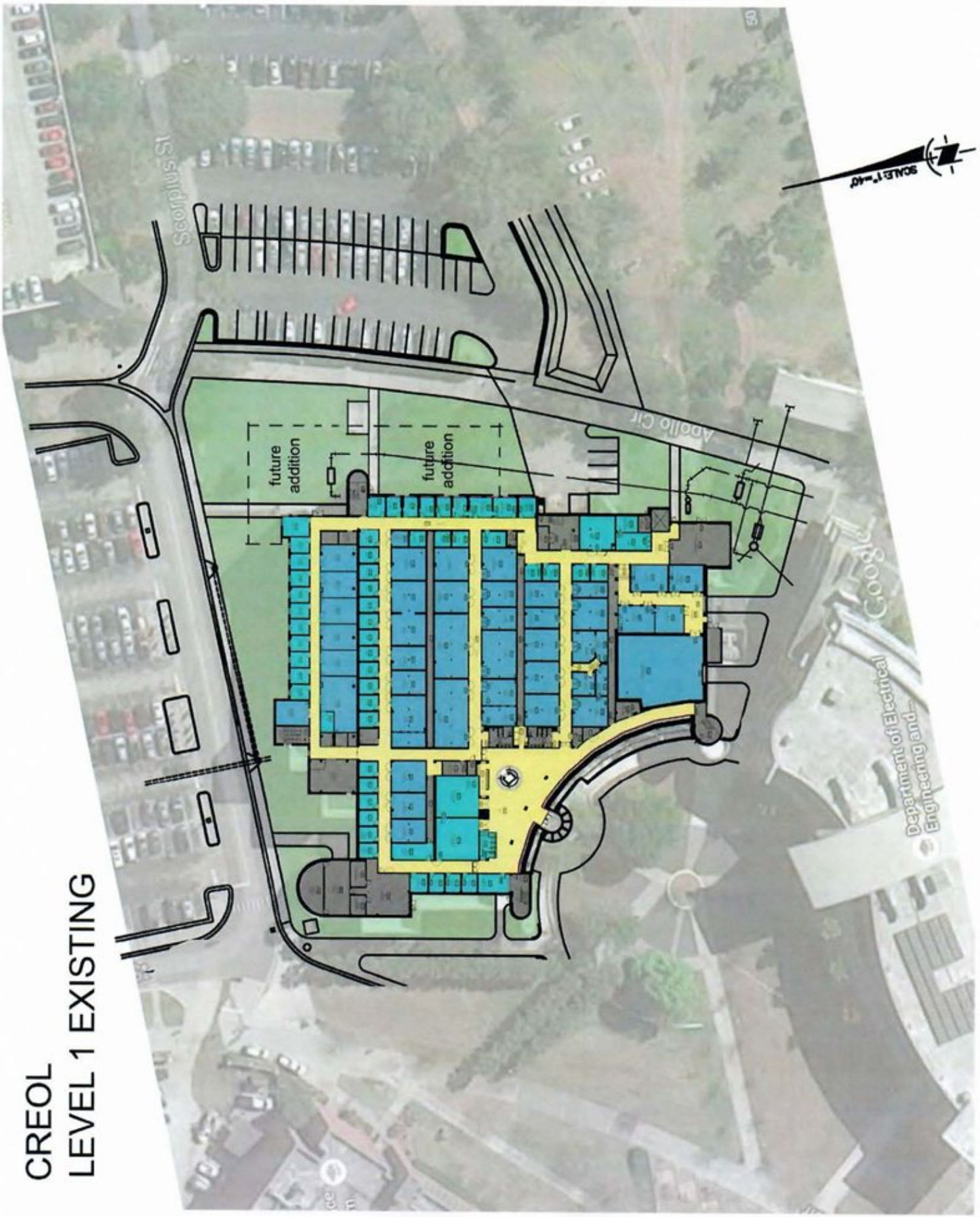
(Insert figures from the Concept Budget Sheet)

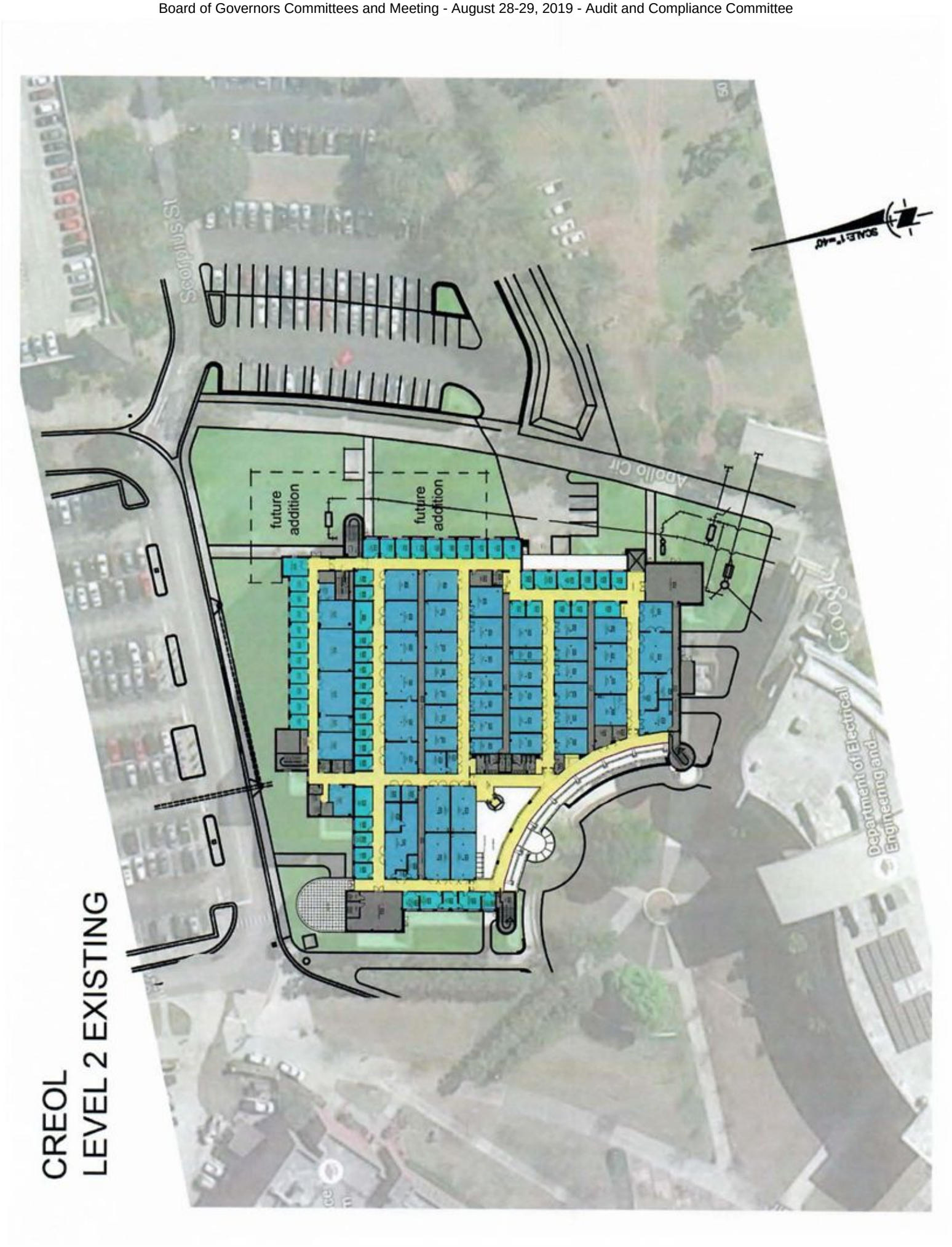
Budget Categories

Planning (P) *Includes design fees, permitting expenses, and contingency*	$521,045
Construction (C) *Includes utilities/infrastructure, Art-in State, landscape and irrigation, and contingency*	$3,356,210
Furniture and Equipment (F and E)	$199,774
Total Project Budget	**$4,077,029**
Construction contract amount, *set aside for construction*	**$2,915,927**

Important Note for Renovations and Remodelings:

Deferred Maintenance, Asbestos Abatement, Fire Code Corrections, and ADA Requirements are to be considered a priority over all other considerations.


CREOL
LEVEL 1 EXISTING
Scorpius St
Apollo Cir
future addition
future addition
Department of Electrical Engineering and...
SCALE 1"=40'


CREOL
LEVEL 2 EXISTING
future addition
future addition
Apollo Cir
Department of Electrical Engineering and
SCALE: 1"=40'

From: Christina Tant <Christy.Tant@ucf.edu>
Sent: Monday, March 28, 2016 6:33 PM
To: Tracy Clark
Subject: Creol Build Out - Phase I
Attachments: RE: CREOL Answers

Tracy – Comments below and attached email relate to the scope of Phase I - $2m. I'm still gathering info regarding Phase II - $4m.

From: Mark Wagenhauser
Sent: Monday, April 13, 2015 11:32 AM
To: Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Christina Tant <Christy.Tant@ucf.edu>
Subject: RE: Confirm Budget Requests and Carryforward plans submitted in FY15 to Academic Affairs

HI Tracy,

Per our meeting this morning, Phase II of the CREOL addition has not happened. My comments below are regarding the Phase I renovation of the 3rd floor lab build-out. Phase II is a critical need for us, especially with the 4 new faculty hires we are in the process of searching for. As for the new faculty fires, we have been promised $2.3M in startup funds.

I will report back later what I believe our carried forward is expected to be.

Thanks,
Mark

From: Mark Wagenhauser
Sent: Monday, April 13, 2015 9:43 AM
To: Tracy Clark
Cc: Christina Tant
Subject: RE: Confirm Budget Requests and Carryforward plans submitted in FY15 to Academic Affairs

Good Morning Tracy,

Phase II of the CREOL addition is in the Design phase. The schedule has construction starting in September 2015, but we're hoping it will be sooner than that, but unfortunately we've seen a huge delay in the renovations process happening.

The FY15 startups have been setup and are being spent against. 20130713 was funded $300K and 20130714 was funded $275K. The FY16 startup commitment is the remaining balance due to Dr. Pang, who's spending against 20130714.

If you need anything else prior to the meeting, please let me know.]

Thanks,
Mark

From: Tracy Clark
Sent: Thursday, April 09, 2015 4:54 PM
To: Mark Wagenhauser
Cc: Christina Tant
Subject: Confirm Budget Requests and Carryforward plans submitted in FY15 to Academic Affairs

Mark,

Attached is a summary of the College of Optics & Photonics' requests and carryforward plans submitted to AA over the past several months. Tomorrow's meeting is to confirm and understand these items. I'm looking to find out the following:

If any of them have already been funded;
If any are no longer critical;
Please confirm whether the 2014-15 items have occurred, if so when, and if not, why not.

The carryforward plans and the requests will be considered by the Provost, Mr. Merck and the University Budget Committee within the next month. However, please be aware that there are significant requests and limited resources, so please evaluate your requests carefully.

Thanks a lot.

FY16 Funding Requests			
Organized by College/Unit			
All Funding Methods			
Sum of Amount			
College/Area	**Initiatives/Projects**	**FY**	**E&G N**
COP	Phase II of CREOL Addition/Expansion	2015-16	
COP Total			
Carryforward Plans			
	Existing Startup Commitments	2014-15	
		2015-16	

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Lee Kernek <Lee.Kernek@ucf.edu>
Sent: Thursday, January 15, 2015 9:59 AM
To: Christina Tant
Cc: Lashanda Brown-Neal
Subject: RE: CREOL Answers

Great, thanks!

From: Christina Tant
Sent: Tuesday, January 13, 2015 11:16 AM
To: Lee Kernek
Subject: RE: CREOL Answers

Hi Lee – The transfer from the E&G central reserve was approved this morning. I'll work with your team to get the funds moved over today.

From: Lee Kernek
Sent: Wednesday, January 07, 2015 11:21 AM
To: Christina Tant
Subject: CREOL Answers

Below is a quick summary of the scope of work and cost estimate for the CREOL build-out. This is based on discussions at a December 4, 2014 kick-off meeting with CREOL and the Engineer of Record.

- Scope – five wet bio-photonic labs and two wet biology labs (seven total labs)
  - NFPA 45 compliant
  - And sinks, eye wash, process water, compressed air, fixed hoods and perimeter cabinets/counters
  - Specific equipment needs are unknown as specific researchers have not been identified – design for future flexibility
- Schedule (this was discussed and approved by user group)
  - Funding/Approval – 2 months, December to January 2015
  - Design and Construction Documents – 5 months, February to June 2015
  - Permitting, Bidding – 2 months, July to August 2015
  - Construction – 3 months, September to December 2015
  - Occupancy – January 2016
- Budget
  - Total Project Cost – estimated $1,900,000 (best to hold $2M, which allows $200K Planning and Design; $1.6M Construction; and $200K F&E)

Subject:	Confirm Budget Requests and Carryforward plans submitted in FY15 to Academic Affairs
Location:	MH 338, Office of the Provost
Start:	Mon 4/13/2015 10:30 AM
End:	Mon 4/13/2015 11:00 AM
Show Time As:	Tentative
Recurrence:	(none)
Meeting Status:	Not yet responded
Organizer:	Michelle Matthews
Required Attendees:	Tracy Clark; Mark Wagenhauser

From: Mark Wagenhauser <markw@creol.ucf.edu>
Sent: Monday, June 01, 2015 1:29 PM
To: Christina Tant
Cc: Tracy Clark; Bahaa Saleh
Subject: RE: Funding Request - Response Required

HI Christy,

This is to confirm that the Phase II of CREOL Addition/Expansion that is listed on the worksheet is of High Priority.

If you need anything else, please let me know.

Thanks,

Mark

Mark C. Wagenhauser
Associate Director/Business Manager
CREOL, The College of Optics & Photonics
4304 Scorpius St.
Orlando FL 32816-2700
(w) 407-823-6878 (f) 407-823-6880

From: Christina Tant
Sent: Friday, May 29, 2015 5:02 PM
To: Mark Wagenhauser
Cc: Tracy Clark
Subject: Funding Request - Response Required
Importance: High

Mark,

Attached is the list of 2015-16 funding requests that were moved forward to the Tier III list that is being evaluated by the University Budget Committee. **The committee has requested you review the priority of these items with your Dean/ VP.**

Priority is just one of several factors being considered by the committee and will not necessarily be the determining factor for approval. It is imperative that not every request be submitted with a high priority status.

Confirm the priority of each item as High, Medium, or Low. A proposed priority status has already been assigned. Consideration must be given to several factors including but not limited to:

- the importance of the initiative in relation to the university's mission, strategic goals and performance measures;

- the availability of other resources, including non-E&G resources, and the significance of the amount in relation to those resources. If there are existing commitments against those resources, consider flexibility in the priority, amount, and/or timing of those commitments.

- the likelihood that spending will occur during 2015-16.

Example: If the importance is high, there are other resources available, and the amount is not significant in relation to those resources then assign a low priority. If the importance is high and there are other resources available, but the amount is significant then you may want to consider assigning a medium or high priority.

Your response is required no later than noon on Friday, June 5th.

Thank you,

Christy Tant, CPA
Senior Associate Controller, Finance & Accounting

University of Central Florida
Finance and Accounting
12424 Research Pkwy, Suite 300
Orlando, FL 32826-3249
christy.tant@ucf.edu
Phone 407.882.1029
Fax 407.882.1102

UCF	**UCF Executive Budget Committee Meeting** **AGENDA**
Date:	June 9, 2015
Time:	1:00 – 3:00 p.m.
Location:	MH-384
Facilitator:	Provost Dale Whittaker and Vice President William Merck
Invitees:	Maribeth Ehasz, MJ Soileau, Grant Heston, Keith Koons, Deb German, Jarell Jones, Tracy Clark, Christy Tant

- - - - Agenda Topics - - - - -

1. Approve redistribution of carryforward (Attachment A) **(15 minutes)**

2. Allocate to major categories (Attachment B) **(15 minutes)**
   - Student Success - $4 million
   - Graduate and Research Growth - $4 million
   - Capital, Infrastructure, and IT - $2 million

3. Establish major categories sub-committees and responsibilities (Attachment C) **(15 minutes)**
4. Begin sub-committee deliberations **(45 minutes)**
5. Closing remarks **(15 minutes)**

Confidential

UCF Executive Budget Committee

Meeting – June 9, 2015

Decision Timeline for Tier III Requests

1. **Today, June 9th** - Preliminary recommendations

2. **July 5th** - Final recommendations due to Tracy/ Christy

3. **July 8th –** Communicate to Units: Timing of Tier III approvals, redistribution of carryforward will occur, and 75% of carryforward will be delayed to the week of July 20th.

4. **July 15th** - Final carryforward calculated

5. **July 17th** - Firm and final decisions at next meeting

6. **On or before July 24th** - Communication and distribution

Attachment A

FY16 Available for Redistribution

Revised 6/1/15

	06/30/14 Carryforward	Preliminary Projected 6/30/15 Carryforward	Committed	Contribution
President's Division	$ 5,274,815	$ 4,999,000	$ 3,887,000	$ 1,112,000
Administration and Finance Division	6,622,639	6,572,000	6,244,000	329,000
Communications and Marketing Division	1,443,600	985,000	985,000	-
University Relations Division	376,211	153,000	153,000	-
AA-College of Business Admin	10,355,840	12,248,000	8,817,000	3,432,000
AA-Research-Nanoscience	5,935,542	6,367,000	4,054,000	2,314,000
AA-Office of Research	587,666	3,792,000	2,194,000	1,598,000
AA-Provost Office & AA Division Reserve	10,051,622	23,731,000	23,523,000	1,208,000
AA-College of Optics and Photo	907,692	1,293,000	347,000	946,000
AA-COM-Burnett School/ Bio Sciences Center	7,777,933	8,696,000	8,282,000	415,000
AA-College of Nursing	812,358	893,000	592,000	301,000
AA-College of Sciences	4,863,246	6,881,000	6,607,000	274,000
AA-College of Engr/Comp Sci	8,122,538	7,795,000	7,558,000	237,000
AA-College of Health & PA	3,631,261	4,263,000	4,060,000	203,000
AA-Undergraduate Studies	1,964,349	1,891,000	1,797,000	95,000
AA-Info Technologies & Res	1,342,266	1,600,000	1,520,000	80,000
AA-College of Arts and Humanities	729,221	1,555,000	1,477,000	77,000
AA-College of Hospitality Man	2,036,741	1,496,000	1,421,000	75,000
AA-College of Graduate Studies	1,664,021	1,168,000	1,109,000	58,000
AA-Research-IST	172,035	461,000	438,000	23,000
AA-Research-AMPAC	1,067,082	344,000	327,000	17,000
AA-Research-FSEC	77,214	269,000	255,000	13,000
AA-Research-CREOL	415,134	567,000	557,000	10,000
AA-Honors College	94,769	140,000	133,000	7,000
AA-Acad., Faculty & Int'l. Aff	368,228	126,000	121,000	5,000
AA-Regional Campus Admin	1,021,034	-	-	-
AA-Student Dev & Enroll Svcs	2,983,338	886,000	886,000	-
AA-College of Education	202,080	-	661,000	(661,000)
AA-Research-I4	226,160	-	-	-
	$ 98,298,627	$ 99,171,000	$ 88,005,000	$ 12,168,000

Assumptions:

- All units contribute 5% of 6/30/15 carryforward (estimates to be updated)
- Protect start-up: Existing and FY16 new 100 faculty commitments
- Protect carryforward plans: FY16 - FY18
- Assume FY15 carryforward plans executed
- Establish reserves: 3 - 7% (unless carryforward plans exceed carryforward)

Attachment B

University Budget Committee

Tier III Requests - Proposed Allocation By Strategic Initiative

(Grouped by Unit) Revised 6/8/15

Strategic Initiative	College/Area	Initiatives/Projects	Priority	E&G Recurring	E&G Non-recurring	Proposed Allocation
Student Success	**BHC**	Instruction Costs to offer 10 additional honors courses & science labs	H	200,000		
		Replacement of 2 positions - Student Advising & Student Affairs support	H	80,000		
		International Programming	M	30,000		
		Research Support - Burnett Research Scholars Program	M	30,000		
	CAH	Increase summer support (15-16)	H	100,000		
	CBA	Office of Student Engagement (Salary & Operating)	H	460,845		
	CEHP	Summer Salary - Hires - Faculty New	H	142,485		
		Urban Education Initiative/UCF Downtown	L	322,500		
	CHP	New Faculty Hire Summer Support & summer expansion	H	490,000		
	CON	Full time staff (Senior Admissions Specialist Level)	H	65,000		
		Full time Alumni Relations	M	40,000		
	COS	Recurring Non-Salary Needs to Support New Faculty	M	125,000		
	IKM	Data Warehouse (BI Analytics Suite)	H	91,480		
	RCA	To support College of Science Regional MOU	H		1,500,000	
		Address Remaining Osceola Campus Need	H	384,288		
	SDES	Middle Income Enhancement Scholarships	H	2,000,000		
		Student Disability Services, Auxiliary Aids	H	300,000		
		STEM Majors Advising Program	H	186,728	20,000	
		Phase out Civitas/ PAR and enter into agreement with EAB	H	141,500	32,200	
		Title IX Enforcement, Investigations, Care & Outreach	H	57,000	30,000	
		SCH Enhancement Scholarships	M	1,500,000		
		Academic Advising Initiative	L	495,000	50,000	
		Knight Watch Program	L	49,206	15,000	
	UREL	Legislative Internship	M	15,000		
Student Success Total				**7,306,032**	**1,647,200**	**4,000,000**
Graduate and Research Growth	**CON**	Research Coordinator Replacement Pre-Hire	L		50,000	
	COS	Increase GTA Stipends to National Average	H	1,000,000		
	GR STDY	Master of Interdisciplinary Studies	H	41,000		
	ORC	FHTCC Funding Support	H	1,000,000		
		STOKES upgrade	H		1,000,000	
		Hires - Faculty New - IST (2)	H	250,000		
		Funding Support for Multidisciplinary Centers & Institutes	M	2,000,000		
		Major Capital Acquisitions	M		500,000	
		NSF CAREER Matching Funds	M		500,000	
		Federal Matching Funds	L		500,000	
	RCA	Staff Positions (3) - Additional Osceola Support Staff	L	120,000		
	SDES	Graduate assistant support for tuition and waivers (37 students)	M	175,157		
Graduate and Research Growth Total				**4,586,157**	**2,550,000**	**4,000,000**
Capital, Infrastructure, and IT	**A&F**	Rosen Annual Maintenance and Capital Improvements	H	262,365		
		2 Positions - EMS Acquisition Manager and EMS Analyst	M	210,350		
		Landscaping & Natural Res. - To fully fund existing position and operations	M	71,000		
		2 positions - Contracts/Real estate and Warehouse	M	66,300		
	CECS	Lab Renovations	L		500,000	
	CHP	Atrium Collaborative Area Renovations	M		150,000	
	COP	Phase II of CREOL Addition/Expansion	H		4,000,000	
	ITR	Additional Data Center Hardware/Maintenance	H	433,863		
		Recurring Library Resource Cost Inflation	H	360,000		
		Additional Staff - Sr. Info Security Analyst	M	170,000		
		Additional Staff - Applications Developers (2)	M	160,000		
	SDES	SFA Renovation	H		750,000	
	UREL	Mini vans-Soldiers to Scholars (2)	H		60,000	
Capital, Infrastructure, and IT Total				**1,733,878**	**5,460,000**	**2,000,000**
Grand Total				**$ 13,626,067**	**$ 9,657,200**	**$ 10,000,000**

Note: Priorities confirmed with units.

Attachment B

University Budget Committee

Tier III Requests - Proposed Allocation By Strategic Initiative

(Grouped by Priority) Revised 6/8/15

Strategic Initiative	Priority	Initiatives/Projects	College/Area	E&G Recurring	E&G Non-recurring	Proposed Allocation
Student Success	**H**	New Faculty Hire Summer Support & summer expansion	CHP	490,000		
		Student Disability Services, Auxiliary Aids	SDES	300,000		
		Instruction Costs to offer 10 additional honors courses & science labs	BHC	200,000		
		STEM Majors Advising Program	SDES	186,728	20,000	
		Summer Salary - Hires - Faculty New	CEHP	142,485		
		Phase out Civitas/ PAR and enter into agreement with EAB	SDES	141,500	32,200	
		Increase summer support (15-16)	CAH	100,000		
		Data Warehouse (BI Analytics Suite)	IKM	91,480		
		Replacement of 2 positions - Student Advising & Student Affairs support	BHC	80,000		
		Title IX Enforcement, Investigations, Care & Outreach	SDES	57,000	30,000	
		Middle Income Enhancement Scholarships	SDES	2,000,000		
		Address Remaining Osceola Campus Need	RCA	384,288		
		Office of Student Engagement (Salary & Operating)	CBA	460,845		
		To support College of Science Regional MOU	RCA		1,500,000	
		Full time staff (Senior Admissions Specialist Level)	CON	65,000		
	H Total			**4,699,326**	**1,582,200**	
	M	SCH Enhancement Scholarships	SDES	1,500,000		
		Recurring Non-Salary Needs to Support New Faculty	COS	125,000		
		International Programming	BHC	30,000		
		Research Support - Burnett Research Scholars Program	BHC	30,000		
		Legislative Internship	UREL	15,000		
		Full time Alumni Relations	CON	40,000		
	M Total			**1,740,000**		
	L	Academic Advising Initiative	SDES	495,000	50,000	
		Knight Watch Program	SDES	49,206	15,000	
		Urban Education Initiative/UCF Downtown	CEHP	322,500		
	L Total			**866,706**	**65,000**	
Student Success Total				**7,306,032**	**1,647,200**	**4,000,000**
Graduate and Research Growth	**H**	Increase GTA Stipends to National Average	COS	1,000,000		
		FHTCC Funding Support	ORC	1,000,000		
		Hires - Faculty New - IST (2)	ORC	250,000		
		Master of Interdisciplinary Studies	GR STDY	41,000		
		STOKES upgrade	ORC		1,000,000	
	H Total			**2,291,000**	**1,000,000**	
	M	Graduate assistant support for tuition and waivers (37 students)	SDES	175,157		
		Funding Support for Multidisciplinary Centers & Institutes	ORC	2,000,000		
		Major Capital Acquisitions	ORC		500,000	
		NSF CAREER Matching Funds	ORC		500,000	
	M Total			**2,175,157**	**1,000,000**	
	L	Staff Positions (3) - Additional Osceola Support Staff	RCA	120,000		
		Federal Matching Funds	ORC		500,000	
		Research Coordinator Replacement Pre-Hire	CON		50,000	
	L Total			**120,000**	**550,000**	
Graduate and Research Growth Total				**4,586,157**	**2,550,000**	**4,000,000**
Capital, Infrastructure, and IT	**H**	Additional Data Center Hardware/Maintenance	ITR	433,863		
		Rosen Annual Maintenance and Capital Improvements	A&F	262,365		
		Recurring Library Resource Cost Inflation	ITR	360,000		
		Phase II of CREOL Addition/Expansion	COP		4,000,000	
		SFA Renovation	SDES		750,000	
		Mini vans-Soldiers to Scholars (2)	UREL		60,000	
	H Total			**1,056,228**	**4,810,000**	
	M	Landscaping & Natural Res. - To fully fund existing position and operations	A&F	71,000		
		2 Positions - EMS Acquisition Manager and EMS Analyst	A&F	210,350		
		Additional Staff - Sr. Info Security Analyst	ITR	170,000		
		Additional Staff - Applications Developers (2)	ITR	160,000		
		2 positions - Contracts/Real estate and Warehouse	A&F	66,300		
		Atrium Collaborative Area Renovations	CHP		150,000	
	M Total			**677,650**	**150,000**	
	L	Lab Renovations	CECS		500,000	
	L Total				**500,000**	
Capital, Infrastructure, and IT Total				**1,733,878**	**5,460,000**	**2,000,000**
Grand Total				**$ 13,626,067**	**$ 9,657,200**	**$ 10,000,000**

Note: Priorities confirmed with units.

Attachment C

University Budget Committee
Tier III Requests - Proposed Sub-Committee Members

Strategic Initiative	Recurring Requests	Non-Recurring Requests	Total Requests	Proposed Allocation	Proposed Sub-Committee Members
Student Success	$ 7,306,032	$ 1,647,200	$ 8,953,232	$ 4,000,000	Grant, Maribeth, Jarell, Tracy (ex officio)
Graduate and Research Growth	4,586,157	2,550,000	7,136,157	4,000,000	Deb, Keith, MJ, Christy (ex officio)
Capital, Infrastructure, and IT	1,733,878	5,460,000	7,193,878	2,000,000	Bill, Dale
	$ 13,626,067	$ 9,657,200	$ 23,283,267	$ 10,000,000	

To be determined:

- Recommendations
- Rationale/ Criteria
- Timeline
- Additional information

Tier 3 Requests - Capital, Infrastructure, and IT

Category	College/ Area	Initiatives/Projects	Priority	E&G Recurring	E&G Non-recurring	Description
Capital, Infrastructure	ITR	Additional Data Center Hardware/Maintenance	H	433,863		Funds needed to meet escalation costs on the University's ERP equipment maintenance.
Capital, Infrastructure	ITR	Recurring Library Resource Cost Inflation	H	360,000		Funds needed to maintain current collections.
Capital, Infrastructure	A&F	Rosen Annual Maintenance and Capital Improvements	H	262,365		Current PO&M funding is not sufficient to maintain the Rosen campus at a level deemed appropriate. The university has made a commitment to maintain the campus as expected. This is an expansion of a current commitment.
Capital, Infrastructure	A&F	2 Positions - EMS Acquisition Manager and EMS Analyst	M	210,350		This is continuation funding. These positions will allow the department to identify more opportunities to reduce energy costs and the university's carbon footprint.
Capital, Infrastructure	ITR	Additional Staff - Sr. Info Security Analyst	M	170,000		New initiative - Request made in response to the State Auditor's risk assessment findings.
Capital, Infrastructure	ITR	Additional Staff - Applications Developers (2)	M	160,000		New initiative - Strengthen staff capacity in strategic areas of demand
Capital, Infrastructure	A&F	Landscaping & Natural Res. - To fully fund existing position and operations	M	71,000		This funding is to assist the LNR department to continue to maintain and enhance the university's landscaping along with prevention of destruction by creating burn barriers.
Capital, Infrastructure	A&F	2 positions - Contracts/Real estate and Warehouse	M	66,300		This is continuation funding. These positions are support positions to enhance the effectiveness and efficiency of the department.
Capital, Infrastructure	COP	Phase II of CREOL Addition/Expansion	H		4,000,000	Needed for 4 new faculty.
Capital, Infrastructure	SDES	SFA Renovation	H		750,000	(5) Cubical/ office renovation for financial aid
Capital, Infrastructure	CECS	Lab Renovations	L		500,000	
Capital, Infrastructure	CHP	Atrium Collaborative Area Renovations	M		150,000	
Capital, Infrastructure	UREL	Mini vans-Soldiers to Scholars (2)	H		60,000	For transporting children
Capital, Infrastructure, and IT Total				**1,733,878**	**5,460,000**	

Tier 3 Requests - Critical Needs

Category	College/ Area	Initiatives/Projects	Priority	E&G Recurring	E&G Non-recurring	Description
Critical Needs	A&F	TQM Compliance Team	M	500,000		This is a new initiate to develop a total quality management compliance team within Facilities and Safety to make the maintenance of the facilities more efficient.
Critical Needs	A&F	Human Resources Staffing	H	300,000		This funding will assist in funding new initiative in the Human Resourced department. The department is expanding and revamping its recruitment functions in addition to upgrading its software and programming.
Critical Needs	A&F	Environmental Health & Safety (Gap Insurance/International Travel)	H	269,000		This is a new initiate. The university E&G property is insured at its historical cost instead of replacement cost; this insurance would cover the difference. Several faculty, staff and students travel internationally annually, however, there is a level of liability associated with that travel that this insurance would help cover.
Critical Needs	UGS	Move Salaries from Non Recurring to Recurring Funds (5 Positions)	L	172,054		The other request to convert five positions to recurring is "low" priority based on our discussions with Tracy. We had already placed this request in the budget but Tracy recommended that we continue to fund these positions from carry forward for now. To further clarify, there are three current employees (one in IT support, one in Undergraduate Research and one in Experiential Learning that are supported on carry forward. We also wanted two positions in Interdisciplinary Studies as instructors but those will be requested under new faculty hires going forward.)
Critical Needs	PRES	IT Auditor	H	160,000		An IT Auditor is pertinent to the university. The division does not have the recurring E&G resources available to support this new position and will require additional funding. Plans are to hire this position in 2015-16.
Critical Needs	UREL	Director of International Economic Development	M	148,600		Focus on international development
Critical Needs	A&F	Orange County security - off campus student areas	H	75,000		This is a new initiative. Because the university becomes associated with negative press regarding safety and security of students living in apartments close to the university, the university is partnering with local law enforcement to provide extra patrols in certain communities.
Critical Needs	A&F	OEM Licensing	H	65,000		This is a new initiative to allow enhanced communication between emergency response personnel.
Critical Needs	IKM	IT Expenses (SMCA Split)	H	14,000		The expenses have devolved to the IKM unit without associated funding allocations. Activities include, desktop software, data backups, desktop troubleshooting and service, and hardware replenishments.
Critical Needs Total				**1,703,654**	**0**	

Tier 3 Requests - Graduate and Research Growth

Category	College/ Area	Initiatives/Projects	Priority	E&G Recurring	E&G Non-recurring	Description
Graduate and Resear	ORC	Funding Support for Multidisciplinary Centers & Institutes	M	2,000,000		Replacement of legislative line item funding cut during recession. These centers and institutes account for approximately half of UCF's C&G support.
Graduate and Resear	COS	Increase GTA Stipends to National Average	H	1,000,000		To supplement existing lines. It will help departments retain graduate students and future recruiting efforts.
Graduate and Resear	ORC	FHTCC Funding Support	H	1,000,000		Builds partnerships with industry and aids in placement of UCF STEM graduates in Florida industry.
Graduate and Resear	ORC	Hires - Faculty New - IST (2)	H	250,000		To support the MS and PhD programs in modeling and simulation which has been paid for by overhead funds.
Graduate and Resear	SDES	Graduate assistant support for tuition and waivers (37 students)	M	175,157		Currently funded by NR
Graduate and Resear	RCA	Staff Positions (3) - Additional Osceola Support Staff	L	120,000		Current positions previously funded by carry forward.
Graduate and Resear	GR STDY	Master of Interdisciplinary Studies	H	41,000		College of Graduate Studies assumed responsibility for this program. Requested $61k in budget from Undergraduate Studies and only received $20k for a coordinator, 2 OPS Adjuncts, and a GTA.
Graduate and Resear	ORC	STOKES upgrade	H		1,000,000	Upgrade of UCF's parallel computer used by many units on campus, reduces the need for mini-super computers in startup packages, reduces computer maintenance and power consumption long term.
Graduate and Resear	ORC	Federal Matching Funds	L		500,000	Matching for federal funds to be matched by equal amount. Past experience has shown that this enhances probability of success of proposals and help motivate faculty to submit proposals.
Graduate and Resear	ORC	Major Capital Acquisitions	M		500,000	Capital acquisition for faculty to be matched 1:1 with other cash. Experience has shown this aids all in securing C&G funds.
Graduate and Resear	ORC	NSF CAREER Matching Funds	M		500,000	Match for new faculty proposals. Very high ROI, helps new faculty to frame their careers in STEM areas.
Graduate and Resear	CON	Research Coordinator Replacement Pre-Hire	L		50,000	Grant submission uninterrupted during transition. Likelihood of occurring during 2015-16: Low.
Graduate and Research Growth Total				**4,586,157**	**2,550,000**	

Tier 3 Requests - Student Success

Category	College/ Area	Initiatives/Projects	Priority	E&G Recurring	E&G Non-recurring	Description
Student Success	SDES	Middle Income Enhancement Scholarships	H	2,000,000		(4) Pilot program - 1000 students
Student Success	SDES	SCH Enhancement Scholarships	M	1,500,000		Pilot program - 1000 students
Student Success	SDES	Academic Advising Initiative	L	495,000	50,000	New academic advisors (9) and career specialists (3) and associated start-up.
Student Success	CHP	New Faculty Hire Summer Support & summer expansion	H	490,000		To expand course offerings.
Student Success	CBA	Office of Student Engagement (Salary & Operating)	H	460,845		Funding for the Office of Student Engagement is the sole CBA request. Given the number of large section video capture course in the CBA core curriculum, increasing the quality of student engagement activity is a high priority for the college and directly impact the UCF goal of offering the best undergraduate programs in Florida.
Student Success	RCA	Address Remaining Osceola Campus Need	H	384,288		Osceola is high priority to RCA. This expansion was one that RCA did not propose but has supported with RCA funds as a University partnership initiative from the beginning. This is the primary cause of RCA'S current lack of reserve funds.
Student Success	CEHP	Urban Education Initiative/UCF Downtown	L	322,500		Dependent on University decision to proceed.
Student Success	SDES	Student Disability Services, Auxiliary Aids	H	300,000		(1) Mandatory by ADA legislation
Student Success	BHC	Instruction Costs to offer 10 additional honors courses & science labs	H	200,000		To meet the needs of increasing numbers of STEM majors. Continue/expand existing initiatives.
Student Success	SDES	STEM Majors Advising Program	H	186,728	20,000	(3) New
Student Success	CEHP	Summer Salary - Hires - Faculty New	H	142,485		Highly mission centric, high probability of being required, no alternative sources, college has very low reserves.
Student Success	SDES	Phase out Civitas/ PAR and enter into agreement with EAB	H	141,500	32,200	Academic advising program
Student Success	COS	Recurring Non-Salary Needs to Support New Faculty	M	125,000		To increase the departments' base allocation for ongoing support of new faculty. This is a minimal amount to cover infrastructure costs (e.g. phones, office supplies) and professional development (e.g. travel, memberships). It is a high priority but departments could potentially off-set a portion using non-recurring funds currently set aside for contingency, for some period of time.
Student Success	CAH	Increase summer support (15-16)	H	100,000		Our single 2015-16 funding request ($100,000 to enhance summer instruction) allowed the college to add 27 courses to the summer schedule. Of these 27 courses, 8 (30%) supported GEP instruction; 11 (40%) were courses in service to UCF's foreign language requirement; and 8 (30%) enabled our majors to move through their plans of study in a timely manner. We anticipate these 27 courses will produce an additional 3,500+ SCH's. This is high priority for the College of Arts and Humanities to continue to receive this funding, as we serve all UCF students by offering GEP instruction, as well as meeting the foreign language requirement. CAH's other funding resources are very limited due to the fact that grant funding is not as readily available as it is for other colleges at UCF.
Student Success	IKM	Data Warehouse (BI Analytics Suite)	H	91,480		SAS is the software system used by Institutional Knowledge Management (IKM) to generate all university strategic and operational data reporting and analysis. Software suite includes the university data warehouse, enterprise guide (data query tool), Pegasus mine portal, data miner, predictive analytics, and visual analytics software. This is a continuing initiative that requests recurring funding rather than year to year one-time reserve funding.
Student Success	BHC	Replacement of 2 positions - Student Advising & Student Affairs support	H	80,000		The advising position will enhance Honors student advisement, currently there is only one Honors advisor for 1800 students. The position will also support the Office of Prestigious Awards, a campus wide service. The Student Affairs position will enhance co-curricular and living learning communities for Honors students. New initiative.

Category	College/ Area	Initiatives/Projects	Priority	E&G Recurring	E&G Non-recurring	Description
Student Success	CON	Full time staff (Senior Admissions Specialist Level)	H	65,000		No advisor for the graduation department. Better service quality for both internal and external. Likelihood of occurring during 2015-16: High.
Student Success	SDES	Title IX Enforcement, Investigations, Care & Outreach	H	57,000	30,000	(2) Two Gas, software and annual maintenance costs, training, marketing and outreach. Non-recurring funds for start-up and office renovation.
Student Success	SDES	Knight Watch Program	L	49,206	15,000	Currently visiting positions
Student Success	CON	Full time Alumni Relations	M	40,000		Need a full time Alumni Relations staff dedicated to CON. We need funds raised by donors to move to Lake Nona. A portion of salary will be supported by the UCF Foundation. Likelihood of occurring during 2015-16: Medium.
Student Success	BHC	International Programming	M	30,000		To increase international learning and research opportunities for Honors students. New initiative.
Student Success	BHC	Research Support - Burnett Research Scholars Program	M	30,000		To increase support for undergraduate research, a continuation of a campus wide program. Continue/expand existing initiatives
Student Success	UREL	Legislative Internship	M	15,000		Stipend and living expense
Student Success	RCA	To support College of Science Regional MOU	H		1,500,000	Continued funding for COS, as none of that remains with RCA. This is basically a pass-through due to the now-expired MOU. But it is a partnership, and an important partnership to RC.
Student Success Total				**7,306,032**	**1,647,200**	

University Budget Committee
Meeting Minutes

Date: June 9, 2015

Attended by: Dale Whitaker, Maribeth Ehasz (by phone), Deb German, Grant Heston, Jarell Jones, Keith Koons, Bill Merck, MJ Solieau, Tracy Clark, Christy Tant

1. The plan for redistribution of carryforward funds was approved by a 7:1 vote. The following items were discussed/ mentioned.
    a. Tracy provided recap of methodology/ assumptions (listed at bottom of attachment)
    b. Emphasize $12m is an estimate that will be updated mid-July.
    c. Approximately $2m to be withheld for critical needs.
    d. The communication of these decisions will be sensitive.
    e. A change in the carryforward boundaries will result in a change in spending behavior. It was acknowledged that three years of carryforward plans were protected.

2. The committee reviewed the allocation of an estimated $10 million of non-recurring funds to three categories of requests: $4m student success, $4m graduate and research growth, and $2m capital, infrastructure, and IT.
    a. Priorities were confirmed with units.
    b. Recommendations to approve recurring requests must identify the duration of funding since it is being provided from non-recurring funds.

3. The following recommendations were provided for the future.

    a. Deliver a leadership development session so that primary stakeholders understand that requests/ decisions must be made for the greater good of the university.
    b. When requests are solicited, make it known that recurring needs may be funded only a non-recurring basis. Understand minimum duration of funding needed and requestor's rationale.
    c. Evaluate how priorities are established.

4. The timeline for decisions/ communication/ distribution was agreed upon.

5. The sub-committees deliberated and provided preliminary recommendations to the full committee (see attached).

6. Action Item – Tracy/ Christy to meet with Grant to draft communication. Per Dr. Whitaker, it should address how we plan to do this going forward.

7. Next Meeting – Review updated plan for redistribution and summary of funding recommendations.

University of Central Florida

	University							University Reserves			
	Academic Affairs	Admin & Finance	President's Division	SMCA	Communications and Marketing	University Relations	All Divisions	Recurring	Non-Recurring	Medical School	Grand Total
2015-16 Operating Budget											
2014-15 End of year total budget, including all allocations	$ 495,607,658	$ 117,415,054	$ 22,335,459	$ 1,445,979	$ 7,140,093	$ 2,534,517	$ 646,478,760	$ 26,876,619	$ -	$ 57,083,904	$ 730,439,283
PERMANENT Beginning of Year Allocations											
State funding											
Performance funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,717,871	$ -	$ -	$ 14,717,871
Center for Reading- Istation	500,000	-	-	-	-	-	500,000	-	-	-	500,000
Florida Center for Nursing	450,000	-	-	-	-	-	450,000	-	-	-	450,000
Institute for Human and Machine Cognition	(440,000)	-	-	-	-	-	(440,000)	-	-	-	(440,000)
Plant, operations, and maintenance for new space	-	297,472	-	-	-	-	297,472	-	-	-	297,472
Risk management insurance	-	(465,636)	-	-	-	-	(465,636)	-	-	-	(465,636)
Pension and health adjustments	-	-	-	-	-	-	-	55,451	-	(8,805)	46,646
Chron's and Colitis Research	-	-	-	-	-	-	-	-	-	337,000	
Technical transfer	-	-	-	-	-	-	-	73,878	-	(73,878)	-
University designated											
2014-15 Salary increases (annualized)	518,147	151,451	47,794	-	17,797	5,554	740,743	(740,743)	-	-	-
CS&T information security risk audit (annualized)	53,257	-	-	-	-	-	53,257	(53,257)	-	-	
2014-15 Faculty/instructor promotional increases (annualized)	15,053	-	-	-	-	-	15,053	(15,053)	-	-	-
OEM camera and access control systems	-	206,810	-	-	-	-	206,810	(206,810)	-	-	-
OEM new key/camera/alert positions (annualized)	-	54,742	-	-	-	-	54,742	(54,742)	-	-	-
President's Office support	-	-	500,000	-	-	-	500,000	(500,000)	-	-	-
EOAA position	-	-	90,000	-	-	-	90,000	(90,000)	-	-	-
Provost's budget office salary	(373,198)	373,198	-	-	-	-	-	-	-	-	
New 100 faculty funding (2 lines) - COM	(270,600)	-	-	-	-	-	(270,600)	-	-	270,600	
Permanent division to division transfers	20,000	-	(20,000)	-	-	-	-	-	-	-	-
Tuition and fees:											
Allocate 2014-15 differential for need-based aid held in reserve	1,016,546	-	-	-	-	-	1,016,546	(1,016,546)	-	-	-
National Merit (waivers replacement)	1,001,500	-	-	-	-	-	1,001,500	(1,001,500)	-	-	-
2015-16 tuition budget increase held in reserve	-	-	-	-	-	-	-	5,311,068	-	-	5,311,068
2015-16 projected differential for need-based aid held in reserve	-	-	-	-	-	-	-	396,512	-	-	396,512
Projected increase in interest	-	-	-	-	-	-	-	1,000,000	-	-	1,000,000
Projected decrease in DPT tuition	(100,000)	-	-	-	-	-	(100,000)	-	-	-	(100,000)
Projected increase in FIEA tuition	88,454	-	-	-	-	-	88,454	-	-	-	88,454
Medical school increase in enrollment	-	-	-	-	-	-	-	-	-	1,432,186	1,432,186
Total permanent allocations	$ 2,479,159	$ 818,037	$ 617,794	$ -	$ 17,797	$ 5,554	$ 3,738,341	$ 17,676,129	$ -	$ 1,957,103	$ 23,234,573

University of Central Florida

	University							University Reserves			
	Academic Affairs	Admin & Finance	President's Division	SMCA	Communications and Marketing	University Relations	All Divisions	Recurring	Non-Recurring	Medical School	Grand Total
TEMPORARY Beginning of Year Allocations											
Reverse 2014-15 temporary allocations and carryforward	$ (102,399,479)	$ (41,092,374)	$ (11,002,053)	$ (1,445,979)	$ (3,082,813)	$ (505,615)	$ (159,528,313)	$ 4,430,753	$ -	$ (18,379,647)	$ (173,477,207)
Encumbrances (PO rollovers)	13,508,650	21,316,662	350,452	-	273,316	142,473	35,591,553	-	-	1,724,760	37,316,313
6/30/15 carryforward (including reallocation collection)	75,766,737	7,297,868	3,982,800	-	1,941,323	351,617	89,340,345	-	43,957,001	18,604,342	151,901,688
State funding											
Evans Community School	900,000	-	-	-	-	-	900,000	-	-	-	900,000
Lou Frey Institute	250,000	-	-	-	-	-	250,000	-	-	-	250,000
Chron's and Colitis Research	-	-	-	-	-	-	-	-	-	500,000	
University designated											
Recurring allocations from non-recurring funds:											
Development - Enhancement Plan	-	-	2,000,000	-	-	-	2,000,000	-	(2,000,000)	-	-
Foundation support	-	-	1,500,000	-	-	-	1,500,000	-	(1,500,000)	-	-
Athletics compliance positions	-	-	350,000	-	-	-	350,000	-	(350,000)	-	-
Finance & Accounting operations	-	2,500,000	-	-	-	-	2,500,000	-	(2,500,000)	-	-
Convocation Center rent	-	1,000,000	-	-	-	-	1,000,000	-	(1,000,000)	-	-
Conference fees	-	600,000	-	-	-	-	600,000	-	(600,000)	-	-
Health Sciences Campus Boggy Creek assessment	-	47,000	-	-	-	-	47,000	-	(47,000)	-	-
Communications and Marketing support	-	-	-	-	1,056,500	-	1,056,500	-	(1,056,500)	-	-
Non-recurring allocations:											
PBS partnership	-	-	-	-	2,012,186	-	2,012,186	-	(2,012,186)	-	-
Communications and Marketing support	-	-	-	-	1,000,000	-	1,000,000	-	(1,000,000)	-	-
Development salary	-	-	236,000	-	-	-	236,000	-	(236,000)	-	
University Innovation Alliance salary support	-	-	48,090	-	-	-	48,090	-	(48,090)	-	
Contract management software (legal)	-	-	46,976	-	-	-	46,976	-	(46,976)	-	-
Sematech (Year 4 of 5)	500,000	-	-	-	-	-	500,000	-	(500,000)	-	-
Creative Village coordinator	61,500	-	-	-	-	-	61,500	-	(61,500)	-	-
Oracle/Cisco contract payback (Year 1 of 5)	(2,329,154)	-	-	-	-	-	(2,329,154)	-	2,329,154	-	-
Predictive analytics software agreement with EAB payback	(166,200)	-	-	-	-	-	(166,200)	-	166,200	-	-
University Budget Committee allocations:											
COP - Phase II of CREOL addition/expansion	4,000,000	-	-	-	-	-	4,000,000	-	(4,000,000)	-	
SDES - Low Income SCH Enhancement Scholarships	2,025,000	-	-	-	-	-	2,025,000	-	(2,025,000)	-	
Regional - Web course support	775,000	-	-	-	-	-	775,000	-	(775,000)	-	
BHC - Additional honors courses & science labs	540,000	-	-	-	-	-	540,000	-	(540,000)	-	
SDES - Predictive analytics software agreement with EAB (Years 1 - 3)	456,700	-	-	-	-	-	456,700	-	(456,700)	-	
ITR - Data center hardware/maintenance	306,000	-	-	-	-	-	306,000	-	(306,000)	-	
COS - GTA stipends	282,150	-	-	-	-	-	282,150	-	(282,150)	-	
ORC - STOKES upgrade	282,150	-	-	-	-	-	282,150	-	(282,150)	-	
ITR - Recurring library resource cost inflation	270,000	-	-	-	-	-	270,000	-	(270,000)	-	
ORC - New Faculty Hires - IST	225,000	-	-	-	-	-	225,000	-	(225,000)	-	
CGS - Master of Interdisciplinary Studies	110,700	-	-	-	-	-	110,700	-	(110,700)	-	
Rosen annual maintenance and capital improvements	-	270,000	-	-	-	-	270,000	-	(270,000)	-	
Mini vans (2) for Soldiers to Scholars/Legislative Internships	-	-	-	-	-	94,500	94,500	-	(94,500)	-	
Total temporary allocations (including change in carry forward)	$ (4,775,246)	$ (8,060,844)	$ (2,627,735)	$ (1,445,979)	$ 3,480,512	$ 82,975	$ (13,346,317)	$ 4,430,753	$ 23,856,903	$ 2,449,455	$ 168,792,462
2015-16 Beginning of year total budget	**$ 493,311,571**	**$ 109,972,247**	**$ 20,325,518**	**$ -**	**$ 10,638,402**	**$ 2,623,046**	**$ 636,870,784**	**$ 49,183,501**	**$ 23,856,903**	**$ 61,490,462**	**$ 771,401,650**

University of Central Florida

	University							University Reserves			
	Academic Affairs	Admin & Finance	President's Division	SMCA	Communications and Marketing	University Relations	All Divisions	Recurring	Non-Recurring	Medical School	Grand Total
PLANNED MID-YEAR ALLOCATIONS											
Note: Amounts below are estimates. Budget will be allocated based on actual cost. Allocations are subject to availability of funds.											
PERMANENT allocations to be recorded during the year											
2015-16 salary increase (to be allocated among divisions)	$ 7,400,000	$ 1,000,000	$ -	$ -	$ -	$ -	$ 8,400,000	$ (8,400,000)	$ -		
Faculty ADI pool	700,000	-	-	-	-	-	700,000	(700,000)	-		
Faculty/instructor promotional increase	750,000	-	-	-	-	-	750,000	(750,000)	-		
TIP, RIA, SoTL	500,000	-	-	-	-	-	500,000	(500,000)	-		
Financial aid to replace Bright Futures (+$1m funded by fin aid fee)	2,100,000	-	-	-	-	-	2,100,000	(2,100,000)	-		
Continuation of CECS team grant initiatives	1,879,462	-	-	-	-	-	1,879,462	(1,879,462)	-		
Support staff for first 100 new faculty	1,700,000	-	-	-	-	-	1,700,000	(1,700,000)	-		
E&G interest allocation	-	4,000,000	-	-	-	-	4,000,000	(4,000,000)	-		
Estimated professional fee and need-based aid allocations	549,100	-	-	-	-	-	549,100	(549,100)	-		
Title IX coordinator	-	-	120,000	-	-	-	120,000	(120,000)	-		
Total to be allocated from recurring funds	$ 15,578,562	$ 5,000,000	$ 120,000	$ -	$ -	$ -	$ 20,698,562	$ (20,698,562)	$ -		
TEMPORARY allocations to be recorded during the year											
Recurring allocations from non-recurring funds:											
Undergraduate education pilot projects/ Quality Enhancement Plan	$ 1,000,000	$ -	$ -	$ -	$ -	$ -	$ 1,000,000	$ -	$ (1,000,000)		
Academic advising costs (EAB Agreement)	150,000	-	-	-	-	-	150,000	-	(150,000)		
UCF Knights Success Grant	100,000	-	-	-	-	-	100,000	-	(100,000)		
Title IX investigator	70,000	-	-	-	-	-	70,000	-	(70,000)		
Enrollment management position for IKM	55,000	-	-	-	-	-	55,000	-	(55,000)		
PO&M - FSEC	-	373,000	-	-	-	-	373,000	-	(373,000)		
Health Sciences Campus PO&M	-	252,836	-	-	-	-	252,836	-	(252,836)		
Pegasus Magazine	-	-	-	-	77,000	-	77,000	-	(77,000)		
Soldiers to Scholars positions	-	-	-	-	-	132,160	132,160	-	(132,160)		
Subtotal- recurring items	$ 1,375,000	$ 625,836	$ -	$ -	$ 77,000	$ 132,160	$ 2,209,996	$ -	$ (2,209,996)		
Non-recurring allocations:											
Investment in research (Osceola)	$ 7,000,000	$ -	$ -	$ -	$ -	$ -	$ 7,000,000	$ -	$ (7,000,000)		
2015-16 Merit based scholarships	700,000	-	-	-	-	-	700,000	-	(700,000)		
Graduate fellowships to enhance retention	243,000	-	-	-	-	-	243,000	-	(243,000)		
Graduate health insurance	100,000	-	-	-	-	-	100,000	-	(100,000)		
Creative Village project liaison	188,500	-	-	-	-	-	188,500	-	(188,500)		
CECS graduate SCH growth	150,000	-	-	-	-	-	150,000	-	(150,000)		
Furniture for Global Achievement Academy building	-	1,500,000	-	-	-	-	1,500,000	-	(1,500,000)		
Re-key building	-	200,000	-	-	-	-	200,000	-	(200,000)		
Project Surface	-	-	3,500,000	-	-	-	3,500,000	-	(3,500,000)		
Foundation salary support	-	-	667,000	-	-	-	667,000	-	(667,000)		
Performance plan payments	100,000	-	100,000	-	50,000	-	250,000	-	(250,000)		
Subtotal- non-recurring items	$ 8,481,500	$ 1,700,000	$ 4,267,000	$ -	$ 50,000	$ -	$ 14,498,500	$ -	$ (14,498,500)		
Total to be allocated from non-recurring funds	$ 9,856,500	$ 2,325,836	$ 4,267,000	$ -	$ 127,000	$ 132,160	$ 16,708,496	$ -	$ (16,708,496)		
2015-16 Total budget after mid-year allocations	**$ 518,746,633**	**$ 117,298,083**	**$ 24,712,518**	**$ -**	**$ 10,765,402**	**$ 2,755,206**	**$ 674,277,842**	**$ 28,484,939**	**$ 7,148,407**	**$ 61,490,462**	**$ 771,401,650**

University of Central Florida

	University						University Reserves			
	Academic Affairs	Admin & Finance	President's Division	SMCA	Communications and Marketing	University Relations	All Divisions	Recurring	Non-Recurring	Medical School	Grand Total

Recommended for approval: A. Dale Whittaker 8-19-15
A. Dale Whittaker, Provost & Vice President for Academic Affairs Date

Approval: John C. Hitt 8/19/15
John C. Hitt, President Date

COMPOSITION OF CENTRAL RESERVE

	Recurring	Non-recurring	Total
2015-16 Beginning Reserve	$ 49,183,501	$ 23,856,903	
Allocations to be recorded during the year	(20,698,562)	(16,708,496)	
Second 100 Faculty and support staff	(14,717,871)		
Total available reserves as of July 1, 2016	$ 13,767,068	$ 7,148,407	$ 20,915,475
Prior Year estimated reserve comparables after planned allocations:			
2014-15 Estimate per allocation Document	32,895,864	(9,298,948)	23,596,716
2013-14 Estimate per allocation Document	29,298,433	6,114,864	35,413,297
2012-13 Estimate per allocation Document	11,266,268	34,377,698	45,643,966

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Wednesday, August 12, 2015 2:15 PM
To: Bahaa Saleh; Mark Wagenhauser
Cc: MJ Soileau
Subject: RE: FY 2015-16 75% Carry Forward and Budget Committee Approved Allocations

Bahaa and Mark,

I just wanted to clarify that the $4 million funding approved for the CREOL expansion was awarded to go towards adding lab space. I know prior expansion plans included other features such as an auditorium. If you can add funds from other resources to incorporate additional features that's great.

If you have any questions, please let me know.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Megan Diehl
Sent: Friday, July 31, 2015 4:14 PM
To: Mark Wagenhauser <markw@creol.ucf.edu>
Cc: Bahaa Saleh <besaleh@creol.ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>
Subject: FY 2015-16 75% Carry Forward and Budget Committee Approved Allocations

Mark,

The attached memo from the Provost describes the evaluation of 2015-16 funding requests by the University Budget Committee and the reallocation of June 30, 2015 carry forward funds. This communication provides an update on the allocation of carry forward to your unit and the status of any funding requests that were submitted.

The attached file contains expanded instructions and the following information:

- Preliminary carry forward by department as of 6/30/15, the reallocated amount, and the initial 75% of the remaining amount that is being transferred now. The remaining 25% is expected to be distributed late August/ early September.
- The components of the amounts retained by and reallocated from your unit. Your Dean/VP may choose to distribute any portion of this amount among the departments within your unit based on careful consideration of strategic priorities.
- The detail of funding approved for the requests submitted by your unit. Requests for recurring funds were provided with full or partial funding for up to three years. The approved amount is being transferred in full immediately following this communication.

Changes to the calculation will not be made. As the Provost stated in his memo, suggestions for how we can improve this process going forward are welcomed and encouraged. Questions and feedback should be directed to Christy Tant or Megan Diehl.

Thanks,
Megan

Megan Diehl
Assistant Director, Fiscal Administration
University of Central Florida Finance and Accounting
Budget, Planning and Administration
407-823-4361
megan.diehl@ucf.edu

University of Central Florida
Education and General
2015-16 Operating Budget - Beginning Carryforward Fund Balance Composition
August 2015

		University E&G	Special Unit or Campus (Title)
A.	**Beginning E&G Carryforward Fund Balance - July 1, 2015 :**		
	Cash	$ 179,120,466	$ 21,179,982
	Investments	$ -	$ -
	Accounts Receivable	$ 8,326	$ -
	Less: Accounts Payable	$ 10,239,893	$ 850,880
	Less: Deferred Fees	$ -	$ -
	Beginning E&G Fund Balance Before Encumbrances :	$ 168,888,899	$ 20,329,102
B.	**Expenditures to Date :**	$ 20,217,105	$ 720,320
C.	**Encumbrances to Date :**	$ 17,559,870	$ 2,130,628
D.	**E&G Carryforward Fund Balance - as of August 18, 2015 :**	$ 131,111,924	$ 17,478,154
E.	**Restricted / Contractual Obligations**		
	5% Statutory Reserve Requirement	$ 27,087,926	$ 2,044,538
	Board Reserve Requirement	$ -	$ -
	Prior Period Issues (provide detail list)	$ -	$ -
	Pass-Through Funds (provide detail list)	$ -	$ -
	Legislatively Earmarked Funds*	$ 4,525,303	$ -
	Enterprise Resource Planning Systems	$ 200,000	$ -
	Campus Security - Safety Issues	$ 421,000	$ -
	Information Technology Issues	$ -	$ -
	Building Maintenance and Repairs	$ 270,000	$ -
	Deferred Maintenance Projects	$ -	$ -
	Utilities Cost Increase Reserve	$ 672,836	$ -
	Other Facilities Requirements (provide detail list)	$ -	$ -
	I&R Centers (provide detail list)	$ -	$ -
	Faculty / Instructional Cost Requirements	$ 21,689,443	$ 450,000
	Leave Payout Reserve	$ -	$ -
	Vacant Faculty Lines	$ -	$ -
	Tuition Differential	$ 226,652	$ -
	Enrollment and Retention Efforts	$ 1,928,805	$ -
	Research Support	$ 3,740,000	$ -
	Total Restricted Funds :	$ 60,761,965	$ 2,494,538
F.	**Commitments**		
	Board Reserve Requirement	$ -	$ -
	Prior Period Issues (provide detail list)	$ -	$ -
	Pass-Through Funds (provide detail list)	$ -	$ -
	Legislatively Earmarked Funds*	$ -	$ -
	Enterprise Resource Planning Systems	$ 400,000	$ -
	Campus Security - Safety Issues	$ 1,450,000	$ -
	Information Technology Issues	$ 3,058,150	$ -
	Building Maintenance and Repairs	$ 450,000	$ -
	Deferred Maintenance Projects	$ 12,748,600	$ -
	Utilities Cost Increase Reserve	$ 1,345,672	$ -
	Other Facilities Requirements (provide detail list)	$ -	$ 1,000,000
	I&R Centers (provide detail list)	$ -	$ -
	Faculty / Instructional Cost Requirements	$ 17,324,157	$ 2,520,696
	Leave Payout Reserve	$ 2,843,555	$ 100,000
	Vacant Faculty Lines	$ -	$ -
	Tuition Differential	$ -	$ -
	Financial Aid	$ 3,475,000	$ -
	Enrollment and Retention Efforts	$ 1,674,025	$ -
	Research Support	$ 13,099,800	$ 3,590,000
	Equipment Replacements	$ 4,554,000	$ 200,000
	Scholarships & Student Support	$ 765,160	$ -
	Public/Community Support	$ 4,161,840	$ -
	Quality Enhancement Plan	$ 3,000,000	$ -
	Health Services Support	$ -	$ 1,550,000
	LCME Required Reserves	$ -	$ 6,022,920
	Total Commitments :	$ 70,349,959	$ 14,983,616
G.	**Available E&G Carryforward Balance as of August 18, 2015 :**	$ -	$ -

* Please provide details of earmark reserve balances (specific issue name, appropriation year, amount).

Disclosure Notes:

2013-14 TEAM Grant Funds	$ 774,795
IT Performance Funds	3,750,000
	$ 4,524,795

Nester Garcia

From: Nester Garcia
Sent: Tuesday, February 16, 2016 2:10 PM
To: Wilson Rosario; Meghan Sutter
Cc: Mark Wagenhauser; Tammy Hintermeister; Lashanda Brown-Neal
Subject: RE: CREOL Phase II Expansion

Good Afternoon,

Would you please set up a new project number for our new major project UCF 581 CREOL Phase II Expansion? We need to transfer $4mil from department 17100710. We are going to use the **construction activity**. Please see email trail below.

Thanks,
Nester

Nester Garcia
OPS - Accountant
University of Central Florida
Facilities & Safety
Phone: 407-823-1623
Nester.Garcia@ucf.edu

-----Original Message-----
From: Lashanda Brown-Neal
Sent: Monday, February 15, 2016 4:49 PM
To: Nester Garcia <Nester.Garcia@ucf.edu>
Cc: Mark Wagenhauser <markw@creol.ucf.edu>; Tammy Hintermeister <Tammy.Hintermeister@ucf.edu>
Subject: RE: CREOL Phase II Expansion
Importance: High

Nester,

Can you please advise if this transfer will occur by end of month?

Thanks,
LaShanda

-----Original Message-----
From: Mark Wagenhauser
Sent: Monday, February 15, 2016 4:17 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Subject: RE: CREOL Phase II Expansion

HI Lashanda,

For my planning purposes, do you think the funds will be transferred by the end of this month?

Thanks,
Mark

-----Original Message-----
From: Lashanda Brown-Neal
Sent: Monday, February 8, 2016 2:06 PM
To: Mark Wagenhauser; Bill Martin; George Hayner; Nester Garcia
Cc: Tammy Hintermeister; John Weaver
Subject: RE: CREOL Phase II Expansion

Ok. Thanks Mark!

Nester- Please work with the PM to get the funds into the project if you haven't done so already.

Thanks,
LaShanda

-----Original Message-----
From: Mark Wagenhauser
Sent: Monday, February 08, 2016 9:21 AM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>; Bill Martin <Bill.Martin@ucf.edu>; George Hayner <George.Hayner@ucf.edu>
Cc: Tammy Hintermeister <Tammy.Hintermeister@ucf.edu>; Nester Garcia <Nester.Garcia@ucf.edu>; John Weaver <John.Weaver@ucf.edu>
Subject: RE: CREOL Phase II Expansion

Hi LaShanda,

I'm looking to see the funds transferred to the project. The $4M is in 17100710.

Thanks,
Mark

-----Original Message-----
From: Lashanda Brown-Neal
Sent: Monday, February 8, 2016 9:18 AM
To: Mark Wagenhauser; Bill Martin; George Hayner
Cc: Tammy Hintermeister; Nester Garcia; John Weaver
Subject: RE: CREOL Phase II Expansion
Importance: High

Hi Mark,

Just confirming are you wanting us to just transfer the funds to the project or are you needing to see the funds actually encumbered to the contractor? If you need the funds to be encumbered to the contractor I don’t believe the proposal has come back from the contractor according to the project tracker. However, we can definitely transfer the funds to the project until the proposal is received.

Bill/George,

Is there a MPP for the project reflecting the $4m that we can use to transfer the funds with the appropriate categories?

Thanks,
LaShanda

-----Original Message-----
From: Mark Wagenhauser
Sent: Friday, February 05, 2016 8:48 PM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Subject: RE: CREOL Phase II Expansion

Hi Bill and Lashanda,

Are we able to encumber the funds now?

Thanks, Mark

_____
From: Bill Martin
Sent: Thursday, January 28, 2016 10:43 AM
To: Mark Wagenhauser
Cc: Lashanda Brown-Neal
Subject: RE: CREOL Phase II Expansion

Mark, I believe that we can. I've copied Lashanda with our F&S Business Office on the email for confirmation.

Thanks,
Bill

From: Mark Wagenhauser
Sent: Thursday, January 28, 2016 8:15 AM
To: Bill Martin <Bill.Martin@ucf.edu>
Subject: CREOL Phase II Expansion

Good Morning Bill,

For the CREOL Phase II Expansion effort, is it possible for Facilities Planning to encumber the $4M now for the project?

Thanks,
Mark

Mark C. Wagenhauser
Associate Director/Business Manager
CREOL, The College of Optics & Photonics
4304 Scorpius St
Orlando FL 32816-2700
(w) 407-823-6878 (f) 407-823-6880

Wrenz Ronas

From: Nester Garcia
Sent: Thursday, May 17, 2018 5:17 PM
To: Wrenz Ronas
Cc: Lashanda Brown-Neal
Subject: RE: UCF-581 Auditorium Dirt Floor

Wrenz,

Would you please transfer $17,000.00 from 17100710 to UCF 581 CREOL? Please let me know if you have any questions.

Thanks,
Nester

Nester Garcia
Coordinator, Accounting
University of Central Florida
Facilities & Safety
Phone: 407-823-4983
Nester.Garcia@ucf.edu

From: Renwick Daelo
Sent: Wednesday, May 09, 2018 12:52 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>; Nester Garcia <Nester.Garcia@ucf.edu>
Cc: George Hayner <George.Hayner@ucf.edu>; James Ross <jross@creol.ucf.edu>; Mark Wagenhauser <markw@creol.ucf.edu>
Subject: RE: UCF-581 Auditorium Dirt Floor

Mark: Thank you!

Lashanda / Nester: Please assist in transferring the following funds ($17,000) to UCF-581 from account 17100710. This is being provided by CREOL (Mark Wagenhauser) per the email below. This is to fund a sloped concrete slab in the Auditorium space, which to be a shell space, for the new addition. Please let us know if you need additional information.

Thank you all!

Respectfully,

Renwick O. Daelo, AIA, NCARB, LEED AP BD+C, GGP
Associate Director of Design
Facilities Planning & Construction
University of Central Florida

P.O. Box 163020
Orlando, FL 32816-3020

Office: 407.823.3233
Cell: 407.697.7352
Renwick.Daelo@ucf.edu
www.fp.ucf.edu

Please note: Florida has a very broad open records law (F.S. 119). Emails may be subject to public disclosure.

From: Mark Wagenhauser
Sent: Wednesday, May 9, 2018 7:07 AM
To: Renwick Daelo <Renwick.Daelo@ucf.edu>; George Hayner <George.Hayner@ucf.edu>; James Ross <jross@creol.ucf.edu>
Subject: RE: UCF-581 Auditorium Dirt Floor

Welcome back and asking for money!

I actually thought that this was taken care of already. Please use 17100710.

Mark

From: Renwick Daelo
Sent: Tuesday, May 8, 2018 5:37 PM
To: George Hayner; Mark Wagenhauser; James Ross
Subject: RE: UCF-581 Auditorium Dirt Floor

Gentlemen:

I have returned! Sorry.

It appears that the item below has yet to be confirmed for funding. This is for the additional $17k for the sloped auditorium floor. Can you provide confirmation that this is in fact what is required by CREOL and if so, can CREOL provide the additional funds to support this concrete sloped floor? We would appreciate your clarification. It was included in the drawings and is schedule to start next week for the structural footing work. We wanted to make sure that the funds are encumbered. Thank you!

Respectfully,

Renwick O. Daelo, AIA, NCARB, LEED AP BD+C, GGP
Associate Director of Design
Facilities Planning & Construction
University of Central Florida

P.O. Box 163020
Orlando, FL 32816-3020

Office: 407.823.3233
Cell: 407.697.7352
Renwick.Daelo@ucf.edu
www.fp.ucf.edu

Please note: Florida has a very broad open records law (F.S. 119). Emails may be subject to public disclosure.

From: George Hayner
Sent: Tuesday, September 26, 2017 11:14 AM
To: Mark Wagenhauser <markw@creol.ucf.edu>; James Ross <jross@creol.ucf.edu>; Renwick Daelo <Renwick.Daelo@ucf.edu>
Subject: RE: UCF-581 Auditorium Dirt Floor

Correct.

Regards,

George Hayner Jr., PE, CxA
Project Manager for Facilities Planning & Construction
University of Central Florida
3528 North Perseus Loop, Building 16
P.O. Box 163020
Orlando, FL 32816-3020
Office: 407-823-1577
Cell: 772-214-6122

UCF FACILITIES PLANNING AND CONSTRUCTION

From: Mark Wagenhauser
Sent: Tuesday, September 26, 2017 11:14 AM
To: George Hayner <George.Hayner@ucf.edu>; James Ross <jross@creol.ucf.edu>; Renwick Daelo <Renwick.Daelo@ucf.edu>
Subject: RE: UCF-581 Auditorium Dirt Floor

This is already part of the $350K that they are over budget, right?

Mark

From: George Hayner
Sent: Tuesday, September 26, 2017 10:06 AM
To: Mark Wagenhauser; James Ross; Renwick Daelo
Subject: RE: UCF-581 Auditorium Dirt Floor

I have confirmed with R&M that this is for the sloped slab.

Regards,

George Hayner Jr., PE, CxA
Project Manager for Facilities Planning & Construction
University of Central Florida
3528 North Perseus Loop, Building 16
P.O. Box 163020
Orlando, FL 32816-3020
Office: 407-823-1577
Cell: 772-214-6122

UCF FACILITIES PLANNING AND CONSTRUCTION

From: George Hayner
Sent: Tuesday, September 26, 2017 8:21 AM
To: Mark Wagenhauser <markw@creol.ucf.edu>; James Ross <jross@creol.ucf.edu>; Renwick Daelo <Renwick.Daelo@ucf.edu>
Subject: RE: UCF-581 Auditorium Dirt Floor

The value that Robins and Morton assigned for the S.O.G at the lecture floor is $17,000. I would have to confirm with R&M if this is for the sloped or a level slab.

Regards,

George Hayner Jr., PE, CxA
Project Manager for Facilities Planning & Construction
University of Central Florida
3528 North Perseus Loop, Building 16
P.O. Box 163020
Orlando, FL 32816-3020
Office: 407-823-1577
Cell: 772-214-6122

UCF FACILITIES PLANNING AND CONSTRUCTION

From: Mark Wagenhauser
Sent: Monday, September 25, 2017 5:19 PM
To: James Ross <jross@creol.ucf.edu>; Renwick Daelo <Renwick.Daelo@ucf.edu>; George Hayner <George.Hayner@ucf.edu>
Subject: RE: UCF-581 Auditorium Dirt Floor

I don't think I received a follow-up email from this but I'm pretty sure that we've had verbal discussions regarding the entry way. Is the entry way and sloped for still $50K or would it be in the neighborhood of $20K - $25K?

Mark

From: Mark Wagenhauser
Sent: Thursday, June 1, 2017 8:12 AM
To: James Ross; Renwick Daelo; George Hayner
Subject: RE: UCF-581 Auditorium Dirt Floor

George/Ren,

I spoke with Dr. Saleh, and he'd like to know what the cost would be to have the sloped floor put in.

Mark

From: Mark Wagenhauser
Sent: Wednesday, May 31, 2017 11:15 AM
To: James Ross; Renwick Daelo; George Hayner
Subject: RE: UCF-581 Auditorium Dirt Floor

I'll get with Dr. Saleh and we'll discuss this. Thanks for the information.

Mark

From: James Ross
Sent: Wednesday, May 31, 2017 11:13 AM

To: Renwick Daelo; George Hayner
Cc: Mark Wagenhauser
Subject: RE: UCF-581 Auditorium Dirt Floor

If we go ahead with the slab, we would want it sloped.

From: Renwick Daelo
Sent: Wednesday, May 31, 2017 11:12 AM
To: James Ross <jross@creol.ucf.edu>; George Hayner <George.Hayner@ucf.edu>
Cc: Mark Wagenhauser <markw@creol.ucf.edu>
Subject: RE: UCF-581 Auditorium Dirt Floor

Jim:

I'm awaiting to hear back from the contractors but currently, if we proceed with a flat slab in the auditorium, it would be $20k. A Sloped floor would be more. The A/E just recently stated that they may have concerns with not having a concrete slab because of possible moisture build up.

Regards,

Ren Daelo, AIA, NCARB, LEED AP BD+C, GGP
Associate Director of Design
UCF Facilities Planning & Construction
Office: 407-823-3233
Cell: 407-697-7352

From: James Ross
Sent: Wednesday, May 31, 2017 11:07 AM
To: George Hayner <George.Hayner@ucf.edu>
Cc: Renwick Daelo <Renwick.Daelo@ucf.edu>; Mark Wagenhauser <markw@creol.ucf.edu>
Subject: RE: UCF-581 Auditorium Dirt Floor

You estimate that we are saving $50K by leaving the floors as dirt and not breaking through the offices. Do you think that pouring the floor later and adding the access will cost more than $50K at a later date?
Jim

From: George Hayner
Sent: Wednesday, May 31, 2017 11:01 AM
To: James Ross <jross@creol.ucf.edu>
Cc: Renwick Daelo <Renwick.Daelo@ucf.edu>; Mark Wagenhauser <markw@creol.ucf.edu>
Subject: UCF-581 Auditorium Dirt Floor

No, haven't heard but Ren and I had a discussion and estimate it would be 50K. 15K for the concrete and 35K for the office to entry.

Regards,

George Hayner Jr., PE, CxA
Project Manager for Facilities Planning & Construction
University of Central Florida
3528 North Perseus Loop, Building 16
P.O. Box 163020
Orlando, FL 32816-3020
Office: 407-823-1577

Cell: 772-214-6122

UCF FACILITIES PLANNING AND CONSTRUCTION

From: James Ross
Sent: Wednesday, May 31, 2017 10:53 AM
To: George Hayner <George.Hayner@ucf.edu>
Cc: Renwick Daelo <Renwick.Daelo@ucf.edu>; Mark Wagenhauser <markw@creol.ucf.edu>
Subject: RE: Auditorium Dirt Floor

George
Has there been any reply from R&M?
Jim

From: George Hayner
Sent: Tuesday, May 23, 2017 2:53 PM
To: James Ross <jross@creol.ucf.edu>
Cc: Renwick Daelo <Renwick.Daelo@ucf.edu>; Mark Wagenhauser <markw@creol.ucf.edu>
Subject: RE: Auditorium Dirt Floor

I would have to pose the question to Robins and Mortin.

Regards,

George Hayner Jr., PE, CxA
Project Manager for Facilities Planning & Construction
University of Central Florida
3528 North Perseus Loop, Building 16
P.O. Box 163020
Orlando, FL 32816-3020
Office: 407-823-1577
Cell: 772-214-6122

UCF FACILITIES PLANNING AND CONSTRUCTION

From: James Ross
Sent: Tuesday, May 23, 2017 2:26 PM
To: George Hayner <George.Hayner@ucf.edu>
Cc: Renwick Daelo <Renwick.Daelo@ucf.edu>; Mark Wagenhauser <markw@creol.ucf.edu>
Subject: Auditorium Dirt Floor

George
What is the cost savings of leaving the auditorium floor as a dirt floor and not proceeding with the office conversion to create the entry for the auditorium when compared to having a completed concrete floor and accessible by the internal door? We would expect for the comparison, that the floor would have the slant/slope as per design.
Jim Ross

James Ross
College of Optics and Photonics
CREOL & FPCE

University of Central Florida
4304 Scorpius Street
Orlando, FL 32816-2700, USA
Phone: (407) 823 6919

From: Mark Wagenhauser <markw@creol.ucf.edu>
Sent: Thursday, April 21, 2016 4:00 PM
To: Tracy Clark; Debra Copertino; Joel Hartman; Lee Kernek; Bahaa Saleh
Cc: Deborah Pease; Arvis Grier; Michelle Matthews; Denise Whiteside
Subject: RE: Upcoming Meeting with Provost Whittaker on 4/25: Exceptional Funding Request for CREOL Expansion
Attachments: CREOL-Phase II.PDF

Hi Tracy,

On behalf of Dr. Saleh, please find attached the slides that will be presented at the meeting.

If you have any questions, please let us know.

Thanks,

Mark

Mark C. Wagenhauser
Associate Director/Business Manager
CREOL, The College of Optics & Photonics
4304 Scorpius St
Orlando FL 32816-2700
(w) 407-823-6878 (f) 407-823-6880

From: Tracy Clark
Sent: Monday, April 18, 2016 8:43 PM
To: Debra Copertino; Joel Hartman; Lee Kernek; Bahaa Saleh; Mark Wagenhauser
Cc: Deborah Pease; Arvis Grier; Michelle Matthews; Denise Whiteside
Subject: RE: Upcoming Meeting with Provost Whittaker on 4/25: Exceptional Funding Request for CREOL Expansion

The purpose of this meeting is for CREOL to give a presentation to support their request for an additional $1.5 million in funding from AA/Central for the CREOL expansion project.

Bahaa – if you could send materials you plan to present ahead of time that would be great.

Thanks.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Debra Copertino
Sent: Monday, April 18, 2016 12:47 PM
To: Joel Hartman <Joel.Hartman@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>; Tracy Clark <Tracy.Clark@ucf.edu>; Bahaa Saleh <besaleh@creol.ucf.edu>
Cc: Deborah Pease <Deborah.Pease@ucf.edu>; Arvis Grier <Arvis.Grier@ucf.edu>; Michelle Matthews <Michelle.Matthews@ucf.edu>; Denise Whiteside <Denise@creol.ucf.edu>
Subject: Upcoming Meeting with Provost Whittaker on 4/25: Exceptional Funding Request for CREOL Expansion

Good afternoon, all:

Would you kindly provide an agenda or other meeting information for Dr. Whittaker's review prior to this meeting?

Thanks so much,
Debbie

Debbie Copertino
Senior Administrative Assistant – Confidential
University of Central Florida
Office of the Provost and Executive Vice President
(407) 823-2698
Debbie.Copertino@ucf.edu

Phase II Addition to the CREOL Building

[redacted]

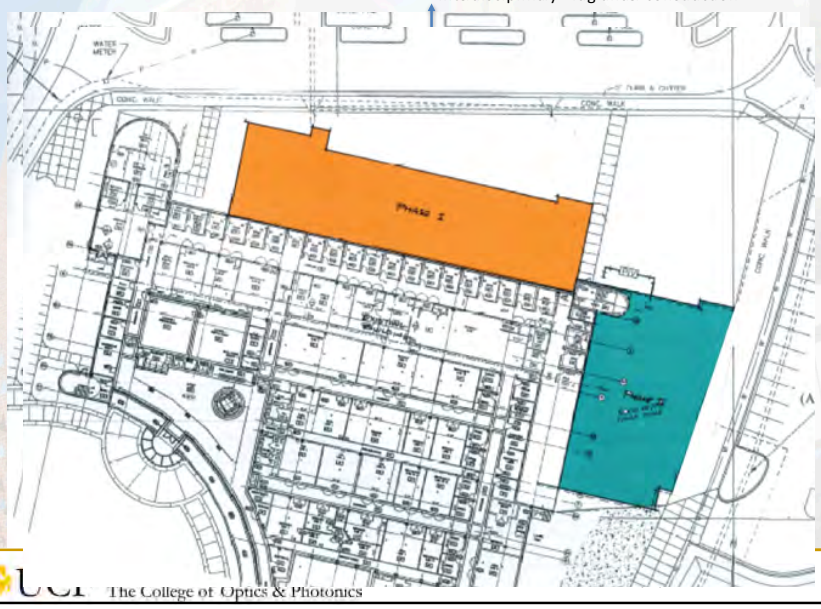
CREOL
Expansion
Phase II



RLF | ROBINS & MORTON BUILDING WITH PURPOSE.

Phase II Addition to the CREOL Building

Interdisciplinary Bldg under construction



The College of Optics & Photonics

Original 2014 Plan and Rationale for $4M Cost Estimate

A new addition to CREOL Building (Phase II)	3 floors	16,500 sq ft
Option A		
30 offices	3,300 sq ft	
20 400-sq-ft labs	8,000 sq ft	
Option B		
Auditorium	3,000 sq ft	
22 offices	2,400 sq ft	
8 400-sq-ft labs	3,200 sq ft	

Cost was based on $250/sqft for lab space and $150/sqft for office space

Based on communication with personnel in facilities, this plan and cost estimate were prepared on 9/22/14

Details of 2014 Plan

~5,500 sq ft per floor for a total of ~16,500 sq ft = ~$4.125M

Option 1	Option 2 (includes auditorium)
1st floor 10 offices - ~1100 sq ft Hallway, utilities, elevator, bathrooms: ~2,000 sq ft 6 labs at ~400 sq ft each (~2400 sq ft)	1st and 2nd floors 6 offices - ~660 sq ft Hallway, utilities, elevator, bathrooms: ~2,000 sq ft Auditorium - ~2840 sq ft
2nd & 3rd floor 10 offices - ~1100 sq ft Hallway, utilities, elevator, bathrooms: ~1,600 sq ft 7 labs at ~400 sq ft each (~2800 sq ft)	3rd floor 10 offices - ~1100 sq ft Hallway, utilities, elevator, bathrooms: ~1,600 sq ft 7 labs at ~400 sq ft each (~2800 sq ft)

Rationale for 2014 cost estimate

10/07/14 – email from Peter Newman (at the time was the Architectural Consultant to Facilities) that says $250 per sq ft is a reasonable number for Bio Labs.

-----Original Message-----
From: Franklin Newman
Sent: Tuesday, October 07, 2014 4:17 PM
To: James Ross
Subject: Re: CREOL Third Floor Build-Out

Jim,

I would reduce offices to $150.00 per sq. ft. and I believe that $250.00 per sq. ft. is still reasonable for Bio Labs. However, I will ask one of the Construction Managers working on campus for their opinion. Once I hear back from them I will let you know about any further budget revisions.

I have attached a concept budget for your review.

Hope this helps.

Pete

Peter Newman,
Architectural Consultant
Facilities and Safety
University of Central Florida
(407) 616-2609 (Cell)
franklin.newman@ucf.edu

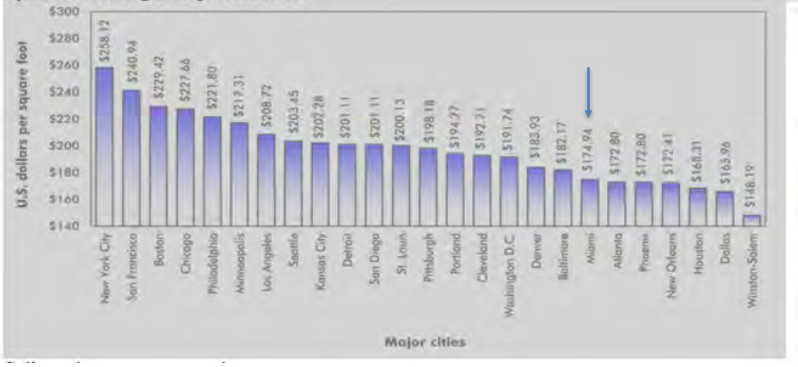
Rationale for 2014 cost estimate

8/21/14 – email from Ernie Gerber (Project Manager with UCF Facilities since retired) showing cost of 2012 College Laboratory construction in Major Cities. We compared ourselves to Miami ($174.94 /sq ft).

From: Ernest Gerber
Sent: Thursday, August 21, 2014 9:57 AM
To: James Ross; Mark Wagenhauser
Subject: COSTS

WHAT I HAVE FROM MY LAST RSMEANS:

College laboratory construction cost:
April 2012 ranking of major U.S. cities



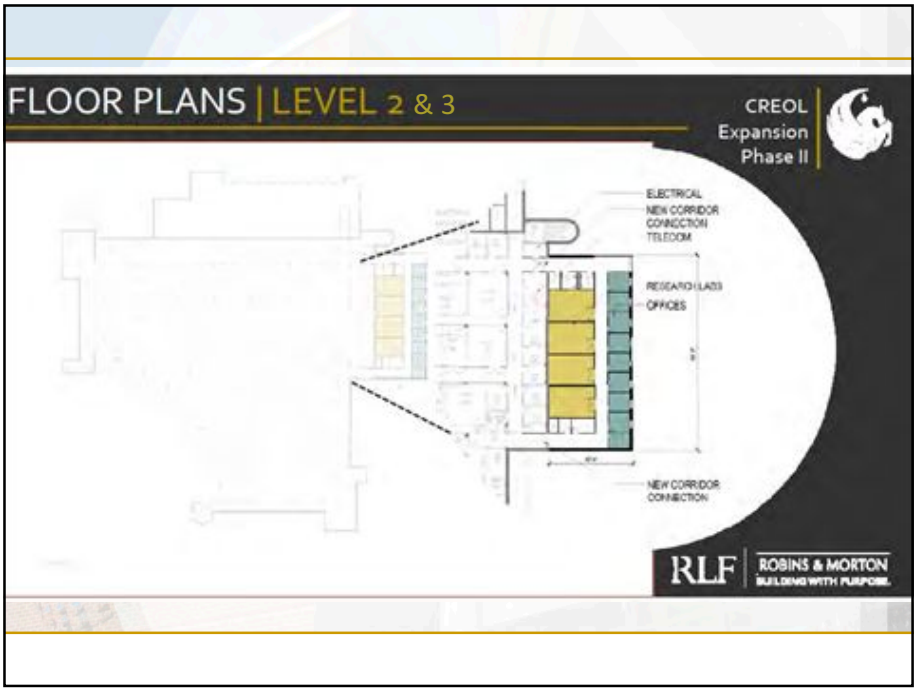
2016 Plan and Rationale for Need of Additional $2M

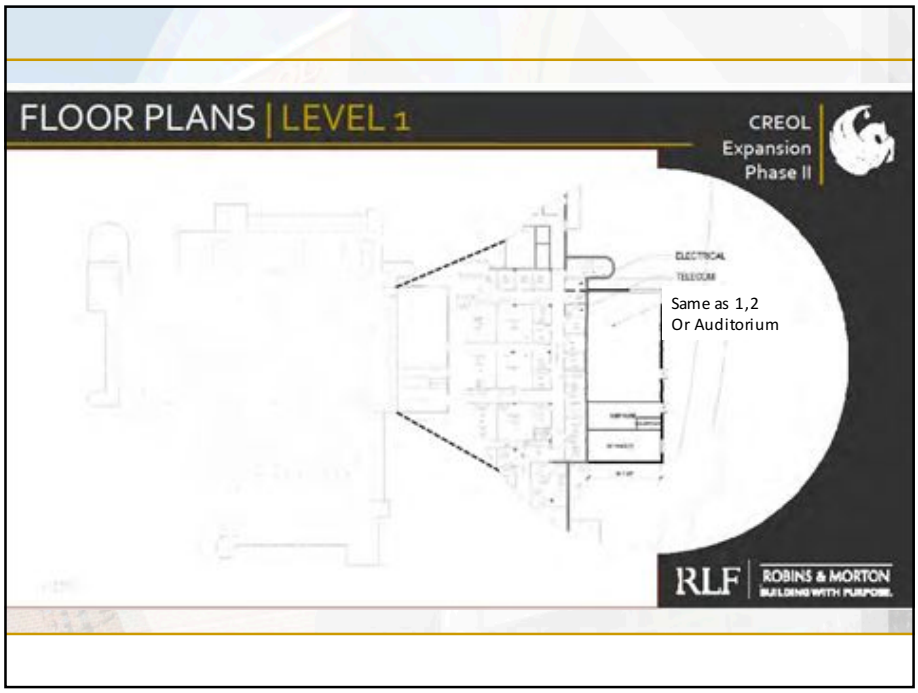
On March 28th, we had the short list of design/build teams present their proposals to build the extension for Phase 2. RLF/Robbin & Morton was selected to enter contract negotiations for the project.

It has been determined, that the sq ft cost is ~$450, not the $250 we were advised back in 2014.

Two tentative design plans were made:

$4M Plan	$6M Plan
2 floors built 1 floor finished Total area 8,000 sq ft Usable area 4,000 sq ft	3 floors built 2 floor finished Total area 12,000 sq ft Usable area 8,000 sq ft
9 offices 4 labs	18 offices 8 labs




FLOOR PLANS | LEVEL 1
CREOL
Expansion
Phase II
ELECTRICAL
TELECOM
Same as 1,2
Or Auditorium
RLF
ROBINS & MORTON

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Wednesday, June 15, 2016 3:00 PM
To: Bahaa Saleh; Lee Kernek; Bill Martin
Cc: Mark Wagenhauser; Dale Whittaker; Joel Hartman
Subject: RE: CREOL options
Attachments: CREOL.PDF; CREOL - Expansion Options.pptx

Thanks everyone for coming today to discuss this project.

Attached for everyone's records is the CREOL expansion funding plan for the agreed upon "Option F" (attached as well). As discussed today, it is important to keep the cost at the agreed upon $6.8 million. Any cost overruns that are due to change in scope or needs by CREOL will be the responsibility of CREOL – cost overruns that are construction related (no change in scope) will be evaluated by AA for either additional funding or a change in the project scope to bring it into budget. Any cost exceeding the $6.8 million will be discussed by all parties before any decisions are made.

Thanks again.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Tracy Clark
Sent: Friday, May 06, 2016 12:29 PM
To: Bahaa Saleh <besaleh@creol.ucf.edu>
Cc: Mark Wagenhauser <markw@creol.ucf.edu>; Dale Whittaker <Dale.Whittaker@ucf.edu>
Subject: RE: CREOL options

Bahaa,

Dale and I have reviewed the construction options and pricing submitted by Lee and have the attached recommendation.

Our biggest concern is getting working labs as soon as possible. In order to do that, and accommodate your request for an auditorium, CREOL will need to fund more of the project. I put together the attached funding plan for option F – (3 floors, all labs built out, shelled auditorium - cost $6.8 million). Over and about the $4 million allocated to CREOL last year, AA will contribute another $900,000. CREOL will need to increase its current contribution to $1 million. The $900,000 balance can be loaned to CREOL from AA, to be paid back over a 4 year period.

Please review the plan, and let us know if you will be able to do this in order to get all of your needs met.

Let me know if you have any questions.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance

UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Bahaa Saleh
Sent: Thursday, May 05, 2016 8:49 PM
To: Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Mark Wagenhauser <markw@creol.ucf.edu>
Subject: Re: CREOL options

Hi Tracy,
Has a decision been made regarding options for the CREOL building phase II addition?
Thanks!
Bahaa

From: Bahaa Saleh <besaleh@creol.ucf.edu>
Date: Friday, April 29, 2016 at 11:44 AM
To: Lee Kernek <Lee.Kernek@ucf.edu>, Joel Hartman <Joel.Hartman@ucf.edu>, Tracy Clark <Tracy.Clark@ucf.edu>, Dale Whittaker <Dale.Whittaker@ucf.edu>, Bill Martin <Bill.Martin@ucf.edu>
Cc: Mark Wagenhauser <markw@creol.ucf.edu>
Subject: Re: CREOL options

All:

Thanks to Bill and his team for providing us with a clear list of options. Mark and I discussed these options and we have the following response.

Option F would obviously meet our immediate needs for lab space. Unfortunately, it exceeds the requested budget by ~$785K.

Option E would immediately provide us with 4 labs + 2,000 sq ft of office space. It also gives us the potential to use College resources to finish the 5 shelled labs in the near future. This option requires roughly $172K more than our request. We are willing to increase the College's contribution to the project from $500K to $600K to enable this option. If this option meets with your approval, we would immediately work with the Foundation to explore possibilities of getting a donor (individual or company) to fund a named auditorium in the first floor. Bill: can we get an estimate on what that would cost?

Option D would provide us with 4 labs and 1,000 sq ft of office space, but would make it difficult for the College to finish the third floor in the near future without assistance from the university.

Options A thru C limit any potential growth since the addition of a 3rd floor in the future would be more costly.

Bahaa

Bahaa E. A. Saleh, Dean
CREOL, The College of Optics and Photonics
University of Central Florida
4304 Scorpius Street
Orlando, FL 32816-2700
(407) 882-3326

besaleh@creol.ucf.edu

From: Lee Kernek <Lee.Kernek@ucf.edu>
Date: Thursday, April 28, 2016 at 5:50 PM
To: Bahaa Saleh <besaleh@creol.ucf.edu>, Mark Wagenhauser <markw@creol.ucf.edu>, Joel Hartman <Joel.Hartman@ucf.edu>, Tracy Clark <Tracy.Clark@ucf.edu>, Dale Whittaker <Dale.Whittaker@ucf.edu>
Cc: Bill Martin <Bill.Martin@ucf.edu>
Subject: FW: CREOL options

All:
Bill Martin and his team worked with an architect and CM to put together the attached options for the CREOL expansion. They ended up developing six options vs. four, for more flexibility in decision-making. All options reflect space, construction and total project costs projected out to time of project bids (given the limited information available on specific research requirements), and schedule. Feel free to send us any questions you may have, or, if you would like to meet, we will make ourselves available.

CREOL Expansion:

	Cost	Floors	built out labs	shell plus labs	built out offices	GTA space	Auditorium
Option F	6,800,000	3	9	n/a	10	1000 sqft	shell

Funding Plan:

Carryforward	4,000,000
CREOL	1,000,000
AA	900,000
AA x year loan	900,000
	$ 6,800,000

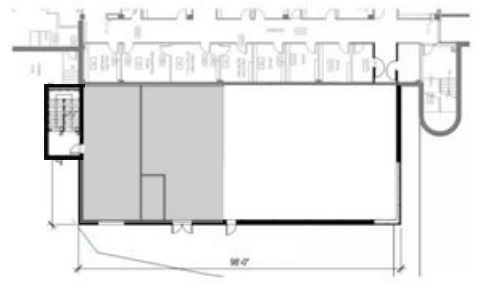


CREOL EXPANSION OPTIONS

4/28/16

OPTION

F



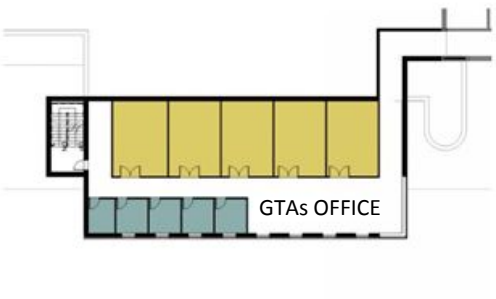
1st Floor

- Shell Auditorium
- Mechanical /Pump



2nd Floor

- Labs
- Offices



3rd Floor

- Labs
- Offices

RLF | ROBINS & MORTON BUILDING WITH PURPOSE

CREOL Expansion Phase II UCF - 581

Space

- 3,500 nsf built-out labs (9)
- 1,000 nsf offices (10)
- 1,000 nsf GTA space
- Auditorium (shell)
- 13,900 gsf total (3 stories)

Project Cost

- Construction Cost $5,088,171
- Project Cost $6,784,228

Schedule

- AE Contract – 1 month
- Design – 6 months
- Bid – 2 months
- CM Contract – 1 month
- Construction – 14 months
- TOTAL – 24 months (May 2018)

University of Central Florida

Board of Trustees
Finance and Facilities Committee Meeting
President's Boardroom, Millican Hall, 3rd floor
June 27, 2016

MINUTES

CALL TO ORDER

Trustee Alex Martins, chair of the Finance and Facilities Committee, called the meeting to order at 8:32 a.m. Committee members Bill Yeargin, Christopher Clemente, and David Walsh were present. Committee member Keith Koons and chairman Marcos Marchena attended by teleconference.

MINUTES APPROVAL

The minutes of the April 29, 2016, and May 31, 2016, Finance and Facilities Committee meetings were approved as submitted.

NEW BUSINESS

Direct Support Organizations' 2014-15 Third-Quarter Financial Reports (INFO-1)

William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, and John C. Pittman, Associate Vice President for Administration and Finance, Debt Management, reported that the 2015-16 third-quarter financial reports ended March 31, 2015, for the UCF DSOs were provided as information items.

Release of Unrestricted UCF Stadium Corporation Revenues (FFC-1)

Merck and Pittman requested the release of unrestricted UCF Stadium Corporation revenues. The 2015-16 budget was approved by the UCF Stadium Corporation's board, which reflects projected unrestricted excess revenues of $3,876,922 to be available for transfer to the UCFAA. The committee unanimously approved the release of unrestricted UCF Stadium Corporation revenues as presented.

2015-16 Direct Support Organizations' Budgets (FFC-2)

Merck presented for approval the 2016-17 operating budgets for the following DSOs: UCF Athletics Association, UCF Convocation Corporation, UCF Finance Corporation, UCF Foundation, UCF Research Foundation, and UCF Stadium Corporation. The committee unanimously approved the budgets as presented.

Five-year Capital Improvement Plan (FFC-3)

Merck and Lee Kernek, Associate Vice President for Administration and Finance, requested approval of the capital improvement plan options for 2017-18 through 2021-22. Each year, the university must submit an updated capital improvement plan to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay

list and provides information to the State Board of Education for its request for capital project funding for 2017-18. The capital improvement plan must be submitted to the Board of Governors' staff by August 1, 2016.

The committee unanimously approved the 2017-18 Capital Improvement Plan with the projects listed in the attached schedules.

Razing of Building 18 (FFC-4)
Merck and Kernek presented a request for the razing of Building 18, also known as Colbourn Hall. Building 18 is in poor condition and should be demolished. The estimated cost to correct the problems within the building is in excess of $15,000,000, which is greater than 60 percent of the building cost.

According to Administrative Rule 6C-9.004 Razing of Buildings, as prescribed by Section 240.22 Florida Statutes, Universities, each university's Board of Trustees shall have the authority to raze buildings. Prior to demolition of any educational support facility with a replacement cost exceeding $1,000,000, the university shall obtain an Educational Plant Survey recommendation for demolition. The university Board of Trustees shall review and approve the Educational Plant Survey recommendation and transmit it to the Board of Governors for validation.

A spot survey by the BOG's staff has been requested. The committee unanimously approved the demolition of Building 18.

Status of UCF Projects Presentation (INFO-4)
Kernek gave a presentation on the status of the active as well as planned construction and renovation projects on campus.

Chair Martins adjourned the Finance and Facilities Committee meeting at 10:27 a.m.

Respectfully submitted: _____ 8-1-16

William F. Merck II
Vice President for Administration and Finance
and Chief Financial Officer

Date

ITEM: FF-3

University of Central Florida
Board of Trustees

SUBJECT: Five-year Capital Improvement Plan

DATE: July 28, 2016

PROPOSED BOARD ACTION

Approve the capital improvement plan for 2017-18 through 2021-22.

BACKGROUND INFORMATION

Each year, the university must submit an updated capital improvement plan to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay list, and it provides information to the State Board of Education for its request for capital project funding for 2017-18.

The capital improvement plan must be submitted to the Board of Governors' staff by August 1, 2016. The attached schedules include the following:

- projects that are proposed for inclusion in the five-year capital improvement plan
- items to be included in the 2017-18 Appropriations Authorization Bill, including projects funded by bonds, direct support organization projects, and projects requiring general revenue to operate.

We request approval to submit the 2017-18 Capital Improvement Plan with the projects listed in the attached schedules.

Supporting documentation: Attachment A: 2017-18 Five-year Plan List
Attachment B: 2017-18 Fixed Capital Outlay Projects Requiring Board of Governors Approval to be Constructed, Acquired, and Financed by a University or a University Direct Support Organization with Approved Debt
Attachment C: 2017-18 Fixed Capital Outlay Projects That May Require Legislative Authorization and General Revenue Funds to Operate and Maintain

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Board of Trustees Meeting - New Business

Attachment A

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2017-22
2017 FIVE-YEAR FIXED CAPITAL IMPROVEMENTS PLAN

PECO PROJECTS REVISED 06/16/2016	2017-18 YR #1	2018-19 YR #2	2019-20 YR #3	2020-21 YR #4	2021-22 YR #5	TOTALS	RANK
UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL, AND ROOFS (P,C)	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$70,000,000	1
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY (P,C,E)	$6,042,667	$34,529,519	$6,042,667			$46,614,853	2
~~COLBOURN HALL RENOVATION (P,C,E)~~	~~$1,952,455~~	~~$15,619,643~~	~~$1,952,455~~			~~$19,524,553~~	~~3~~
ENGINEERING BUILDING I RENOVATION (C,E)	$15,986,913	$1,059,739				$17,046,652	3
MATHEMATICAL SCIENCES BUILDING REMODELING AND RENOVATION (C,E)	$10,784,652	$801,965				$11,586,617	4
TREVOR COLBOURN HALL AND COLBOURN DEMOLITION (P,C,E)	$38,000,000					$38,000,000	5
JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)	$3,712,800	$31,293,600	$3,712,800			$38,719,200	6
~~UCF DOWNTOWN CAMPUS ACADEMIC BUILDING (P,C,E)~~	~~$20,000,000~~					~~$20,000,000~~	~~7~~
ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$6,472,794	$51,782,356	$6,472,794			$64,727,944	7
CHEMISTRY RENOVATION (P,C,E)		$630,848	$11,469,981	$630,848		$12,731,677	8
FLORIDA SOLAR ENERGY CENTER RENOVATION (P,C,E)		~~$10,000,000~~				$10,000,000	9
INFRASTRUCTURE CHILLED WATER REPLACEMENT (P,C)		$5,100,000	$10,200,000	$7,401,120		$22,701,120	10
COLLEGE OF NURSING AND ALLIED HEALTH (P,C,E)			$7,350,000	$58,800,000	$7,350,000	$73,500,000	11
RESEARCH BUILDING I (P,C,E)			$6,058,800	$48,470,400	$6,058,800	$60,588,000	12
VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,505,732	$28,045,855	$3,505,732	$35,057,319	13
WASTEWATER, WATER, NATURAL GAS REPLACEMENT (P,C)			$7,140,000	$10,200,000	$12,780,600	$30,120,600	14
MILLICAN HALL RENOVATION (P,C,E)			$1,327,019	$10,616,158	$1,327,019	$13,270,196	15
BUSINESS ADMINISTRATION RENOVATION (P,C,E)			$577,278	$11,073,255	$577,278	$12,227,811	16
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$5,674,889			$5,674,889	17
RESEARCH BUILDING II (P,C,E)			$6,609,600	$52,876,800	$6,609,600	$66,096,000	18
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)			$3,247,693	$25,981,577	$3,247,697	$32,476,967	19
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)				$77,717,325		$77,717,325	20
TOTAL	$116,952,281	$164,817,670	$95,341,708	$345,813,338	$55,456,726	$778,381,723	

CITF PROJECT REQUESTS	2017-18 YR #1	2018-19 YR #2	2019-20 YR #3	2020-21 YR #4	2021-22 YR #5	TOTALS	RANK
JOHN C. HITT LIBRARY RENOVATION PHASE I (C,E)	$6,854,569					$6,854,569	1
JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)		$38,719,200				$38,719,200	2
TOTAL	$6,854,569	$38,719,200	$0	$0	$0	$45,573,769	

REQUESTS FROM OTHER STATE SOURCES	2017-18 YR #1	2018-19 YR #2	2019-20 YR #3	2020-21 YR #4	2021-22 YR #5	TOTALS	RANK
~~PARTNERSHIP IV (C,E)~~	~~$14,000,000~~					~~$14,000,000~~	~~1~~
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY PHASE II (P,C,E)	$16,614,853					$16,614,853	1
CREOL EXPANSION PHASE II (P,C,E)	$6,784,228					$6,784,228	2
STADIUM VIDEO AND SOUND (P,C,E)	$5,000,000					$5,000,000	3
UCF DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (P,C,E)	$15,118,758					$15,118,758	4
~~INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY (P,C,E)~~	~~$3,000,000~~					~~$3,000,000~~	~~5~~
~~COLBOURN HALL RENOVATION (P,C,E)~~	~~$15,000,000~~					~~$15,000,000~~	~~4~~
~~TREVOR COLBOURN HALL (P,C,E)~~	~~$23,000,000~~					~~$23,000,000~~	~~5~~
~~CENTER FOR EMERGING MEDIA BUILD OUT (P,C,E)~~	~~$6,747,048~~					~~$6,747,048~~	~~6~~
CAMPUS ENTRYWAYS	$6,642,054					$6,642,054	5
WELCOME CENTER EXPANSION (P,C,E)		$7,899,794				$7,899,794	6
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,994,601	$16,621,674	$1,994,601		$20,610,876	7
HOWARD PHILLIPS HALL RENOVATION (P,C,E)		$8,257,047				$8,257,047	8
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)		$6,534,929				$6,534,929	9
CLASSROOM BUILDING III (P,C,E)			$2,749,594	$21,996,749	$2,749,594	$27,495,937	10
FACILITIES AND SAFETY BUILDING AT LAKE NONA (P,C,E)			$6,873,984			$6,873,984	11
RECYCLING CENTER (P,C)			$2,635,027	$21,080,218	$2,635,027	$26,350,272	12
HUMANITIES AND FINE ARTS II (P,C,E)			$3,176,185	$19,545,750	$3,176,185	$25,898,120	13
SOCIAL SCIENCES FACILITY			$2,749,594	$21,996,749	$2,749,594	$27,495,937	14
UTILITY INFRASTRUCTURE AND SITE WORK LAKE NONA CLINICAL FACILITIES (P,C)			$11,456,640			$11,456,640	15
COASTAL BIOLOGY STATION			$5,728,320			$5,728,320	16
UCF HEALTH EXPANSION AND WELLNESS CENTER (P,C,E)			$1,145,664	$9,165,312	$1,145,664	$11,456,640	17
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)				$77,717,325		$77,717,325	18
TECHNOLOGY COMMONS II RENOVATION (P,C,E)				$3,406,913		$3,406,913	19
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)				$3,686,124		$3,686,124	20
SIMULATION AND TRAINING BUILDING (P,C,E)				$2,715,608	$21,092,103	$23,807,711	21
BUSINESS ADMINISTRATION III BUILDING (P,C,E)				$1,815,335	$14,099,700	$15,915,035	22
EDUCATION BUILDING II (P,C,E)				$2,187,739	$16,542,203	$18,729,942	23
BAND BUILDING II INFRASTRUCTURE (P,C)				$521,329	$3,208,179	$3,729,508	24
ARTS COMPLEX III (P,C,E)				$1,702,096	$12,608,120	$14,310,216	25
INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,637,120	$22,784,718	$25,421,838	26
THEATER BUILDING RENOVATION (P, C,E)					$3,908,410	$3,908,410	27
SUSTAINABILITY CENTER (P,C,E)					$5,728,320	$5,728,320	28
WET TEACHING LAB AND EXPANDED STEM FACILITY (P,C,E)					$14,258,248	$14,258,248	29
TOTAL	$111,906,941	$24,686,371	$53,136,682	$192,168,968	$126,686,065	$508,585,027	

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT	2017-18 YR #1	2018-19 YR #2	2019-20 YR #3	2020-21 YR #4	2021-22 YR #5	TOTALS	RANK
ROSEN STORAGE SHED (P,C,E)	~~$225,000~~	$225,000				$225,000	
ROSEN EDUCATIONAL FACILITY (P,C,E)	~~$17,000,000~~	$17,000,000				$17,000,000	
STUDENT UNION EXPANSION (P,C,E)	$14,000,000					$14,000,000	
~~DISTRICT ENERGY IV PLANT (P,C,E)~~	~~$13,000,000~~					~~$13,000,000~~	
~~UCF DOWNTOWN CAMPUS ACADEMIC BUILDING (P,C,E)~~	~~$40,000,000~~					~~$40,000,000~~	
UCF DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (P,C,E)	$15,118,758					$15,118,758	
~~INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY (P,C,E)~~	~~$27,000,000~~					~~$27,000,000~~	
INSTITUTE FOR HOSPITALITY IN HEALTHCARE AT LAKE NONA (P,C,E)	$15,300,000					$15,300,000	
~~UCF DOWNTOWN CAMPUS GARAGE I (P,C,E)~~	~~$15,300,000~~					~~$15,300,000~~	
UCF DOWNTOWN CAMPUS GARAGE II (P,C,E)	$15,300,000					$15,300,000	
~~USTA AMERICAN TENNIS AT LAKE NONA - COLLEGIATE TENNIS (P,C,E)~~	~~$5,100,000~~					~~$5,100,000~~	
~~HOTEL AND CONFERENCE CENTER (P,C,E)~~	~~$76,500,000~~					~~$76,500,000~~	
SPECIAL PURPOSE HOUSING AND PARKING GARAGE (P,C,E)	$27,540,000					$27,540,000	
SPECIAL PURPOSE HOUSING II (P,C,E)	$8,812,800					$8,812,800	
PARKING DECKS (P,C,E)	$18,727,200					$18,727,200	
GRADUATE HOUSING (P,C,E)	$55,080,000					$55,080,000	
REFINANCE UCF FOUNDATION PROPERTIES	$37,410,000					$37,410,000	
STUDENT HOUSING (P,C,E)	$55,080,000					$55,080,000	
GARAGE EXPANSION (P,C,E)	$12,117,600					$12,117,600	
REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS (P,C,E)	$30,844,800					$30,844,800	
PARTNERSHIP GARAGE (P,C,E)	$7,711,200					$7,711,200	
WAYNE DENSCH SPORTS CENTER EXPANSION (P,C,E)	$5,100,000					$5,100,000	
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	$3,060,000					$3,060,000	
SOFTBALL STADIUM EXPANSION AND ENHANCEMENTS (P,C,E)	$1,020,000					$1,020,000	
BRIGHT HOUSE NETWORKS STADIUM EXPANSION AND IMPROVEMENTS PHASE I (P,C,E)	$14,790,000					$14,790,000	
BASEBALL CLUBHOUSE EXPANSION AND RENOVATION (P,C,E)	$1,020,000					$1,020,000	
BRIGHT HOUSE NETWORKS STADIUM EXPANSION AND IMPROVEMENTS PHASE II (P,C,E)	$39,662,000					$39,662,000	
FOOTBALL BUILDING (P,C,E)	$14,737,500					$14,737,500	
PARKING DECK ~~(ATHLETIC COMPLEX)~~	$5,100,000					$5,100,000	
~~TENNIS CENTER (P,C,E)~~	~~$1,530,000~~					~~$1,530,000~~	
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)	$126,817,515					$126,817,515	
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)	$15,300,000					$15,300,000	
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)	$13,056,000					$13,056,000	
OUTPATIENT CENTER (P,C,E)	$82,620,000					$82,620,000	
CAMPUS ENTRYWAYS	$6,642,054					$6,642,054	
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,356,330	$20,258,909	$1,356,330		$22,971,569	
DENTAL SCHOOL (P,C,E)		$73,000,000				$73,000,000	
FACILITIES AND SAFETY BUILDING AT LAKE NONA (P,C,E)			$6,873,984			$6,873,984	
PARKING GARAGE VII (P,C,E)			$22,913,280			$22,913,280	
UTILITY INFRASTRUCTURE AND SITE WORK LAKE NONA CLINICAL FACILITIES (P,C)			$11,685,773			$11,685,773	
COASTAL BIOLOGY STATION (P,C,E)			$5,728,320			$5,728,320	
UCF HEALTH EXPANSION (P,C,E)			$1,145,664	$9,165,312	$1,145,664	$11,456,640	
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)				$77,717,325		$77,717,325	
SUSTAINABILITY CENTER (P,C,E)					$5,728,320	$5,728,320	
WET TEACHING LAB AND EXPANDED STEM FACILITY (P,C,E)					$14,258,248	$14,258,248	
TOTAL	$820,397,427	$91,581,330	$68,605,930	$88,238,967	$21,132,232	$1,089,955,886	
GRAND TOTAL	$1,056,111,218	$319,804,571	$217,084,320	$626,221,273	$203,275,023	$2,422,496,405	

Projects to be programmed
Projects with approved building programs
Project may be a Joint Use Facility with Valencia College, which would result in shared funding

Remodeling denotes **change** in space usage.
Renovation denotes **no change in** space usage.

Attachment B

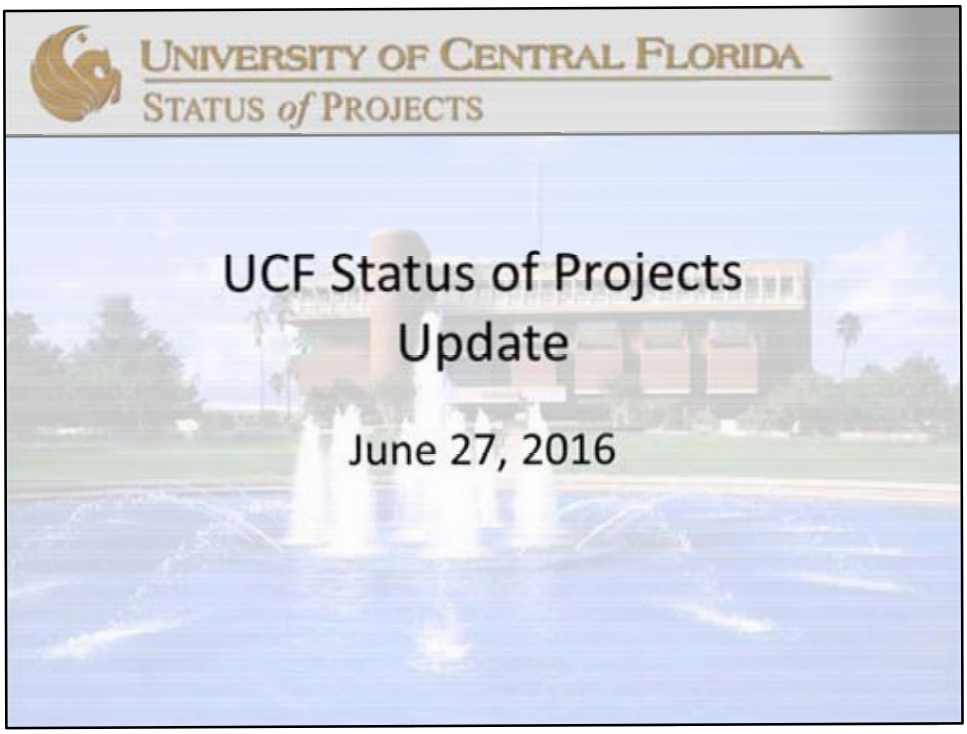
STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects Requiring Board of Governors Approval
to be Constructed, Acquired, and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For Operational and Maintenance Costs Amount	Source
UCF	Special Purpose Housing and Parking Garage	160,000	425 beds and 500 parking spaces	UCF, Orlando	$ 27,540,000	Rental income	July	$2,400,000	Auxiliary
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	UCF, Orlando	$ 8,812,800	Rental income	July	$480,000	Auxiliary
UCF	Parking Garage VII	447,000	1,600 spaces	UCF, Orlando	$ 22,913,280	Decal fees, traffic fines, and Transportation Access Fee	July	$6,705,000	Auxiliary
UCF	Parking Decks	168,000	1,800 spaces	UCF, Orlando	$ 18,727,200	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	Auxiliary
UCF	Graduate Housing	150,000	Land and 600 beds	UCF, Orlando	$ 55,080,000	Rental and retail income	July	$2,250,000	Auxiliary
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF Foundation properties	UCF, Orlando	$ 37,410,000	Rental and retail income	July	$0	N/A
UCF	Student Housing	224,000	800 beds	UCF, Orlando	$ 55,080,000	Rental income	July	$3,360,000	Auxiliary
UCF	Garage Expansion	50,837	400 additional spaces	UCF, Orlando	$ 12,117,600	Decal fees, traffic fines, and Transportation Access Fee	July	$762,555	Auxiliary
UCF	Wet Teaching Lab and Expanded Stem Facility	249,450	Classrooms, labs, and offices	UCF, Orlando	$ 142,582,482	Donations and partnerships	July	$3,741,750	General Revenue
UCF	Facilities and Safety Building, Lake Nona	34,586	Offices, storage, and support space	UCF, Orlando	$ 6,873,984	Donations and partnerships	July	$518,790	General Revenue
UCF	Regional Campuses Multi-Purpose Buildings	60,000	Classrooms, labs, and offices	UCF, Orlando	$ 30,844,800	Donations and partnerships	July	$900,000	General Revenue
UCF	Partnership Garage	60,000	600 spaces	UCF, Orlando	$ 7,711,200	Decal fees and revenue income	July	$0	Auxiliary
~~UCF~~	~~UCF Downtown Campus Garage I~~	~~200,000~~	~~600 spaces~~	~~UCF, Orlando~~	~~$ 15,300,000~~	~~Decal fees, traffic fines, and Transportation Access Fee~~	~~July~~	~~$3,000,000~~	~~Auxiliary~~
UCF	UCF Downtown Campus Garage II	200,000	600 spaces	UCF, Orlando	$ 15,300,000	Decal fees, traffic fines, and Transportation Access Fee	July	$3,000,000	Auxiliary
UCF	Wayne Densch Sports Center Expansion	36,000		UCF, Orlando	$ 5,100,000		July	$540,000	DSO
UCF	Baseball Stadium Expansion Phase II		300 seat club, enhancements	UCF, Orlando	$ 3,060,000	Donations	July	$0	DSO
UCF	Softball Stadium Expansion and Renovation		400 to 600 additional seats, shade structure over grandstand, new press box	UCF, Orlando	$ 1,020,000	Donations	July	$0	DSO
UCF	Bright House Networks Stadium Expansion and Improvements Phase I	21,337	Additional club seating, suites, and operational booths	UCF, Orlando	$ 14,790,000	Donations	July	$320,055	DSO
UCF	Baseball Clubhouse Expansion and Renovation		New playing field, chair backs, audio, and lighting upgrade	UCF, Orlando	$ 1,020,000	Donations	July	$0	DSO
UCF	Bright House Networks Stadium Expansion and Improvements Phase II	80,000	Additional seating up to 20,000	UCF, Orlando	$ 39,662,000	Donations	July	$1,200,000	DSO
UCF	Football Building	45,000	Offices, storage, and support space	UCF, Orlando	$ 14,737,500	Donations	July	$675,000	Auxiliary
UCF	Parking Deck ~~(Athletic Complex)~~	168,000	600 parking spaces	UCF, Orlando	$ 5,100,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	Auxiliary
~~UCF~~	~~Tennis Center~~	~~7,470~~	~~Championship-caliber outdoor courts and 864 grandstand seats~~	~~UCF, Orlando~~	~~$ 1,530,000~~	~~Donations~~	~~July~~	~~$112,050~~	~~DSO~~
UCF	Multi-Purpose Medical Research and Incubator Facility	200,000	Classrooms, labs, and offices	UCF, Orlando	$ 126,817,515	Donations and partnerships	July	$3,000,000	General Revenue
UCF	Health Sciences Campus Parking Garage	402,000	1,300 spaces	UCF, Orlando	$ 15,300,000	Decal fees and traffic fines	July	$6,030,000	Auxiliary
UCF	Bio-Medical Annex Renovation and Expansion	32,000	Classrooms, labs, and offices	UCF, Orlando	$ 13,056,000	Donations and partnerships	July	$480,000	General Revenue
UCF	Outpatient Center	237,520	Health care facilities, offices, 38 beds	UCF, Orlando	$ 82,620,000	Donations and partnerships	July	$3,562,800	General Revenue
UCF	Dental School	166,750	Classrooms, labs, auditorium, health care facilities, offices	UCF, Orlando	$ 73,000,000	Donations and partnerships	July	$2,501,250	Revenue
UCF	Utility Infrastructure and Site Work, Lake Nona Clinical Facilities		3,080 spaces	UCF, Orlando	$ 11,685,773	Income and energy savings	July		General Revenue
UCF	UCF Health Expansion and Wellness Center	254,150	Labs, offices	UCF, Orlando	$ 11,456,640	Donations and partnerships	July	$3,812,250	General Revenue

Attachment C

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects That May Require Legislative Authorization
and General Revenue Funds to Operate and Maintain
BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational and Maintenance Costs Amount	Source
~~UCF~~	~~Downtown Campus Building I~~	~~165,000~~	~~Offices~~	~~UCF - Orlando~~	~~$57,750,000~~	~~PECO~~	~~$2,475,000~~	~~General Revenue~~
~~UCF~~	~~Institute for Hospitality in Healthcare at Lake Nona~~	~~36,000~~	~~Offices, Classrooms, Teaching Labs~~	~~UCF - Orlando~~	~~$15,000,000~~	~~Grant, Private~~	~~$540,000~~	~~General Revenue~~
~~UCF~~	~~Creative School~~	~~8,351~~	~~Classrooms, Offices~~	~~UCF - Orlando~~	~~$5,000,000~~	~~CITF~~	~~$125,265~~	~~General Revenue~~
~~UCF~~	~~Library Expansion Phase I~~	~~12,609~~	~~Automatic Retrieval Center~~	~~UCF-Orlando~~	~~$21,366,592~~	~~CITF~~	~~$189,135~~	~~General Revenue~~
~~UCF~~	~~CREOL~~	~~2,756~~	~~Research Labs~~	~~UCF-Orlando~~	~~$1,406,000~~	~~E&G~~	~~$41,340~~	~~General Revenue~~
~~UCF~~	~~Center for Public Safety - Hazardous Materials Bldg.~~	~~1,400~~	~~Research Lab, Offices~~	~~UCF-Orlando~~	~~$9,084,000~~	~~PECO~~	~~$21,000~~	~~General Revenue~~
~~UCF~~	~~Arts Complex II Performance~~	~~2,728~~	~~Teaching Lab, Offices~~	~~UCF-Orlando~~	~~$964,411~~	~~PECO~~	~~$40,920~~	~~General Revenue~~
~~UCF~~	~~Business and Professional Women Building~~	~~4,038~~	~~College of Education Marriage and Family Research Institute~~	~~UCF - Main Campus~~	~~$275,000~~	~~E&G~~	~~$60,750~~	~~General Revenue~~
UCF	Florida Advanced Manufacturing Research Facility	81,750	Research Labs, Wet Labs, Collaboration Rooms, Offices	UCF - Osceola	$75,000,000	PECO	$1,339,850	General Revenue
UCF	Optical Materials Lab Addition	5,530	Research Labs	UCF-Orlando	$1,640,000	E&G	$90,634	General Revenue
UCF	Library Expansion Phase I	8,800	Automatic Retrieval Center	UCF-Orlando	$10,771,963	CITF	$144,228	General Revenue
UCF	Trevor Colbourn Hall	135,600	Offices, Classrooms	UCF-Orlando	$20,000,000	E&G	$2,222,430	General Revenue
UCF	Coastal Biology	3,000	Research	Melbourne Beach	$2,500,000	E&G	$49,169	General Revenue
UCF	Partnership IV Phase I and II	92,529	Office, Research Labs	UCF-Orlando	$42,000,000	PECO	$1,516,513	General Revenue
UCF	Florida Solar Energy Center Renovation	42,986	Offices, Research Labs	UCF-Orlando	$10,000,000	PECO	$704,523	General Revenue
UCF	Interdisciplinary Research and Incubator Facilty	97,482	Offices, Labs	UCF-Orlando	$46,614,853	E&G	$1,597,691	General Revenue
UCF	Arboretum Green House	800	Teaching Lab	UCF-Orlando	$400,000	E&G	$13,112	General Revenue
UCF	Band Building	6,000	Teaching Labs, Offices	UCF-Orlando	$5,000,000	E&G	$98,338	General Revenue



Since starting construction in January 1967, UCF has grown to 163 buildings on the main campus. There is currently **$170M** of projects under design and construction (major **$136M** and minor **$34M** projects), not counting the forthcoming UCF downtown campus projects.

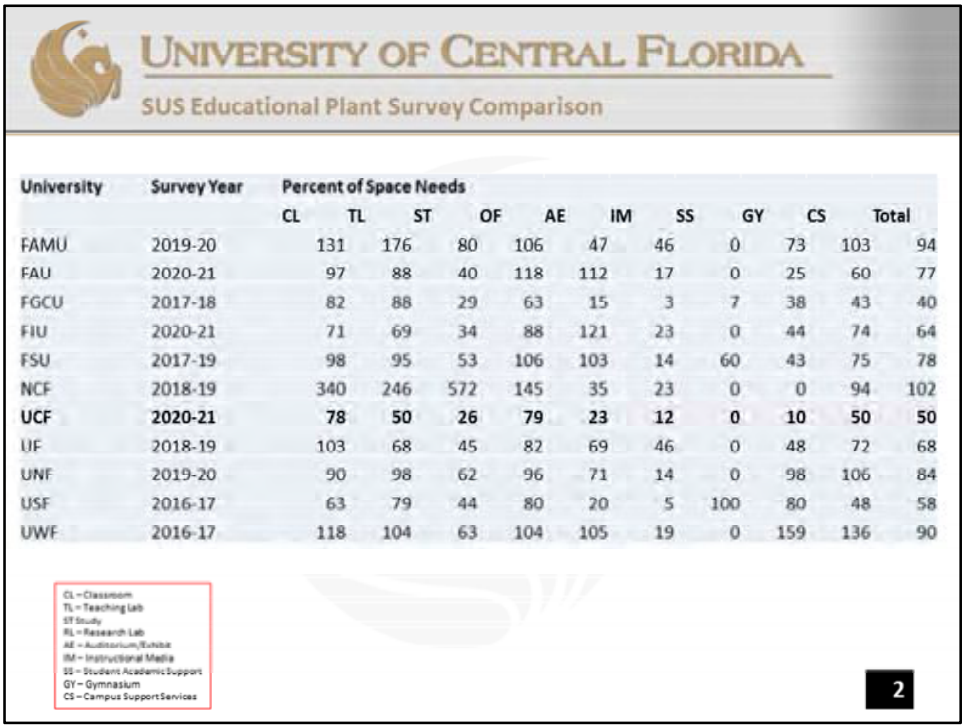
In today's presentation, I'm going to give you a snapshot of how we compare with the other state universities in space needs, PECO funding requests, and funding allocations. I'll then give a big picture overview of our campus projects, briefly discuss our minor projects and deferred maintenance, and then move to major projects. Major projects shown generally follows the order of completion, starting with projects recently completed, then projects currently under construction, projects currently in design, and finally projects still in the concept phase. While I'm only going to cover some key projects, the current numbers are:

18 Major Projects (Student Health Center Addition, Global UCF, Parking Deck C expansion, Interdisciplinary, Trevor Colbourn Hall, Wayne Densch Center for Student Athlete Leadership, Library Expansion, District Energy Plant IV, Mathematical Sciences HVAC, Engineering 1 HVAC, Libra Road, Bennett

Buildings, Partnership 4, Student Union Expansion, Arena Scoreboard, BHNS Stadium Scoreboard, UCF Downtown Academic Building, UCF Downtown Parking Garage)

380 Minor Projects (construction value of $2M or less)
Totals:

- **40** in closeout
- **90** in construction
- **250** in design/permitting



UNIVERSITY OF CENTRAL FLORIDA

SUS Educational Plant Survey Comparison

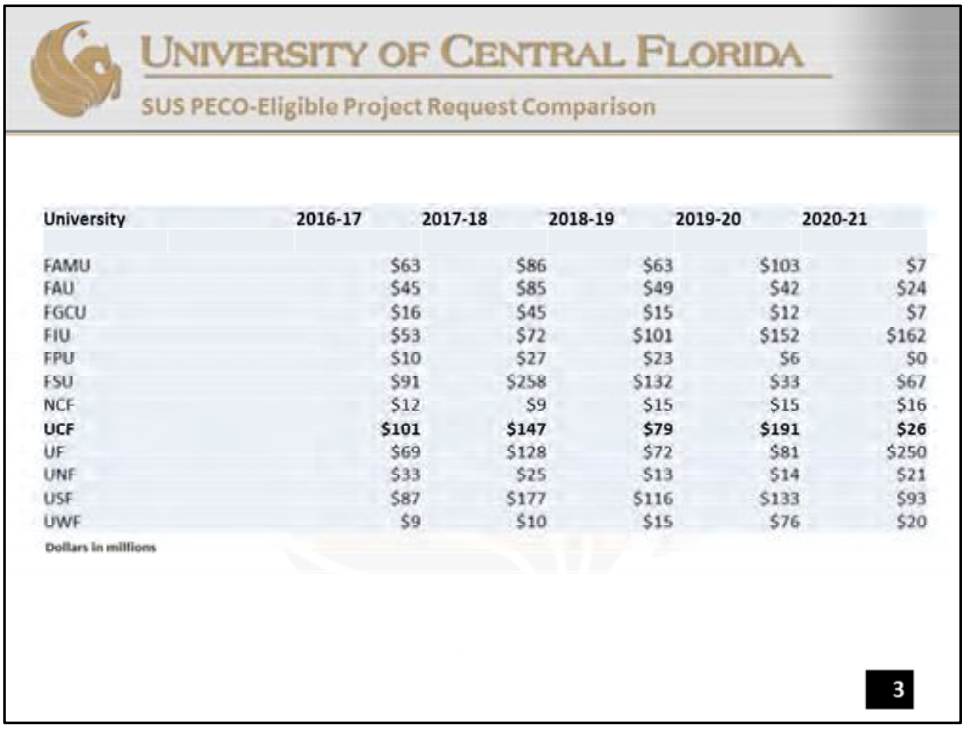
University	Survey Year	Percent of Space Needs									
		CL	TL	ST	OF	AE	IM	SS	GY	CS	Total
FAMU	2019-20	131	176	80	106	47	46	0	73	103	94
FAU	2020-21	97	88	40	118	112	17	0	25	60	77
FGCU	2017-18	82	88	29	63	15	3	7	38	43	40
FIU	2020-21	71	69	34	88	121	23	0	44	74	64
FSU	2017-19	98	95	53	106	103	14	60	43	75	78
NCF	2018-19	340	246	572	145	35	23	0	0	94	102
UCF	**2020-21**	**78**	**50**	**26**	**79**	**23**	**12**	**0**	**10**	**50**	**50**
UF	2018-19	103	68	45	82	69	46	0	48	72	68
UNF	2019-20	90	98	62	96	71	14	0	98	106	84
USF	2016-17	63	79	44	80	20	5	100	80	48	58
UWF	2016-17	118	104	63	104	105	19	0	159	136	90

CL – Classroom
TL – Teaching Lab
ST Study
RL – Research Lab
AE – Auditorium/Exhibit
IM – Instructional Media
SS – Student Academic Support
GY – Gymnasium
CS – Campus Support Services

2

At one of our last Facilities and Finance Committee meetings, the Committee requested comparison data on State University System Educational Plant Surveys. Because only two – three universities are surveyed each year, the data is not a direct comparison, but it does provide a snapshot of space needs across the state.

UCF was just surveyed in 2015, and our survey was validated by the Board of Governors at their June board meeting. The 2015 survey group is the last group to be surveyed under the current guidance, which is a benefit for UCF.



UNIVERSITY OF CENTRAL FLORIDA

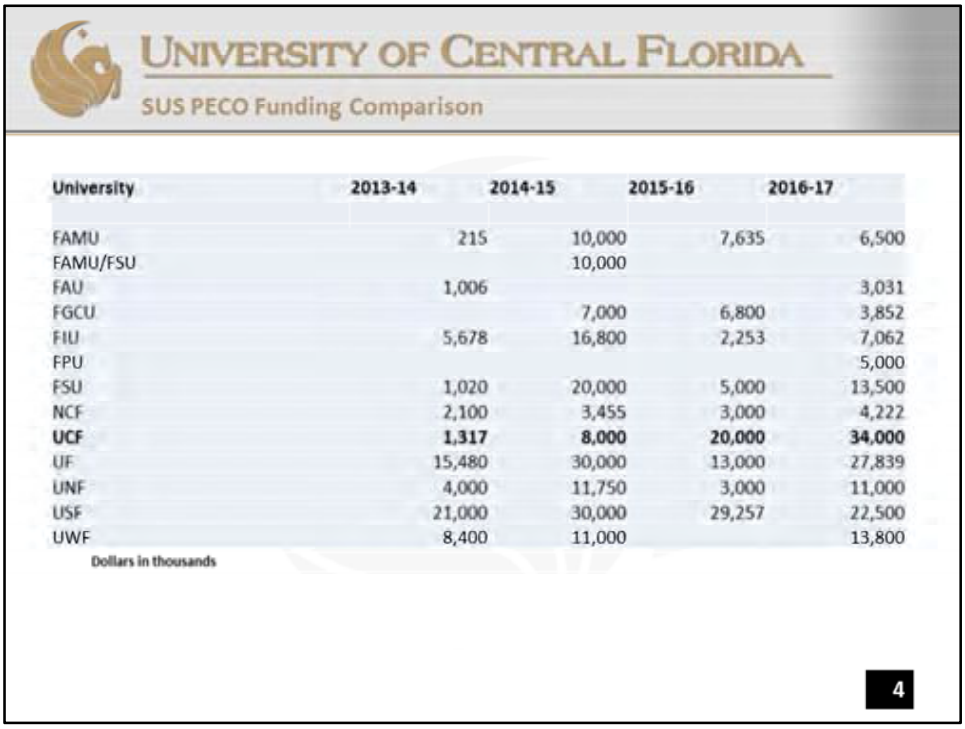
SUS PECO-Eligible Project Request Comparison

University	2016-17	2017-18	2018-19	2019-20	2020-21
FAMU		$63	$86	$63	$103	$7
FAU		$45	$85	$49	$42	$24
FGCU		$16	$45	$15	$12	$7
FIU		$53	$72	$101	$152	$162
FPU		$10	$27	$23	$6	$0
FSU		$91	$258	$132	$33	$67
NCF		$12	$9	$15	$15	$16
UCF		**$101**	**$147**	**$79**	**$191**	**$26**
UF		$69	$128	$72	$81	$250
UNF		$33	$25	$13	$14	$21
USF		$87	$177	$116	$133	$93
UWF		$9	$10	$15	$76	$20

Dollars in millions

3

Another item requested by this Committee is a comparison of SUS PECO requests. The data on this slide comes from the 2015 submission and shows the 5-year requests from each of the 12 institutions. The submissions are revised yearly, and the focus each year is on the first three years of the five-year request.



UNIVERSITY OF CENTRAL FLORIDA

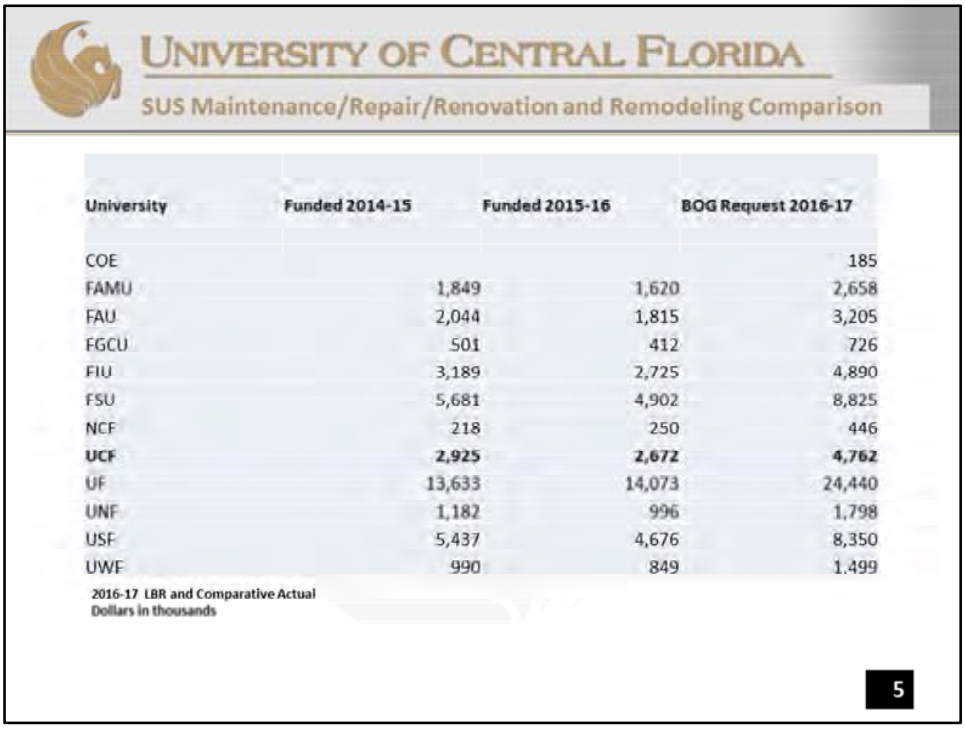
SUS PECO Funding Comparison

University	2013-14	2014-15	2015-16	2016-17
FAMU	215	10,000	7,635	6,500
FAMU/FSU		10,000		
FAU	1,006			3,031
FGCU		7,000	6,800	3,852
FIU	5,678	16,800	2,253	7,062
FPU				5,000
FSU	1,020	20,000	5,000	13,500
NCF	2,100	3,455	3,000	4,222
UCF	**1,317**	**8,000**	**20,000**	**34,000**
UF	15,480	30,000	13,000	27,839
UNF	4,000	11,750	3,000	11,000
USF	21,000	30,000	29,257	22,500
UWF	8,400	11,000		13,800

Dollars in thousands

4

This slide gives you a snapshot of the State's approved capital funding for the past 3 years.



UNIVERSITY OF CENTRAL FLORIDA

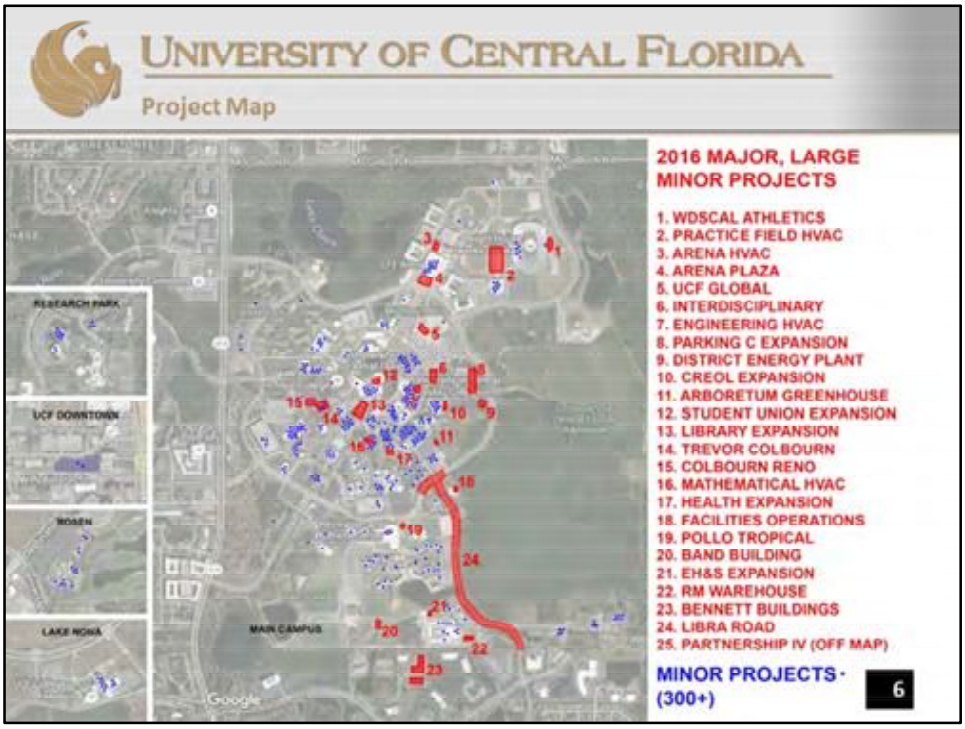
SUS Maintenance/Repair/Renovation and Remodeling Comparison

University	Funded 2014-15	Funded 2015-16	BOG Request 2016-17
COE			185
FAMU	1,849	1,620	2,658
FAU	2,044	1,815	3,205
FGCU	501	412	726
FIU	3,189	2,725	4,890
FSU	5,681	4,902	8,825
NCF	218	250	446
UCF	**2,925**	**2,672**	**4,762**
UF	13,633	14,073	24,440
UNF	1,182	996	1,798
USF	5,437	4,676	8,350
UWF	990	849	1,499

2016-17 LBR and Comparative Actual
Dollars in thousands

5

Every year, in addition to the approved capital funding, the State has provided Maintenance/Repair/Renovation and Remodeling (AKA “minor projects” funding, or “sum of the digits” funding). This funding is separate from Utilities Infrastructure or PO&M. The funding amounts are determined by a formula that is based on square footage and age. It does NOT include space utilization, numbers of students, or hours of operation.



While Major Projects make up the majority of the cost of our projects (**$136M** under design and construction, not counting UCF Downtown), Minor Projects (**$34M**) make up the majority of our workload.

- We currently have **380** Minor Projects and **18** Major Projects – Minors make up **95%** of our project count
- These projects are managed by a staff of 11 Project Managers, 3 Assistant/Associate Directors, and support staff
- Project Managers have an average of **35** projects each
- The map above illustrates in blue the quantity of minor projects



These are some examples of large minor projects - range from re-roofs to space upgrades to HVAC replacements



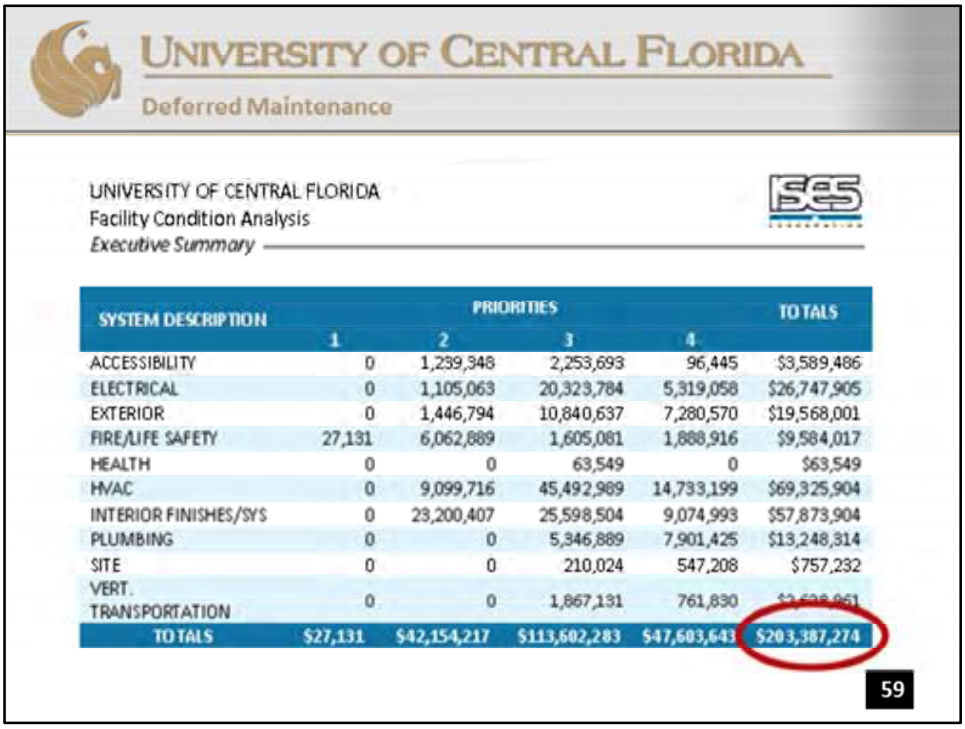
Examples of medium size minor projects include repair and maintenance to tech fee upgrades to rust remediation to life safety upgrades



Examples of small minor projects include such things as office buildouts to campus signage to equipment replacement



Small projects under $50K make up **50%** of our project workload, by project count, and include such things as access control to electrical upgrades to camera installations



UNIVERSITY OF CENTRAL FLORIDA

Deferred Maintenance

UNIVERSITY OF CENTRAL FLORIDA
Facility Condition Analysis
Executive Summary

SYSTEM DESCRIPTION	PRIORITIES 1	2	3	4	TOTALS
ACCESSIBILITY	0	1,239,348	2,253,693	96,445	$3,589,486
ELECTRICAL	0	1,105,063	20,323,784	5,319,058	$26,747,905
EXTERIOR	0	1,446,794	10,840,637	7,280,570	$19,568,001
FIRE/LIFE SAFETY	27,131	6,062,889	1,605,081	1,888,916	$9,584,017
HEALTH	0	0	63,549	0	$63,549
HVAC	0	9,099,716	45,492,989	14,733,199	$69,325,904
INTERIOR FINISHES/SYS	0	23,200,407	25,598,504	9,074,993	$57,873,904
PLUMBING	0	0	5,346,889	7,901,425	$13,248,314
SITE	0	0	210,024	547,208	$757,232
VERT. TRANSPORTATION	0	0	1,867,131	761,830	$2,628,961
TOTALS	$27,131	$42,154,217	$113,602,283	$47,603,643	$203,387,274

59

- 2012 ISES reports concluded that UCF had over $200M of deferred maintenance needs
- This amount was bought down to approx. $146M, using Carry Forward funds, but grows annually as our campus continues to age
- The state is not adequately funding deferred maintenance, so we must be creative in how we prioritize and solve these needs
- The University should continue to invest in its existiing buildings to avoid catastrophic problems and optimize the lifespan of our facilities.



Top Left – Building 5: Chemistry - Soffit deteriorated and fell.
Top Right – Building 20: Biomedical Sciences - Unfinished concrete entrance needs to be waterproofed.
Bottom Left - Building 21: Education Complex - Penthouse for HVAC equipment deteriorated and needs renovation.
Bottom Right - Building 40: Engineering I - Skylight inaccessible and cause of water intrusion. Needs to be removed or replaced with reliable system.



I've included a campus map for reference as we go through the projects, and I have individual location maps at the end of the presentation if you would like to view any of the project sites close-up.



Located in Research Park, south of Facilities & Safety Complex

Architect: ACI
Contractor: Wharton Smith
Project Cost: $6,000,000
Funding Source: University-funded – C&G

10,000 **GSF**
Description:

- Renovation of existing buildings to accommodate research labs and business incubation and to meet Florida Building Code requirements
- Adds 5 labs and 3 fume hoods
- Modernizes 110 offices and conference rooms
- Upgrades mechanical & electrical systems
- Replaced roofing systems



Status: Construction Complete, project in close-out
LEED: N/A

The buildings include space for incubator clients and potential temporary space for faculty cluster hires, until larger new construction projects can be completed

When the clusters are permanently located, the space will be used for the UCF Incubator Program (ROI)



Located east of Brighthouse Networks Stadium

Architect: KZF
Contractor: Wharton Smith
Project Cost: $6M
Funding Source: Donor funding

22,000 **GSF**
Description:

- Provides new front door to the east side of the stadium
- Designed to accommodate future growth of stadium stands
- Modernizes athletic facilities, which will assist in recruitment for both student athletes and athletic staff
- Offices, tutoring rooms, computer labs, student services, study areas, career counseling space, conference rooms, and multipurpose rooms for student athletes

Status: Construction Complete, project in close-out
LEED: Tracking Silver

UCF Football set a program record with an Academic Progress Rate (APR) of 983 for multiple years, which ranks 11th among Football Bowl Subdivisions (FBS) institutions

Highest mark in the American Athletic Conference since the conference's existence.



Located southeast of Physical Sciences building

Architect: KZF
Contractor: Wharton Smith
Project Cost: $430K
Funding Source: Biology, Landscape and Natural Resources, and Utilities/Infrastructure funds

1,000 **GSF**
Description: Pre-fabricated, 24’ x 40’ greenhouse. Replaces the greenhouse that was damaged during the 2004 hurricanes and the temporary structures that have been in use since. Provides space for plant propagation for classes and student projects, as well as public outreach for environmental programs .

Status: Construction Complete; project in close-out
LEED: N/A



Located south of Parking Garage D, adjacent to Memory Mall

Architect: Schenkel Shultz
Contractor: Clancy & Theys
Project Cost: $16.6M
Funding Source: University-funded – internal sources

56,000 **GSF**
Description: Classroom space for transitioning international students into a campus learning environment:
45 faculty offices
18 classrooms
3 computer labs
4 conference rooms
Global UCF commons area
Designed with high efficiency mechanical systems

Status: Construction Complete, project in close-out
LEED: Tracking Gold



Located south of Technology Commons

Engineer: Moses and Associates
Contractor: CPPI
Project Cost: $3.9M MEP (+$10.1M balance to complete full renovation)
Funding Source: PECO

106,523 **GSF**
Description: Because of limited funding, scope is limited to:
- Replace HVAC

Additional funding was requested to:
- Provide life safety upgrades
- Meet Florida Building Code requirements
- Upgrade electrical system

Status: Construction – 3 of 4 AHUs installed over winter break 2015; units operational, finalizing CxA
As part of CxA we have discovered significant holes in the building's ductwork,

which we will be repairing over the summer with remaining project funds. The fourth AHU will be installed in December 2016.

Estimated Completion Date: March 2017
LEED: Will wait for additional funds to complete building renovation and will target Silver



Located east of Academic Villages Also Need CARP

Engineer: Harris Civil Engineers
Contractors: Libra – Stage Door II, CARP – Allstate Paving
Project Cost: Libra - $4.4M, CARP - $1.1M Hard Bid project
Funding Source: University-internal and Utilities Infrastructure



Description: Libra – Widens road from 2 lanes to 4 lanes, with bike lanes on both sides – in accordance with the Campus Master Plan. It addresses stormwater control issues, and improves the road system at the intersection of Libra and Gemini, and south of Gemini Blvd.

CARP – Replaces asphalt in select locations on campus.

Status: CARP – Completed; Libra Drive - Construction
Estimated Completion Date: Libra Drive – prior to Fall 2016 classes



Located south of Engineering Building II in Academic Core

Engineer: SGM
Contractor: Barr and Barr
Project Cost: $3.6M MEP (+$14.9M balance to complete full renovation)
Funding Source: PECO

130,885 **GSF**
Description: Because of limited funding, scope is limited to:
- Replace AHUs
- Provide limited lab exhaust upgrades

Additional funding was requested to:
- life safety upgrades
- Meet Florida Building Code requirements
- Upgrade electrical system

Status: Construction Documents – working through code compliance issues with existing ventilation

Estimated Completion Date: May 2017
LEED: Will wait for additional funds to complete building renovation and will target Silver



Located in existing Student Health Center, south of Chemistry building

Architect: HKS
Contractor: Barton Malow
Project Cost: $3.9M
Funding Source: University-funded – internal sources

10,400 **GSF NEW,** 2,600 **GSF Renovation**
Description:

- Creates state of the art programs for serving student needs related to international health, travel medicine, and immunizations.
- Includes space for psychiatry, substance abuse counseling, biofeedback, and dieticians.
- Building expansion includes:
    - reception
    - 15 patient care rooms
    - 15 provider offices
    - 5 records offices, records room
    - 1 conference room

    - Marketing suite
    - Storage
- Improved building appearance
- Upgrade of building HVAC controls



Status: Construction
Estimated Completion Date: August 2016
LEED: Tracking Silver



Located east of Parking Garage C

Architect: Schenkel Shultz (selected as part of the Global UCF project)
Contractor: Clancy & Theys (selected as part of the Global UCF project)
Project Cost: $9M
Funding Source: Parking Services

Description:
Project necessary due to the loss of parking caused by Interdisciplinary and UCF Global.
Adds 600 spaces and elevator to existing Garage C;
Includes ingress/egress improvements to the parking deck, and road improvements;
Adds transportation hub.



Status: Construction
Estimated Completion Date: August 2016
LEED: N/A – not LEED, but using sustainable principles (locally sourced materials, limited site disruption, etc.)



Located within the Brighthouse Networks Stadium

Video Board Installer: Daktronics
Project Cost: $5.4M
Funding Source: Internal – auxiliary reserves

Description:
Project will include:

- New north end zone video and audio board
- New south end zone video board
- New controls equipment, as necessary
- Structural, electrical, and telecom upgrades as necessary



Located adjacent to the BHNS Stadium

Architect: RLF
Contractor: Chilled Water Infrastructure – Barton Malow; HVAC – hard bid
Project Cost: Chilled Water - $1.7M; HVAC and additional upgrades - $4.7M; Temporary HVAC - $790K
Funding Source: University-funded – internal sources

Description:
The two projects will include:

- Temporary HVAC @ 78 degrees for the 2016 Football Season
- Permanent HVAC @ 72 degrees for 2017 and beyond
    - New chilled water extension to the NFH
    - Sprinklers and life safety upgrades so that it can accommodate up to 2,500 occupants
    - Additional restrooms
    - Insulation
    - Potential lighting upgrade (LED lights)

Status: Construction Documents
Estimated Completion Date: Temporary HVAC by August 7; Permanent HVAC and additional upgradesby June 2017
LEED: N/A

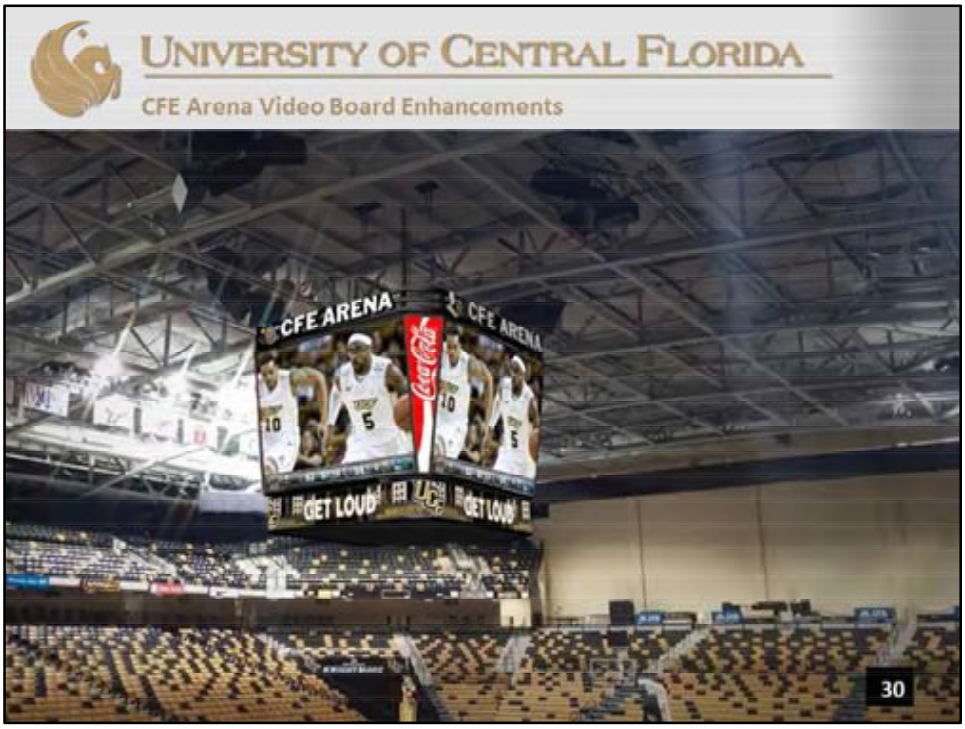


Located in front of the UCF Arena

Engineer/Architect: TLC/Morris
Contractors: Barton Malow/Wharton Smith
Project Cost: $2.7M/$700K (DOES NOT include donor wall)
Funding Source: University and Convocation Corporation funded

GSF: N/A
Description: Cosmetic Renovation of the plaza area in front of the UCF Arena, and East Plaza Drive. Two projects: 1) hardscape/landscape/power, 2) spires

Status: Construction
Estimated Completion Date: September 2016
LEED: N/A



Located in the UCF Arena

Video Board Installer: Daktronics
Project Cost: $2.1M
Funding Source: Internal – auxiliary reserves

Description:
Project will include:

- New suspended video board and audio systems
- New upper level ribbon video board
- New courtside video board tables
- New controls equipment, as necessary
- Structural, electrical, and telecom upgrades as necessary

Status: Construction Documents
Estimated Completion Date: October 2017
LEED: N/A



Located in Facilities & Safety Complex

Architect: Schenkel Shultz
Contractor: Heard Construction (Continuing Services GC Quotes hard bid)
Project Cost: $2M
Funding Source: University-funded – internal sources

9,000 **GSF**
Description:

- Adds additional warehouse capacity for surplus & storage
- Hard drive shredder
- Postal pack & ship in support of surplus program
- Revenue generation – roughly $300K in sales annually

Status: Design and bidding complete; construction to begin July 2016
Estimated Completion Date: Dec 16
LEED: Targeting Silver



Located adjacent to the Recreation & Wellness Center

Architect: BRPH
Contractor: CPPI
Project Cost: $3.3M
Funding Source: Aramark funded $2.5M; University-funded remaining – internal sources

GSF: 3,200 sf
Description:
New stand-alone dining facility to house a Pollo Tropical and Café Buscelo.
Provides foodservice venue in an area of campus near housing with little food options.
Thousands of student foot traffic per day going from housing to main campus and recreation area.
Student Government Association, Student Development and Enrollment Services, and RWC were consulted about the vendor selection and project design.

Status: Permitting and Early Foundation Construction
Estimated Completion Date: January 2017
LEED: Targeting Certified



Located adjacent to the existing band practice field, west of the Facilities and Safety Complex

Architect: Little Architects
Contractor: TBD (will be hard bid through our GC Quotes process to our Continuing Service contractors)
Project Cost: $2.5M
Funding Source: University-funded – internal sources

GSF: 4,000 gsf interior, 7,200 gsf covered exterior
Description:
New stand-alone band facility.
Provides shelter from the elements, instrument storage, restrooms, and an exterior covered practice area.
Includes new permanent lighting for the practice field.

Status: Bidding (GC Quotes)
Estimated Completion Date: January 2017
LEED: N/A



Located southeast of Parking Garage C

Engineer: RLF
Contractor: CPPI
Project Cost: $15.1M
Funding Source: University-funded – internal sources

GSF: 9,600 GSF
Description: Add additional chilled water capacity for future growth for the campus. Will add 2 additional chillers (with expansion to 4 chillers) and associated cooling towers. Project must be aesthetically pleasing due to its proximity to Gemini road.

Status: Construction Documents; anticipate construction start August 2016
Estimated Completion Date: August 2017
LEED: Possible LEED Certified



Located west of Parking Garage C

Architect: Ponikvar and Associates
Contractor: CPPI
Project Cost: $46.6M over 2 phases; $30M Phase I, $16.6M phase 2
Funding Source: University funded – internal funds (requested PECO but have not received)

99,000 **GSF** for both phases (63,000 GSF Phase I, 36,000 GSF Phase II)
Description:

- 30 research/incubator labs, 20 material characterization rooms, conference rooms, offices, and ancillary spaces
- Houses programs from the following:
    - Office of Research and Commercialization (ORC)
    - College of Sciences (COS)
    - College of Engineering and Computer Sciences (CECS)
- Programs include:
    - Materials Characterization Facility
    - NanoSciences Technology Center

- Sustainable Coastal Systems Cluster
- Energy Conversion and Propulsion Cluster
- Resilient, Intelligent, and Sustainable Energy Systems (RISES) Cluster
- Cybersecurity and Privacy Cluster
- Human Augmentation Robotics Cluster



Status: Construction
Estimated Completion Date: Phase 1 - August 2017; Phase 2 – October 2017
LEED: Tracking Gold

Phase 2 recently approved – we are currently bidding this phase in an effort to gets completion date close to Phase 1.



Located south of Student Union and east of John T. Washington Center

Architect: Holzman Moss Bottino
Contractor: Turner Construction
Project Cost: $76.9M over 3 phases; $19.3M Phase I
Funding Source: CITF and Utilities Infrastructure for Phase I

Phase I: 8,000 **GSF**

Description:
Phase I

- Automatic Retrieval Center (50% of robot)
- Add sprinklers to the existing library building
- ADA restroom upgrades to the existing library building
- renovation of 7,500 sf of area on the 5th floor of the existing library to provide study space for students.

Phase 2 – connector to existing library, Phase 3 – full interior renovation of the existing library and the final 50% of the robot



- ARC Statistics
  - 2.25M volumes of material
  - Request for materials from any device with internet access
  - Automatic crane locates materials and delivers to pick-up station
  - 5-10 minutes for entire process

Status: GMP Negotiations; Anticipated construction start July 2016
Estimated Completion Date Phase I: November 2017
LEED: Will wait to apply when entire facility is completed; targeting Gold



Located along Alafaya Tr. buffer west of Parking Garage A

Description: The boutique hotel and conference center will serve as an enhancement to existing academic facilities and will add a desirable service component to the campus. It is being designed, constructed, and operated by a private developer.

GSF: 99,776 GSF, 135 guestrooms
Estimated Project Cost: private developer
Projected Construction Dates: July 2016 to mid-fall 2017
Developer: KUD
Architect: Baker Barrios
Contractor: Batson Cook

Status: Construction Documents. St Johns, DEP, and UCF BCO foundation permit issued. Construction expected to start July 2016.



Building addition to the east of the existing CREOL building

Architect: RLF
Contractor: Robins Morton
Project Cost: $6.8M
Funding Source: University-funded – internal sources

GSF: 13,900 gsf addition
Description:
Project will include:

- New labs
- New offices for faculty
- Shelled auditorium for instruction and guest lecturers

Status: Contract Negotiation
Estimated Completion Date: January 2018
LEED: Targeting Silver



Located adjacent to Rehearsal Hall west of John T. Washington Center

Architect: Schenkel Shultz
Contractor: Clancy & Theys
Project Cost: Included in Trevor Colbourn Hall project
Funding Source: University-funded – internal sources

84K GSF

Description:

- Building will be demolished
- Independent engineering analysis revealed:
    - Structural defects
    - Water intrusion issues
    - Mechanical systems past life-span
    - Life Safety deficiencies
    - Building needs to be gutted to structure and rebuilt to current building codes
    - Rising construction costs weighed against value of the asset

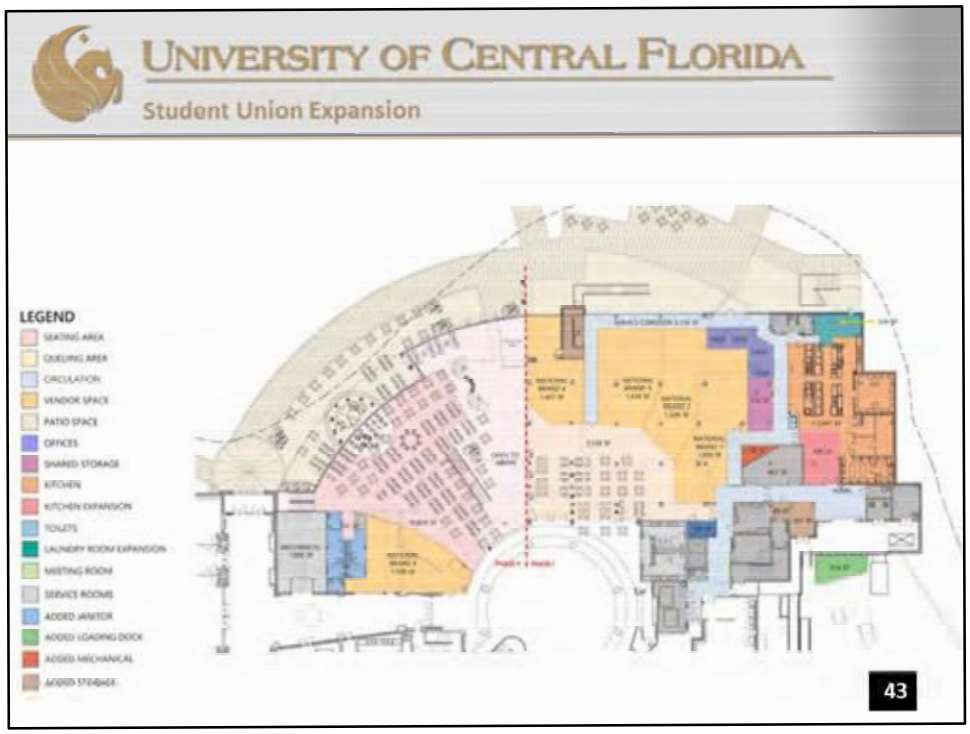
indicate that demolition of this building and construction of additional space in Trevor Colbourn Hall is a better option than renovating this facility.



Approximately **76K** GSF
Description:

- **Will house the current occupants of Colbourn Hall (including English; Writing and Rhetoric; History, Modern Languages; Texts and Technology; Judaic Studies; African Studies; Women's Studies; Latin American Studies; the College of Arts and Humanities' Advising Office; the University Writing Center; the Center for Humanities and Digital Research; the Graduate Student Center; and 7 classrooms, 2 conference rooms, and ancillary space**
- **Will also house Student Development and Enrollment Services, First Year Advising, Sophomore and Second Year Advising, Transfer and Transitions, Student Academic Resource Center, Undergraduate Studies, Undergraduate Advising, McNair/RAMP, Undergraduate Interdisciplinary Studies, Burnett Honors College (4 offices), Office of Prestigious Awards, and Honors in Majors**

Status: Schematic Design
Estimated Completion Date: August 2018
LEED: Targeting Gold



Expansion to the Student Union

Architect: TBD – Advertised AE only
Contractor: TBD
Project Cost: $14.3M
Funding Source: Aramark

GSF: TBD
Description:
Renovation and expansion of food court area of student union, in coordination with Aramark.

- New food concepts
- Expanded seating
- Foodservice back of house renovations

Aramark gets long-term contract.

Status: In the Selection process; Concept Design underway with a continuing service architect (Zyscovich)
Estimated Completion Date: TBD

LEED: N/A



Located in Research Park at the corner of Science Drive and Ingenuity Drive

Architect: TBD – Jointly advertised, Interviews on July 29
Contractor: TBD
Project Cost: $8M received in 2014; $20M received in 2015; $14M received in 2016
Funding Source: PECO

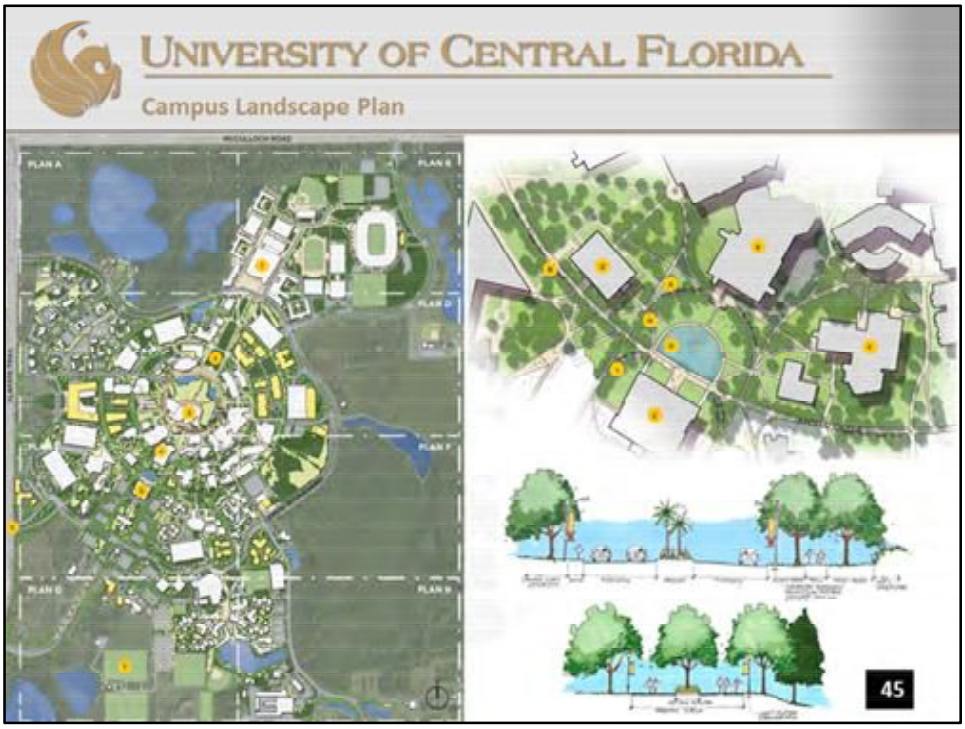
GSF: 81,000 gsf, cost $13,898,216

Description:
DoD partners currently occupy approximately 200K s.f. in 3 leased facilities. Creates classified labs for both the Military and UCF

- Satisfies the demand from local MS&T employers for UCF students trained in advanced technologies
- Eliminates costly leases that could drive BRAC decisions
- Provides space in Research Park to support DOD presence and potential growth
- Avoids potential loss of strategic national programs and dollars to

the region and to the state
Project will consist of force protection, civil/parking improvements, potential parking deck, interior build-out of building, and acquisition of additional space.

Status: Meetings are being held on force protection requirements, which will drive further decisions and actions.
Estimated Completion Date: TBD



Bellomo-Herbert and Carol R. Johnson Associates Landscape Architects are the project consultants who are developing a campus landscape plan.
The plan establishes standards and guidelines for how landscape and hardscape create a sense of place.
Final draft is under review.



Located in downtown Orlando as part of Creative Village

Academic Building – 165,000 gsf
Architect: TBD
Contractor: TBD
Project Cost: $60M
Funding Source: 1/3 PECO; 1/3 Donor funds; 1/3 University internal funds

CEM Renovation – 27,724 gsf
Project Cost: $5M
Funding Source: University – internal

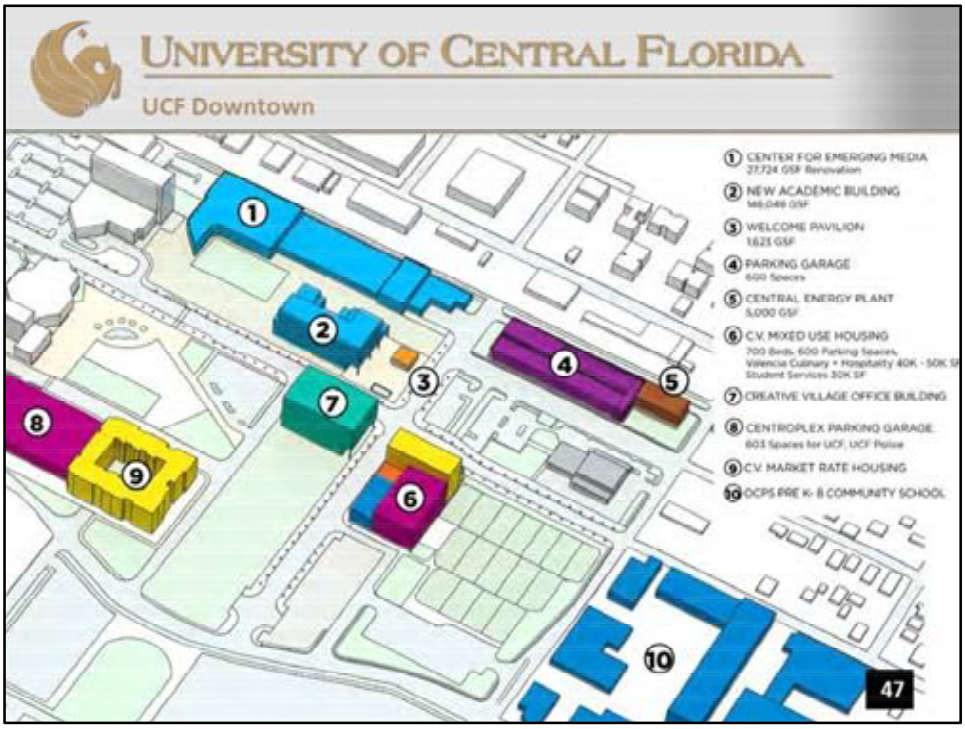
Parking Garage for 600 spaces
Project Cost: $10M
Funding Source: Bonded

Tri-generation Plant – 5,000 gsf
Project Cost: TBD
Funding Source: Exploring options

Description:
UCF is a key education anchor of a 65-acre Creative Village to work, learn, and play

Full-service campus for UCF, comprising 15 acres:

- A high-energy campus focused on the digital arts and communications, healthcare administration and technology, and public service including legal studies.
- Further strengthens Orlando as a high tech digital media destination; the City's existing digital media companies already make up one of the top ten digital media clusters in the United States
- Embeds UCF into the Orlando community, as thousands of students will live and study in the district
- Enriches our successful partnership with Valencia College, as they will bring complimentary programs to the downtown site



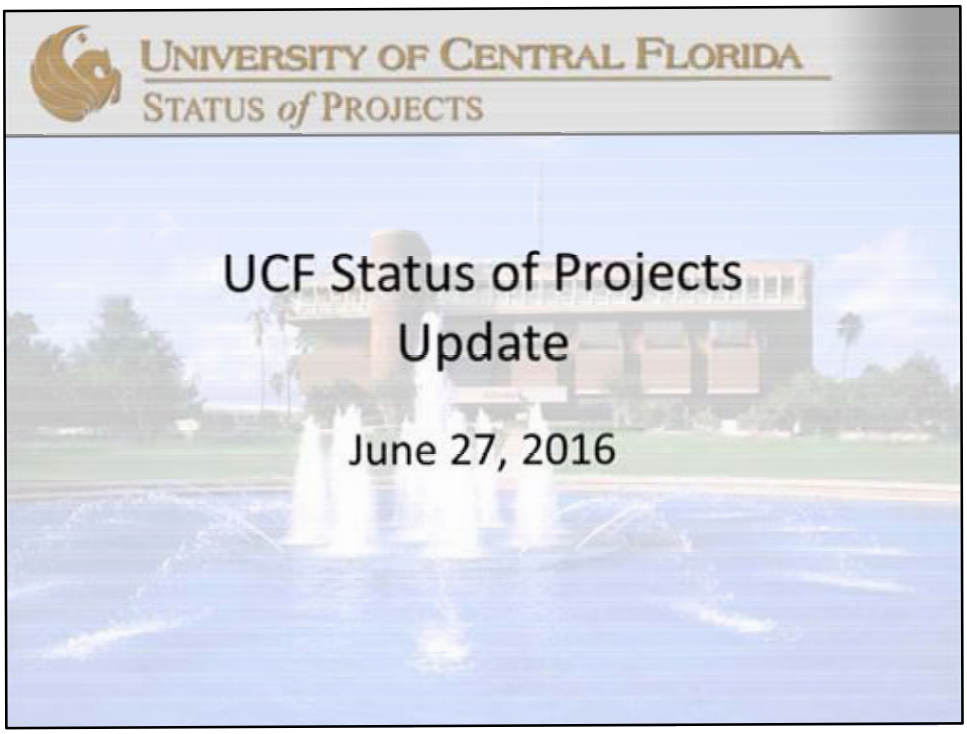
Status: Shortlisted firms were interviewed in June. A recommendation was sent to the President.
Estimated Completion Date: Asking AE/CM teams to determine feasibility of fast-tracking for Fall 2018 date
LEED: Targeting Gold

UCF programs include:

- COHPA: Legal Studies, Social Work, Health Management & Informatics,
- COHPA Centers: Center for Community Partnerships, Center for Public & Nonprofit Management, Center for Community Schools and Child welfare, Center for Law & Public Policy,
- Florida Center for Student with Unique Abilities
- Nicholson School of Communication: Human Communications, Masters in Communication
- College of Arts and Humanities: FIEA, CREATE, Flying Horse
- School of Visual Arts and Design: Digital Media
- Library, Student Support Services,
- Welcome Pavilion

Valencia College programs include:

- General Education
- Digital Media
- Health Information Technology
- Culinary & Hospitality


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
UCF Status of Projects Update
June 27, 2016

Questions?

ITEM: FF-4

University of Central Florida
Board of Trustees

SUBJECT: Five-year Capital Improvement Plan

DATE: July 20, 2017

PROPOSED BOARD ACTION

Approve the capital improvement plan for 2018-19 through 2022-23.

BACKGROUND INFORMATION

Each year, the university must submit an updated capital improvement plan to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay list, and it provides information to the State Board of Education for its request for capital project funding for 2018-19.

The capital improvement plan must be submitted to the Board of Governors' staff by August 1, 2017. The attached schedules include the following:

- projects that are proposed for inclusion in the five-year capital improvement plan
- items to be included in the 2018-19 Appropriations Authorization Bill, including projects funded by bonds, direct support organization projects, and projects requiring general revenue to operate.

We request approval to submit the 2018-19 Capital Improvement Plan with the projects listed in the attached schedules.

Supporting documentation:
Attachment A: 2018-19 Five-year Plan List
Attachment B: 2018-19 Fixed Capital Outlay Projects Requiring Board of Governors Approval to be Constructed, Acquired, and Financed by a University or a University Direct Support Organization with Approved Debt
Attachment C: 2018-19 Fixed Capital Outlay Projects That May Require Legislative Authorization and General Revenue Funds to Operate and Maintain

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Attachment A

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2018-23
2018 **FIVE-**YEAR FIXED CAPITAL IMPROVEMENTS **PLAN**

PECO PROJECTS — REVISED 05/30/2017	2018-19 YR #1	2019-20 YR #2	2020-21 YR #3	2021-22 YR #4	2022-23 YR #5	TOTALS	RANK
UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL, AND ROOFS (P,C)	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$70,000,000	1
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY (P,C,E) RESEARCH BUILDING I	$6,707,360	$34,529,519	$6,042,667			$47,279,546	2
ENGINEERING BUILDING I RENOVATION (C,E)	$17,745,473	$1,176,311				$18,921,784	3
COLLEGE OF NURSING AND ALLIED HEALTH (P,C,E) HEALTH SCIENCES CAMPUS	$8,321,670	$66,573,360	$8,321,670			$83,216,700	4
MATHEMATICAL SCIENCES BUILDING REMODELING AND RENOVATION (C,E)	$11,970,963	$890,181				$12,861,144	5
TREVOR COLBOURN HALL AND COLBOURN DEMOLITION (P,C,E)	$38,000,000					$38,000,000	6
JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)	$2,411,142	$34,735,896	$4,121,208			$41,268,246	7
ARTS COMPLEX PHASE I (PERFORMANCE) (P,C,E)	$3,060,000	$27,172,800	$3,060,000			$33,292,800	8
CHEMISTRY RENOVATION (P,C,E)		$700,241	$12,731,680	$700,241		$14,132,162	9
FLORIDA SOLAR ENERGY CENTER RENOVATION (P,C,E)		$11,322,000				$11,322,000	10
INFRASTRUCTURE CHILLED WATER REPLACEMENT (P,C)		$5,100,000	$10,200,000	$7,401,120		$22,701,120	11
RESEARCH BUILDING II (P,C,E)			$6,859,773	$54,878,187	$6,859,773	$68,597,733	12
VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,891,362	$31,130,899	$3,891,362	$38,913,623	13
WASTEWATER, WATER, NATURAL GAS REPLACEMENT (P,C)			$7,140,000	$10,200,000	$12,780,600	$30,120,600	14
MILLICAN HALL RENOVATION (P,C,E)			$1,472,991	$11,783,935	$1,472,991	$14,729,917	15
BUSINESS ADMINISTRATION RENOVATION (P,C,E)			$640,779	$12,291,313	$640,779	$13,572,871	16
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$6,287,805			$6,287,805	17
RESEARCH BUILDING III (P,C,E)			$7,483,389	$59,867,113	$7,483,389	$74,833,891	18
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)			$3,604,940	$28,839,551	$3,604,940	$36,049,431	19
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)			$87,991,555			$87,991,555	20
TOTAL	**$102,216,608**	**$196,200,308**	**$183,849,819**	**$231,092,359**	**$50,733,834**	**$764,092,928**	

CITF PROJECT REQUESTS	2018-19 YR #1	2019-20 YR #2	2020-21 YR #3	2021-22 YR #4	2022-23 YR #5	TOTALS	RANK
~~JOHN C. HITT LIBRARY RENOVATION PHASE I (C,E)~~	~~$6,854,569~~					~~$6,854,569~~	~~1~~
JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)	$41,268,246					$41,268,246	1
CREATIVE SCHOOL FOR CHILDREN		$6,000,000				$6,000,000	2
TOTAL	**$41,268,246**	**$6,000,000**	**$0**	**$0**	**$0**	**$47,268,246**	

REQUESTS FROM OTHER STATE SOURCES	2018-19 YR #1	2019-20 YR #2	2020-21 YR #3	2021-22 YR #4	2022-23 YR #5	TOTALS	RANK
~~INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY PHASE II (P,C,E)~~	~~$16,614,853~~					~~$16,614,853~~	~~1~~
~~CREOL EXPANSION PHASE II (P,C,E)~~	~~$6,784,228~~					~~$6,784,228~~	~~2~~
~~STADIUM VIDEO AND SOUND (P,C,E)~~	~~$5,000,000~~					~~$5,000,000~~	~~3~~
~~UCF DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (P,C,E)~~	~~$15,118,758~~					~~$15,118,758~~	~~4~~
ARA RESEARCH BUILDING	$27,540,000					$27,540,000	1
CAMPUS ENTRYWAYS PHASE I (P,C,E)	$2,153,996					$2,153,996	2
CAMPUS ENTRYWAYS PHASE II (P,C,E)		$5,015,978				$5,015,978	3
WELCOME CENTER EXPANSION (P,C,E)		$8,768,771				$8,768,771	4
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,535,637	$22,937,137	$1,535,637		$26,008,411	5
HOWARD PHILLIPS HALL RENOVATION (P,C,E)		$9,165,322				$9,165,322	6
BIOLOGICAL SCIENCES RENOVATION (P,C,E)		$10,189,800				$10,189,800	7
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)		$7,253,771				$7,253,771	8
TRANGENIC ANIMAL FACILITY (P,C)		$2,010,000				$2,010,000	9
CAMERA ACCESS CONTROL (P,C)		$13,219,200				$13,219,200	10
ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)			$3,855,522	$30,844,176	$3,855,522	$38,555,220	11
CLASSROOM BUILDING III (P,C,E)			$3,052,049	$23,290,675	$3,052,049	$29,394,773	12
FACILITIES AND SAFETY BUILDING AT HEALTH SCIENCES CAMPUS (P,C,E)			$7,630,122			$7,630,122	13
RECYCLING CENTER (P,C)			$2,924,880	$23,399,042	$2,924,880	$29,248,802	14
HUMANITIES AND FINE ARTS II (P,C,E)			$3,525,566	$21,695,783	$3,525,566	$28,746,915	15
SOCIAL SCIENCES FACILITY (P,C,E)			$3,052,049	$24,416,391	$3,052,049	$30,520,489	16
UCF HEALTH EXPANSION AND WELLNESS CENTER (P,C,E)			$1,271,687	$10,173,496	$1,271,687	$12,716,870	17
COASTAL BIOLOGY STATION (P,C,E)			$6,358,435			$6,358,435	18
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)			$87,991,555			$87,991,555	19
TECHNOLOGY COMMONS II RENOVATION (P,C,E)				$3,781,674		$3,781,674	20
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)				$4,091,598		$4,091,598	21
SIMULATION AND TRAINING BUILDING (P,C,E)				$3,014,325	$23,412,234	$26,426,559	22
BUSINESS ADMINISTRATION III BUILDING (P,C,E)				$2,015,023	$15,650,667	$17,665,690	23
EDUCATION BUILDING II (P,C,E)				$2,428,390	$18,361,845	$20,790,235	24
BAND BUILDING II INFRASTRUCTURE (P,C)				$578,675	$3,561,078	$4,139,753	25
ARTS COMPLEX III (P,C,E)				$1,889,327	$13,995,013	$15,884,340	26
~~INTERDISCIPLINARY RESEARCH BUILDING II~~ (P,C,E) RESEARCH BUILDING IV				$2,927,203	$25,291,037	$28,218,240	27
THEATER BUILDING RENOVATION (P, C,E)					$4,338,335	$4,338,335	28
SUSTAINABILITY CENTER (P,C,E)					$6,358,435	$6,358,435	29
WET TEACHING LAB AND EXPANDED STEM FACILITY (P,C,E)					$16,143,188	$16,143,188	30
UTILITY INFRASTRUCTURE AND SITE WORK CLINICAL FACILITIES HEALTH SCIENCES CAMPUS (P,C)					$13,230,632	$13,230,632	31
TOTAL	**$29,693,996**	**$57,158,479**	**$142,599,002**	**$156,081,415**	**$158,024,217**	**$543,557,109**	

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT	2018-19 YR #1	2019-20 YR #2	2020-21 YR #3	2021-22 YR #4	2022-23 YR #5	TOTALS	RANK
~~STUDENT UNION EXPANSION (P,C,E)~~	~~$14,000,000~~					~~$14,000,000~~	
~~UCF DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (P,C,E)~~	~~$15,118,758~~					~~$15,118,758~~	
~~TEACHING HOSPITAL AT LAKE NONA (P,C,E)~~	~~TBD~~					~~$0~~	
~~GARAGE EXPANSION (P,C,E)~~	~~$12,117,600~~					~~$12,117,600~~	
~~WAYNE DENSCH SPORTS CENTER EXPANSION (P,C,E)~~	~~$5,100,000~~					~~$5,100,000~~	
~~ROSEN STORAGE SHED (P,C,E)~~		~~$225,000~~				~~$225,000~~	
~~REFINANCE UCF FOUNDATION PROPERTIES~~	~~$37,410,000~~					~~$37,410,000~~	
~~REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS (P,C,E)~~	~~$34,237,728~~					~~$34,237,728~~	
~~SOFTBALL STADIUM EXPANSION AND ENHANCEMENTS (P,C,E)~~	~~$1,132,200~~					~~$1,132,200~~	
~~FIELDHOUSE CHILLED WATER-HVAC UPGRADES (P,C,E)~~	~~$7,551,725~~					~~$7,551,725~~	
DOWNTOWN WELCOME CENTER (P,C,E)	$3,060,000					$3,060,000	
UCF SOLAR FARM (P,C,E)	$15,300,000					$15,300,000	
INSTITUTE FOR HOSPITALITY IN HEALTHCARE (P,C,E) HEALTH SCIENCES CAMPUS	$15,300,000					$15,300,000	
UCF DOWNTOWN CAMPUS GARAGE II (P,C,E)	$16,983,000					$16,983,000	
SPECIAL PURPOSE HOUSING AND PARKING GARAGE (P,C,E)	$30,569,400					$30,569,400	
SPECIAL PURPOSE HOUSING II (P,C,E)	$9,782,208					$9,782,208	
PARKING DECKS (P,C,E)	$20,787,192					$20,787,192	
GRADUATE HOUSING (P,C,E)	$61,138,800					$61,138,800	
STUDENT HOUSING (P,C,E)	$61,138,800					$61,138,800	
PARTNERSHIP GARAGE (P,C,E)	$8,559,432					$8,559,432	
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	$3,396,600					$3,396,600	
GARVY CENTER FOR STUDENT-ATHLETE NUTRITION	$1,850,000					$1,850,000	
BASEBALL CLUBHOUSE EXPANSION AND RENOVATION (P,C,E)	$1,132,200					$1,132,200	
FOOTBALL BUILDING (P,C,E)	$16,685,798					$16,685,798	
GOLF TRAINING FACILITY (P,C,E)	$2,000,000					$2,000,000	
BRIGHT HOUSE NETWORKS STADUIM RUST REMEDIATION (P,C,E)	$8,823,000					$8,823,000	
VENUE HVAC (P,C)	$2,800,000					$2,800,000	
VENUE EXPANSION AND RENOVATION (P,C)	$8,000,000					$8,000,000	
PARKING DECK (P,C,E)	$5,661,000					$5,661,000	
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)	$139,635,343					$139,635,343	
OUTPATIENT CENTER (P,C,E) LAKE NONA	$91,708,200					$91,708,200	
CAMPUS ENTRYWAYS PHASE I (P,C,E)	$2,153,996					$2,153,996	
CREATIVE SCHOOL FOR CHILDREN		$6,000,000				$6,000,000	
CAMPUS ENTRYWAYS PHASE II (P,C,E)		$5,015,978				$5,015,978	
ROSEN EDUCATIONAL FACILITY (P,C,E)		$17,225,000				$17,225,000	
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,356,330	$20,258,909	$1,356,330		$22,971,569	
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)		$16,983,000				$16,983,000	
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)			$14,492,160			$14,492,160	
FACILITIES AND SAFETY BUILDING AT HEALTH SCIENCES CAMPUS (P,C,E)			$7,630,122			$7,630,122	
PARKING GARAGE VII (P,C,E)			$25,433,741			$25,433,741	
COASTAL BIOLOGY STATION (P,C,E)			$6,358,435			$6,358,435	
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)			$87,991,555			$87,991,555	
UCF HEALTH EXPANSION AND WELLNESS CENTER (P,C,E)			$1,271,687	$10,173,496	$1,271,687	$12,716,870	
DENTAL SCHOOL (P,C,E) HEALTH SCIENCES CAMPUS				$73,000,000		$73,000,000	
SUSTAINABILITY CENTER (P,C,E)					$6,358,435	$6,358,435	
WET TEACHING LAB AND EXPANDED STEM FACILITY (P,C,E)					$16,143,188	$16,143,188	
UTILITY INFRASTRUCTURE AND SITE WORK CLINICAL FACILITIES (P,C) HEALTH SCIENCES CAMPUS					$13,230,632	$13,230,632	
BRIGHT HOUSE NETWORKS STADIUM EXPANSION AND IMPROVEMENTS PHASE I (P,C,E)					$16,416,900	$16,416,900	
BRIGHT HOUSE NETWORKS STADIUM EXPANSION AND IMPROVEMENTS PHASE II (P,C,E)					$44,905,316	$44,905,316	
TOTAL	**$526,464,969**	**$46,580,308**	**$163,436,609**	**$84,529,826**	**$98,326,158**	**$919,337,870**	
GRAND TOTAL	**$699,643,819**	**$305,939,095**	**$489,885,430**	**$471,703,600**	**$307,084,209**	**$2,274,256,153**	

Projects added or changed for FY 2018-19

Projects to be programmed

Projects with approved building programs

~~**Project may be a Joint Use Facility with Valencia College, which would result in shared funding**~~

Remodeling denotes **change** in space usage.

Renovation denotes **no change in** space usage.

Projects removed from the list

Attachment B

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects Requiring Board of Governors Approval
to be Constructed, Acquired, and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For Operational and Maintenance Costs Amount	Source
~~UCF~~	~~Special Purpose Housing and Parking Garage~~	~~160,000~~	~~425 beds and 500 parking spaces~~	~~UCF, Orlando~~	~~$ 27,540,000~~	~~Rental income~~	~~July~~	~~$2,400,000~~	~~Auxiliary~~
~~UCF~~	~~Special Purpose Housing II~~	~~32,000~~	~~Fraternity, sorority, and organization housing~~	~~UCF, Orlando~~	~~$ 8,812,800~~	~~Rental income~~	~~July~~	~~$480,000~~	~~Auxiliary~~
~~UCF~~	~~Parking Garage VII~~	~~447,000~~	~~1,600 spaces~~	~~UCF, Orlando~~	~~$ 22,913,280~~	~~Decal fees, traffic fines, and Transportation Access Fee~~	~~July~~	~~$6,705,000~~	~~Auxiliary~~
~~UCF~~	~~Parking Decks~~	~~168,000~~	~~1,800 spaces~~	~~UCF, Orlando~~	~~$ 18,727,200~~	~~Decal fees, traffic fines, and Transportation Access Fee~~	~~July~~	~~$2,520,000~~	~~Auxiliary~~
~~UCF~~	~~Graduate Housing~~	~~150,000~~	~~Land and 600 beds~~	~~UCF, Orlando~~	~~$ 55,080,000~~	~~Rental and retail income~~	~~July~~	~~$2,250,000~~	~~Auxiliary~~
~~UCF~~	~~Refinance UCF Foundation properties~~	~~432,250~~	~~Consolidation and refinancing of existing UCF Foundation properties~~	~~UCF, Orlando~~	~~$ 37,410,000~~	~~Rental and retail income~~	~~July~~	~~$0~~	~~N/A~~
~~UCF~~	~~Student Housing~~	~~224,000~~	~~800 beds~~	~~UCF, Orlando~~	~~$ 55,080,000~~	~~Rental income~~	~~July~~	~~$3,360,000~~	~~Auxiliary~~
~~UCF~~	~~Garage Expansion~~	~~50,837~~	~~400 additional spaces~~	~~UCF, Orlando~~	~~$ 12,117,600~~	~~Decal fees, traffic fines, and Transportation Access Fee~~	~~July~~	~~$762,555~~	~~Auxiliary~~
~~UCF~~	~~Wet Teaching Lab and Expanded Stem Facility~~	~~249,450~~	~~Classrooms, labs, and offices~~	~~UCF, Orlando~~	~~$ 142,582,482~~	~~Donations and partnerships~~	~~July~~	~~$3,741,750~~	~~General Revenue~~
~~UCF~~	~~Facilities and Safety Building, Lake Nona~~	~~34,586~~	~~Offices, storage, and support space~~	~~UCF, Orlando~~	~~$ 6,873,984~~	~~Donations and partnerships~~	~~July~~	~~$518,790~~	~~General Revenue~~
~~UCF~~	~~Regional Campuses Multi-Purpose Buildings~~	~~60,000~~	~~Classrooms, labs, and offices~~	~~UCF, Orlando~~	~~$ 30,844,800~~	~~Donations and partnerships~~	~~July~~	~~$900,000~~	~~General Revenue~~
~~UCF~~	~~Partnership Garage~~	~~60,000~~	~~600 spaces~~	~~UCF, Orlando~~	~~$ 7,711,200~~	~~Decal fees and revenue income~~	~~July~~	~~$0~~	~~Auxiliary~~
~~UCF~~	~~UCF Downtown Campus Garage II~~	~~200,000~~	~~600 spaces~~	~~UCF, Orlando~~	~~$ 15,300,000~~	~~Decal fees, traffic fines, and Transportation Access Fee~~	~~July~~	~~$3,000,000~~	~~Auxiliary~~
~~UCF~~	~~Wayne Densch Sports Center Expansion~~	~~36,000~~		~~UCF, Orlando~~	~~$ 5,100,000~~		~~July~~	~~$540,000~~	~~DSO~~
~~UCF~~	~~Baseball Stadium Expansion Phase II~~		~~300 seat club, enhancements~~	~~UCF, Orlando~~	~~$ 3,060,000~~	~~Donations~~	~~July~~	~~$0~~	~~DSO~~
~~UCF~~	~~Softball Stadium Expansion and Renovation~~		~~400 to 600 additional seats, shade structure over grandstand, new press box~~	~~UCF, Orlando~~	~~$ 1,020,000~~	~~Donations~~	~~July~~	~~$0~~	~~DSO~~
UCF	Bright House Networks Stadium Expansion and Improvements Phase I	21,337	Additional club seating, suites, and operational booths	UCF, Orlando	$ 14,790,000	Donations	July	$320,055	DSO
UCF	Baseball Clubhouse Expansion and Renovation		New playing field, chair backs, audio, and lighting upgrade	UCF, Orlando	$ 1,020,000	Donations	July	$0	DSO
UCF	Bright House Networks Stadium Expansion and Improvements Phase II	80,000	Additional seating up to 20,000	UCF, Orlando	$ 39,662,000	Donations	July	$1,200,000	DSO
UCF	Football Building	45,000	Offices, storage, and support space	UCF, Orlando	$ 14,737,500	Donations	July	$675,000	Auxiliary
UCF	Golf Training Facility (move from Twin Rivers Golf Course)			UCF, Orlando	$ 2,000,000	Donations	July	$0	DSO
UCF	Garvy Center for Student-Athlete Nutrition			UCF, Orlando	$ 1,850,000	Donations	July	$0	DSO
UCF	Venue Expansion and Renovation		Offices, storage, and support space	UCF, Orlando	$ 8,000,000	Donations	July	$0	Auxiliary
~~UCF~~	~~Bio-Medical Annex Renovation and Expansion~~	~~32,000~~	~~Classrooms, labs, and offices~~	~~UCF, Orlando~~	~~$ 13,056,000~~	~~Donations and partnerships~~	~~July~~	~~$480,000~~	~~General Revenue~~
~~UCF~~	~~Outpatient Center~~	~~237,520~~	~~Health care facilities, offices, 38 beds~~	~~UCF, Orlando~~	~~$ 82,620,000~~	~~Donations and partnerships~~	~~July~~	~~$3,562,800~~	~~General Revenue~~
~~UCF~~	~~Dental School~~	~~166,750~~	~~Classrooms, labs, auditorium, health care facilities, offices~~	~~UCF, Orlando~~	~~$ 73,000,000~~	~~Donations and partnerships~~	~~July~~	~~$2,501,250~~	~~Revenue~~
~~UCF~~	~~Utility Infrastructure and Site Work, Lake Nona Clinical Facilities~~		~~3,080 spaces~~	~~UCF, Orlando~~	~~$ 11,685,773~~	~~Income and energy savings~~	~~July~~		~~General Revenue~~
~~UCF~~	~~UCF Health Expansion and Wellness Center~~	~~254,150~~	~~Labs, offices~~	~~UCF, Orlando~~	~~$ 11,456,640~~	~~Donations and partnerships~~	~~July~~	~~$3,812,250~~	~~General Revenue~~

Attachment C

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects That May Require Legislative Authorization
and General Revenue Funds to Operate and Maintain
BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational and Maintenance Costs Amount	Source
UCF	Florida Advanced Manufacturing Research Facility	81,750	Research Labs, Wet Labs, Collaboration Rooms, Offices	UCF-Osceola	$75,000,000	PECO	$1,339,850	General Revenue
UCF	Optical Materials Lab Addition	5,530	Research Labs	UCF-Orlando	$1,640,000	E&G	$90,634	General Revenue
UCF	John C. Hitt Library Expansion Phase I (ARC)	8,800	Automatic Retrieval Center	UCF-Orlando	$10,771,963	CITF	$144,228	General Revenue
UCF	John C. Hitt Library Expansion Phase I (Connector)	12,609	Automatic Retrieval Center	UCF-Orlando	$21,366,592	CITF	$122,007	General Revenue
UCF	CREOL	2,756	Research Labs	UCF-Orlando	$1,406,000	E&G	$45,170	General Revenue
UCF	Arts Complex II Performance	2,728	Teaching Lab, Offices	UCF-Orlando	$964,411	PECO	$31,353	General Revenue
UCF	BPW Building	4,038	Teaching Labs, Offices	UCF - Orlando	$275,000	E&G	$66,181	General Revenue
UCF	District Energy IV Plant	13,000	Offices	UCF - Orlando	$13,000,000	Auxilary	$94,231	General Revenue
UCF	Trevor Colbourn Hall and Colbourn Demolition	136,500	Offices, Classrooms	UCF-Orlando	$38,000,000	E&G	$2,237,180	General Revenue
UCF	Coastal Biology	3,000	Research	UCF-Melbourne Beach	$2,500,000	E&G	$49,169	General Revenue
UCF	Partnership IV Phase I and II	92,529	Office, Research Labs	UCF-Orlando	$42,000,000	PECO	$1,516,513	General Revenue
UCF	Florida Solar Energy Center Renovation	42,986	Offices, Research Labs	UCF-Orlando	$10,000,000	PECO	$704,523	General Revenue
UCF	Interdisciplinary Research and Incubator Facilty	97,482	Offices, Labs	UCF-Orlando	$46,614,853	E&G	$1,597,691	General Revenue
UCF	Arboretum Green House	800	Teaching Lab	UCF-Orlando	$400,000	E&G	$13,112	General Revenue
UCF	Band Building	6,000	Teaching Labs, Offices	UCF-Orlando	$5,000,000	E&G	$98,338	General Revenue
UCF	CREOL Expansion Phase II	13,900	Research Labs, Offices	UCF-Orlando	$6,784,228	E&G	$227,815	General Revenue
UCF	Visual Arts Building Addition	699	Teaching Lab	UCF-Orlando		E&G	$11,456	General Revenue
UCF	Arecibo National Astronomy Ionosphere Center	62,918	Research Labs, Offices	UCF-Puerto Rico		E&G	$1,031,201	General Revenue
UCF	Medically Directed Wellness and Sports Center	2,000	Teaching Labs, Classroom	UCF Lake Nona		E&G	$32,779	General Revenue
UCF	UCF Downtown Tri-generation Facility	15,000	Teaching Labs, Offices	UCF-Orlando	$15,118,000	E&G	$245,844	General Revenue
UCF	College of Nursing and Allied Health - Health Sciences Campus	145,000	Teaching Labs, Offices	UCF-HSC	$83,216,700	E&G	$2,376,492	General Revenue
UCF	UCF Downtown Garage (E and G Spaces)	32,000	Offices, Support	UCF-Orlando	$150,000,000	E&G	$524,467	General Revenue
UCF	Energy Lab	20,000	Research Labs, Offices	UCF-Orlando		E&G	$327,792	General Revenue

July 20, 2017 Board of Trustees Meeting Transcript

Speaker	Dialogue
58:38 - 1:00:26	
MARCHENA	FF-4.
MARTINS	FF-4 is a five year Capital Improvement Plan. Approval was requested for the Capital Improvement Plan options for 2018-19 thru 2022-23. Each year the university must submit an updated Capital Improvement Plan to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay list and provides information the state Board of Education for its request for capital project funding for 2018-19. The committee unanimously approved the 2018-19 Capital Improvement Plan with the pro-, projects listed, uh, in the attached schedule with the understanding that several line items could have name changes. Also, the laboratory and environmental support building was added to the attachment C. Uh, the plan was unanimously approved by the committee and on the behalf of the committee I move FF-4, the five-year Capital Improvement Plan.
MARCHENA	Uh, there's a motion. Is there a second?
GARVY	Second.
MARCHENA	There's a second. Alex, I just want to clarify, I was looking at our agenda item on the board, uh, booklet and I don't see the, the specific recommendation from the committee which included, uh, some, authority to Dr. Hitt, making I believe certain changes, but with certain limitations to it. That's not on here, but I'm assuming you're motion includes-, it's basically the same motion that the committee recommended.
MARTINS	That is correct Mr. Chairman.
MARCHENA	Alright, thank you. Any other questions? Hearing none all those in favor of the motion, uh, for FF-4. Please signify by saying Aye.
MULTIPLE SPEAKERS	[*simultaneous speaking*] Aye.
MARTINS	Aye.
MARCHENA	All those opposed, like sign. The motion carries.
[END OF TRANSCRIPTION]	



University of
Central
Florida

Fixed Capital Outlay Budget Request

2017 - 2018

University of Central Florida

Office of the President

July 21, 2016

Mr. Tim Jones
Chief Financial Officer
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399-0400

Dear Mr. Jones:

Pursuant to your request dated April 28, 2016, to the university presidents, enclosed is the University of Central Florida's Five-Year Fixed Capital Improvement Plan for the years 2017-2022.

This list revises UCF's primary priorities of previous years in accordance with the funding allocated by the Board of Governors, and it also includes additional facilities consistent with recent program developments and needs of the university. Use of existing space was considered in the prioritization of UCF's projects. We have also increased the cost of projects to reflect current construction-cost inflation.

Colbourn Hall Renovation has been deleted, subject to State approvals for the demolition of the building. The Trevor Colbourn Hall line has been revised to include the Colbourn Hall demolition, and the line item now reflects the additional costs for the demolition and added square footage.

The College of Nursing is now known as The College of Nursing and Allied Heath. The proposed facility has increased in square footage and cost, and it has moved from number 16 to 11 on the plan.

The following projects have been added to the three-year window: Florida Solar Energy Center Renovation; Research Building I and II; Infrastructure Chilled Water Replacement; and Wastewater, Water, Natural Gas Replacement.

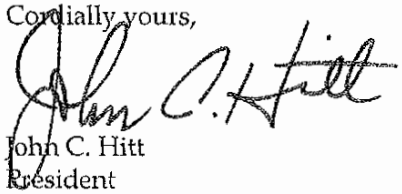
The UCF Five-Year Fixed Capital Improvement Plan was reviewed and approved by the University Board of Trustees on June 27, 2016.

P.O. Box 160002 • Orlando, FL 32816-0002 • (407) 823-1823 • FAX (407) 823-2264 • jhitt@mail.ucf.edu

An Equal Opportunity and Affirmative Action Institution

Please have members of your staff contact Lee Kernek at (407) 823-3812 or Gina Seabrook at (407) 823-5894 if they have questions or need additional information. Thank you.

Cordially yours,



John C. Hitt
President

Attachments

c: Mrs. Lee Kernek
Mr. William F. Merck, II
Mr. William Martin
Mrs. Gina Seabrook

STATE UNIVERSITY SYSTEM
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request
Fiscal Years 2017-18 through 2022

University of Central Florida

PECO-ELIGIBLE PROJECT REQUESTS

Priority No	Project Title	2017-18 Year 1	2018-19 Year 2	2019-20 Year 3	2020-21 Year 4	2021-22 Year 5
1	UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL AND ROOFS (P,C)	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000
2	INTERDISCIPLINARY RESEARCH AND INCUBATOR FAC. (P,C,E)	$6,042,667	$34,529,519	$6,042,667		
3	ENGINEERING BUILDING I RENOVATION (C,E)	$15,986,913	$1,059,739			
4	MATH SCIENCES BUILDING, REMODELING AND RENOVATION (C,E)	$10,784,652	$801,965			
5	TREVOR COLBOURN HALL AND COLBOURN DEMOLITION (P,C,E)	$38,000,000				
6	JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)	$3,712,800	$31,293,600	$3,712,800		
7	ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$6,472,794	$51,782,356	$6,472,794		
8	CHEMISTRY RENOVATION (P,C,E)		$630,848	$11,469,981	$630,848	
9	FLORIDA SOLAR ENERGY CENTER RENOVATION (P,C,E)		$10,000,000			
10	INFRASTRUCTURE CHILLED WATER REPLACEMENT (P,C)		$5,100,000	$10,200,000	$7,401,120	
11	COLLEGE OF NURSING AND ALLIED HEALTH (P,C,E)			$7,350,000	$58,800,000	$7,350,000
12	RESEARCH BUILDING I (P,C,E)			$6,058,800	$48,470,400	$6,058,800
13	VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,505,732	$28,045,855	$3,505,732
14	WASTERWATER, WATER, NATURAL GAS REPLACEMENT (P,C)			$7,140,000	$10,200,000	$12,786,600
15	MILLICAN HALL RENOVATION (P,C,E)			$1,327,019	$10,616,158	$1,327,019
16	BUSINESS ADMINISTRATION RENOVATION (P,C,E)			$577,278	$11,073,255	$577,278
17	FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$5,674,889		
18	RESEARCH BUILDING II (P,C,E)			$6,609,600	$52,876,800	$6,609,600
19	MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)			$3,247,693	$25,981,577	$3,247,697
20	UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)				$77,717,325	
	TOTAL	$94,999,826	$149,198,027	$93,389,253	$345,813,338	$55,456,726

Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Educational Plant Survey Recommended Date/Rec No.	Approved by Law - Include GAA reference
Total Campus	N/A		70000000	#DIV/0!	June-16	
Engrg-Arts Sciences	63119	93408	46614853	$ 499	June-16	
Clge of Engineering	118186	130885	17046652	$ 130	February-11	HB 5001 Section 2
CAS-CHPA	100368	106523	11585617	$ 109	February-11	HB 5001 Section 2
CAS-CHPA	90515	135600	38000000	$ 280	June-16	
Total Campus	109560	226387	38719200	$ 171	June-16	
Total Campus	113155	149394	64727944	$ 433	June-16	
Clge Arts Sciences	43265	49073	12731677	$ 95	June-16	
Clge of Engineering	37777	56666	10000000	$ 176		
Total Campus	N/A	N/A	22701120	#DIV/0!		
Clge of Nursing	119220	176250	73500000	$ 417	June-16	
Clge of Engineering	85018	126258	60588000	$ 480		
Clge Arts Sciences	40000	60850	35057319	$ 576	June-16	
Total Campus		N/A	30120600	$ 239		
Total Campus	88586	87752	13270196	$ 218	June-16	
Total Campus	118824	121074	12227611	$ 101	June-16	
Total Campus	17400	26100	5674889	$ 217	June-16	
Clge of Engineering	91929	138623	66096000	$ 484		
Total Campus	51817	77726	32476967	$ 418	June-16	
Clge Arts Sciences	150325	222000	77717325	$ 350		

CITF PROJECT REQUESTS

Priority No	Project Title	Year 1	Year 2	Year 3	Year 4	Year 5
1	JOHN C. HITT LIBRARY RENOVATION PHASE I (P,C,E)	$6,854,569				
2	JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)		$38,719,200			
	TOTAL	$6,854,569	$38,719,200	$0	$0	$0

Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Committee Approval Date
Total Campus	52627	59096	33001841	$ 558	05/16/12
Total Campus	261487	274837	38719200	$ 141	05/17/12

REQUESTS FROM OTHER STATE SOURCES

Priority No	Project	Year 1	Year 2	Year 3	Year 4	Year 5
21	INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILTIY PHASE II (P,C,E)	$16,614,853				
22	CREOL EXPANSION PHASE II (P,C,E)	$6,784,228				
23	STADIUM VIDEO AND SOUND (P,C,E)	$5,000,000				
24	UCF DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (P,C,E)	$15,118,758				
25	CAMPUS ENTRYWAYS	$6,642,054				
26	WELCOME CENTER EXPANSION (P,C,E)		$7,899,794			
27	CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,994,601	$16,621,674	$1,994,601	
28	HOWARD PHILLIPS HALL RENOVATION (P,C,E)		$8,257,047			
29	FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)		$6,534,929			
30	CLASSROOM BUILDING III (P,C,E)			$2,749,594	$21,996,749	$2,749,594
31	FACILITIES ANS SAFETY BUILDING AT LAKE NONA (P,C,E)			$6,873,984		
32	RECYCLING CENTER (P,C,E)			$2,635,027	$21,080,218	$2,635,027
33	HUMANITIES AND FINE ARTS II (P,C,E)			$3,176,185	$19,545,750	$3,176,185
34	SOCIAL SCIENCES FACILITY (P,C,E)			$2,749,594	$21,996,749	$2,749,594
35	UTILITY INFRASTRACTURE AND SITE WORK, LAKE NONA CLINICAL FACILITIES (P,C)			$11,456,640		
36	COASTAL BIOLOGY STATION			$5,728,320		
37	UCF HEALTH EXPANSION AND WELLNESS CENTER (P,C,E)			$1,145,664	$9,165,312	$1,145,664

Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	
Engrg-Arts Sciences	24140	35895	16,614,853	$ 463	
Total Campus	10208	13900	6,784,228	$ 488	
Total Campus		N/A	5,000,000	#DIV/0!	
Total Campus	11000	13000	15,118,758	$ 1,163	
Total Campus	N/A	N/A	6,642,054	#DIV/0!	
Total Campus	11650	16210	7,899,794	$ 487	
Clge of Engr	33450	48,640	20,610,876	$ 422	
Total Campus	56903	64619	8,257,047	$ 128	
Total Campus	19014	28520	6,534,929	$ 229	
Total Campus	43857	65666	27,495,937	$ 419	
Total Campus	10000	23842	6,873,984	$ 288	
Total Campus	46675	59160	26,350,272	$ 445	
Clge Arts Sci	40724	61086	25,898,120	$ 424	
Total Campus	45700	66150	27,495,937	$ 416	
Total Campus		N/A	11,456,640	#DIV/0!	CIP2
Clge of Sciences	17544	26316	5,728,320	$ 218	
Clge of Medicine	14500	21750	11,456,640	$ 527	

38	UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)				$77,717,325		Cige Arts Sciences	150325	222000	77,717,325	$	350
39	TECHNOLOGY COMMONS II RENOVATION (P,C,E)				$3,406,913		Total Campus	6570	9855	3,406,913	$	346
40	COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)				$3,686,124		Cige Arts Sciences	19998	25497	3,686,124	$	145
41	SIMULATION AND TRAINING BUILDING (P,C,E)				$2,715,608	$21,092,103	Cige of Engr	52425	52431	26,523,319	$	506
42	BUSINESS ADMIN. III BUILDING (P,C,E)				$1,815,335	$14,099,700	Cige of Business	28091	41782	17,730,370	$	424
43	EDUCATION BUILDING II (P,C,E)				$2,187,739	$16,542,203	Cige Education	33520	50430	20,917,681	$	415
44	BAND BUILDING II INFRASTRUCTURE (P,C)				$521,329	$3,208,179	Total Campus	9587	12714	4,250,638	$	334
45	ARTS COMPLEX III (P,C,E)				$1,702,096	$12,608,120	Total Campus	27600	38421	16,012,312	$	417
46	INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,637,120	$22,784,718	Engrg-Arts Sciences	38550	57825	28,025,958	$	485
47	THEATER BUILDING RENOVATION (P, C,E)					$3,908,410	Cige Arts Sciences	22064	29469	3,908,410	$	133
48	SUSTAINABILITY CENTER (P,C,E)					$5,728,320	Total Campus	8800	13200	5,728,320	$	434
49	WET TEACHING LAB AND EXPANDED STEM FACILITY (P,C,E)					$14,258,248	Total Campus	164500	240950	142,582,482	$	592
	TOTAL	$50,159,893	$24,686,371	$53,136,682	$192,168,968	$126,686,065						

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT

Project	Year 1	Year 2	Year 3	Year 4	Year 5
STUDENT UNION EXPANSION	$14,000,000				
UCF DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (P,C,E)	$15,118,758				
INSTITUTE FOR HOSPITALITY IN HEALTHCARE AT LAKE NONA (P,C,E)	$15,300,000				
UCF DOWNTOWN CAMPUS GARAGE II (P,C,E)	$15,300,000				
SPECIAL PURPOSE HOUSING AND PARKING GARAGE (P,C,E)	$27,540,000				
SPECIAL PURPOSE HOUSING II (P,C,E)	$8,812,800				
PARKING DECKS (P,C,E)	$18,727,200				
GRADUATE HOUSING (P,C,E)	$55,080,000				
REFINANCE UCF FOUNDATION PROPERTIES	$37,410,000				
STUDENT HOUSING (P,C,E)	$55,080,000				
GARAGE EXPANSION (P,C, E)	$12,117,600				
REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS (P,C,E)	$30,844,800				
PARTNERSHIP GARAGE (P,C,E)	$7,711,200				
WAYNE DENSCH SPORTS CENTER EXPANSION (P,C,E)	$5,100,000				
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	$3,060,000				
SOFTBALL STADIUM EXPANSION AND ENHANCEMENTS (P,C,E)	$1,020,000				
BRIGHT HOUSE NETWORKS STADIUM EXPANSION & IMPROVEMENTS PHASE I (P,C,E)	$14,790,000				
BASEBALL CLUBHOUSE EXPANSION AND RENOVATION	$1,020,000				
BRIGHT HOUSE NETWORKS STADIUM EXPANSION & IMPROVEMENTS PHASE 2 (P,C,E	$39,662,000				
FOOTBALL BUILDING (P,C,E)	$14,737,500				
PARKING DECK (P,C,E)	$5,100,000				
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)	$126,817,515				
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)	$15,300,000				
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)	$13,056,000				
OUTPATIENT CENTER (P,C,E)	$82,620,000				
CAMPUS ENTRYWAYS	$6,642,054				
ROSEN STORAGE SHED (P,C,E)		$225,000			
ROSEN EDUCATIONAL FACILITY (P,C,E)		$17,000,000			
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,356,330	$20,258,909	$1,356,330	
DENTAL SCHOOL (P,C,E)		$73,000,000			
FACILITIES AND SAFETY BUILDING, LAKE NONA (P,C,E)			$6,873,984		
PARKING GARAGE VII (P,C,E)			$22,913,280		
UTILITY INFRASTRACTURE AND SITE WORK, LAKE NONA CLINICAL FACILITIES (P,C)			$11,685,773		
COASTAL BIOLOGY STATION			$5,728,320		
UCF HEALTH EXPANSION (P,C,E)			$1,145,664	$9,165,312	$1,145,664
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)				$77,717,325	
SUSTAINABILITY CENTER (P,C,E)					$5,728,320
WET TEACHING LAB AND EXPANDED STEM FACILITY (P,C,E)					$14,258,248
TOTAL	$641,967,427	$91,581,330	$68,605,930	$88,238,967	$21,132,232

Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Expected Source of Funding (if known)	Master Plan Approval Date
Total Campus	21466	32199	14,000,000	$ 435	PRIVATE	November-14
Total Campus	11000	13000	15,118,758	$ 1,163	E&G	
Total Campus	24000	36000	15,300,000	$ 425	PRIVATE/GRANT	November-14
Total Campus	N/A	200000	15,300,000	$ 77	BONDS	
Total Campus	N/A	168000	27,540,000	$ 164	BONDS	November-14
Total Campus	42857	60000	8,812,800	$ 147	BONDS	November-14
Total Campus	N/A	168000	18,727,200	$ 111	BONDS	November-14
Total Campus	107142	150000	55,080,000	$ 367	BONDS	November-14
Total Campus	N/A	432250	37,410,000	$ 87	PRIVATE	November-14
Total Campus	160000	224000	55,080,000	$ 246	BONDS	November-14
Total Campus	N/A	50837	12,117,600	$ 238	BONDS	November-14
Total Campus	133333	200000	30,844,800	$ 154	PRIVATE	November-14
Total Campus	N/A	60000	7,711,200	$ 129	BONDS	November-14
Total Campus		36000	5,100,000	$ 142	PRIVATE	November-14
Total Campus	N/A	5700	3,060,000	$ 537	PRIVATE	November-14
Total Campus	N/A		1,020,000	#DIV/0!	PRIVATE	November-14
Total Campus	15240	21337	14,790,000	$ 693	PRIVATE	November-14
Total Campus	5000	7000	1,020,000	$ 146	PRIVATE	November-14
Total Campus	N/A	80000	39,662,000	$ 496	PRIVATE	November-14
Total Campus	N/A	45000	14,737,500	$ 328	PRIVATE	November-14
Total Campus		168000	5,100,000	$ 30	PRIVATE	November-14
Cige of Medicine	132018	198027	126,817,515	$ 640	PRIVATE	November-14
Total Campus		402000	15,300,000	$ 38	BONDS	November-14
Cige of Arts & Scienc	21333	32000	13,056,000	$ 408	PRIVATE	November-14
Total Campus	78833	119750	82,620,000	$ 626	PRIVATE	November-14
Total Campus	N/A	N/A	6,642,054	#DIV/0!	AUXILIARY	November-14
Cige Hospitality	838	896	225,000	$ 251	PRIVATE	November-14
Cige Hospitality	34666	52000	17,000,000	$ 327	PRIVATE	November-14
Cige of Engr	33450	48,840	22,971,569	$ 470	AUXILIARY	November-14
Total Campus	111166	166750	73,000,000	$ 438	PRIVATE	November-14
Total Campus	21053	31579	6,873,984	$ 218	BONDS	November-14
Total Campus	N/a	447000	22,913,280	$ 51	BONDS	November-14
Total Campus	N/A	N/A	11,685,773	#DIV/0!	PRIVATE	November-14
Cige of Sciences	16544	23161	5,728,320		PRIVATE	November-14
Total Campus	14500	21750	11,456,640	$ 527	PRIVATE	November-14
Total Campus	150325	222000	77,717,325	$ 350	PRIVATE	
Total Campus	8800	13200	5,728,320	$ 434	PRIVATE	November-14
Total Campus	164500	240950	142,582,482	$ 592	PRIVATE	November-14

CIP2

Attachment B

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects Requiring Board of Governors Approval
to be Constructed, Acquired, and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For Operational and Maintenance Costs Amount	Source
UCF	Special Purpose Housing and Parking Garage	160,000	425 beds and 500 parking spaces	UCF, Orlando	$ 27,540,000	Rental income	July	$2,400,000	Auxiliary
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	UCF, Orlando	$ 8,812,800	Rental income	July	$480,000	Auxiliary
UCF	Parking Garage VII	447,000	1,600 spaces	UCF, Orlando	$ 22,913,280	Decal fees, traffic fines, and Transportation Access Fee	July	$6,705,000	Auxiliary
UCF	Parking Decks	168,000	1,800 spaces	UCF, Orlando	$ 18,727,200	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	Auxiliary
UCF	Graduate Housing	150,000	Land and 600 beds	UCF, Orlando	$ 55,080,000	Rental and retail income	July	$2,250,000	Auxiliary
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF Foundation properties	UCF, Orlando	$ 37,410,000	Rental and retail income	July	$0	N/A
UCF	Student Housing	224,000	800 beds	UCF, Orlando	$ 55,080,000	Rental income	July	$3,360,000	Auxiliary
UCF	Garage Expansion	50,837	400 additional spaces	UCF, Orlando	$ 12,117,600	Decal fees, traffic fines, and Transportation Access Fee	July	$762,555	Auxiliary
UCF	Wet Teaching Lab and Expanded Stem Facility	249,450	Classrooms, labs, and offices	UCF, Orlando	$ 142,582,482	Donations and partnerships	July	$3,741,750	General Revenue
UCF	Facilities and Safety Building, Lake Nona	34,586	Offices, storege, and support space	UCF, Orlando	$ 6,873,984	Donations and partnerships	July	$518,790	General Revenue
UCF	Regional Campuses Multi-Purpose Buildings	60,000	Classrooms, labs, and offices	UCF, Orlando	$ 30,844,800	Donations and partnerships	July	$900,000	General Revenue
UCF	Partnership Garage	60,000	600 spaces	UCF, Orlando	$ 7,711,200	Decal fees and revenue income	July	$0	Auxiliary
UCF	UCF Downtown Campus Garage II	200,000	600 spaces	UCF, Orlando	$ 15,300,000	Decal fees, traffic fines, and Transportation Access Fee	July	$3,000,000	Auxiliary
UCF	Wayne Densch Sports Center Expansion	36,000		UCF, Orlando	$ 5,100,000		July	$540,000	DSO
UCF	Baseball Stadium Expansion Phase II		300 seat club, enhancements	UCF, Orlando	$ 3,060,000	Donations	July	$0	DSO
UCF	Softball Stadium Expansion and Renovation		400 to 600 edditional seats, shade structure over grendstand, new press box	UCF, Orlando	$ 1,020,000	Donations	July	$0	DSO
UCF	Bright House Networks Stadium Expansion and Improvements Phase I	21,337	Additional club seating, suites, and operational booths	UCF, Orlando	$ 14,790,000	Donations	July	$320,055	DSO
UCF	Baseball Clubhouse Expansion and Renovation		New playing field, chair backs, audio, and lighting upgrade	UCF, Orlando	$ 1,020,000	Donations	July	$0	DSO
UCF	Bright House Networks Stadium Expansion and Improvements Phase II	80,000	Additional seating up to 20,000	UCF, Orlando	$ 39,662,000	Donations	July	$1,200,000	DSO
UCF	Football Building	45,000	Offices, storage, and support space	UCF, Orlando	$ 14,737,500	Donations	July	$675,000	Auxiliary
UCF	Parking Deck	168,000	600 parking spaces	UCF, Orlando	$ 5,100,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	Auxiliary
UCF	Multi-Purpose Medical Research and Incubator Facility	200,000	Classrooms, labs, and offices	UCF, Orlando	$ 126,817,515	Donations and partnerships	July	$3,000,000	General Revenue
UCF	Health Sciences Campus Parking Garage	402,000	1,300 spaces	UCF, Orlando	$ 15,300,000	Decal fees and traffic fines	July	$6,030,000	Auxiliary
UCF	Bio-Medical Annex Renovation and Expansion	32,000	Classrooms, labs, and offices	UCF, Orlando	$ 13,056,000	Donations and partnerships	July	$480,000	General Revenue
UCF	Outpatient Center	237,520	Health care facilities, offices, 38 beds	UCF, Orlando	$ 82,620,000	Donations and partnerships	July	$3,562,800	General Revenue
UCF	Dental School	166,750	Classrooms, labs, auditorium, health care facilities, offices	UCF, Orlando	$ 73,000,000	Donations and partnerships	July	$2,501,250	Revenue
UCF	Utility Infrastructure and Site Work, Lake Nona Clinical Facilities		3,080 spaces	UCF, Orlando	$ 11,685,773	Income and energy savings	July		General Revenue
UCF	UCF Health Expansion and Wellness Center	254,150	Labs, offices	UCF, Orlando	$ 11,456,640	Donations and partnerships	July	$3,812,250	General Revenue

Attachment C

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects That May Require Legislative Authorization
and General Revenue Funds to Operate and Maintain
BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational and Maintenance Costs Amount	Source
UCF	Florida Advanced Manufacturing Research Facility	81,750	Research Labs, Wet Labs, Collaboration Rooms, Offices	UCF - Osceola	$75,000,000	PECO	$1,339,850	General Revenue
UCF	Optical Materials Lab Addition	5,530	Research Labs	UCF-Orlando	$1,640,000	E&G	$90,634	General Revenue
UCF	Library Expansion Phase I	8,800	Automatic Retrieval Center	UCF-Orlando	$10,771,963	CITF	$144,228	General Revenue
UCF	Trevor Colbourn Hall	135,600	Offices, Classrooms	UCF-Orlando	$38,000,000	E&G	$2,222,430	General Revenue
UCF	Coastal Biology	3,000	Research	Melbourne Beach	$2,500,000	E&G	$49,169	General Revenue
UCF	Partnership IV Phase I and II	92,529	Office, Research Labs	UCF-Orlando	$42,000,000	PECO	$1,516,513	General Revenue
UCF	Florida Solar Energy Center Renovation	42,986	Offices, Research Labs	UCF-Orlando	$10,000,000	PECO	$704,523	General Revenue
UCF	Interdisciplinary Research and Incubator Facilty	97,482	Offices, Labs	UCF-Orlando	$46,614,853	E&G	$1,597,691	General Revenue
UCF	Arboretum Green House	800	Teaching Lab	UCF-Orlando	$400,000	E&G	$13,112	General Revenue
UCF	Band Building	6,000	Teaching Labs, Offices	UCF-Orlando	$5,000,000	E&G	$98,338	General Revenue
UCF	CREOL Expansion Phase II	13,900	Research Labs, Offices	UCF-Orlando	$6,784,228	E&G	$227,815	General Revenue
~~UCF~~	~~Downtown Campus Building I~~	~~155,000~~	~~Offices~~	~~UCF - Orlando~~	~~$67,750,000~~	~~PECO~~	~~$2,475,000~~	~~General Revenue~~
~~UCF~~	~~Institute for Hospitality in Healthcare at Lake Nona~~	~~36,000~~	~~Offices, Classrooms, Teaching Labs~~	~~UCF - Orlando~~	~~$15,000,000~~	~~Grant, Private~~	~~$540,000~~	~~General Revenue~~
~~UCF~~	~~Creative School~~	~~8,351~~	~~Classrooms, Offices~~	~~UCF - Orlando~~	~~$5,000,000~~	~~CITF~~	~~$125,265~~	~~General Revenue~~
~~UCF~~	~~Library Expansion Phase I~~	~~12,609~~	~~Automatic Retrieval Center~~	~~UCF-Orlando~~	~~$21,366,592~~	~~CITF~~	~~$189,135~~	~~General Revenue~~
~~UCF~~	~~CREOL~~	~~2,756~~	~~Research Labs~~	~~UCF-Orlando~~	~~$1,406,000~~	~~E&G~~	~~$41,340~~	~~General Revenue~~
~~UCF~~	~~Center for Public Safety - Hazardous Materials Bldg.~~	~~1,400~~	~~Research Lab, Offices~~	~~UCF-Orlando~~	~~$9,084,000~~	~~PECO~~	~~$21,000~~	~~General Revenue~~
~~UCF~~	~~Arts Complex II Performance~~	~~2,728~~	~~Teaching Lab, Offices~~	~~UCF-Orlando~~	~~$964,411~~	~~PECO~~	~~$40,920~~	~~General Revenue~~
~~UCF~~	~~Business and Professional Women Building~~	~~4,038~~	~~College of Education Marriage and Family Research Institute~~	~~UCF - Main Campus~~	~~$275,000~~	~~E&G~~	~~$60,750~~	~~General Revenue~~

University of Central Florida

Fixed Capital Outlay Budget Request

2018 - 2019

UNIVERSITY OF CENTRAL FLORIDA

Office of the President
P.O. Box 160002
Orlando, FL 32816-0002

August 1, 2017

Mr. Tim Jones
Chief Financial Officer
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399-0400

Dear Mr. Jones:

In accordance with your request dated April 28, 2017, to the University Presidents, enclosed is the University of Central Florida's (UCF) Five-Year Fixed Capital Improvement Plan for the years 2018-23. This list revises UCF's priorities of previous years in accordance with the funding allocated by the Board of Governors (BOG), and it also includes additional facilities consistent with recent program developments and needs of the university. Utilization of existing space was considered in the prioritization of UCF's projects. PECO funding to meet critical maintenance needs and improve the condition of existing space and campus infrastructure is, as always, UCF's top priority. Our other top priorities (with the order reversed from 2017-18) are Research Building I and the continued renovation of Engineering Building I. All projects have been prioritized in accordance with the needs of the university, with research space and renovations of existing buildings of high priority, as they are essential to meeting the goals of our Collective Impact Strategic Plan and success on our path to preeminence.

The following is a summary of changes:

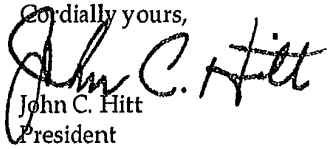
- Project costs have been increased due to the inflation in construction costs.
- College of Nursing and Allied Health has been added to the three year window.
- Interdisciplinary Research and Incubator Facility has been renamed Research Building I. Incubator research has been removed from the program; therefore UCF has elected to change the name, which in turn changes the name of the other research buildings.
- Research Buildings I and II have been renamed Research Building II and III.
- Interdisciplinary Research Building II has been renamed Research Building IV.
- Arts Complex II-Performance was split into two phases, with the first phase now named Arts Complex Phase I-Performance.
- All projects referencing Lake Nona have been changed to Health Sciences Campus.
- UCF is committed to funding fifty percent of Research Building I, resulting in a change in our request for PECO Projects and Request From Other State Sources to half the amount reflected in 2017-18.

The UCF Five-Year Fixed Capital Improvement Plan was reviewed and approved by the University Board of Trustees on July 20, 2017.

Phone: 407.823.1823 • Fax: 407.823.2264
An Equal Opportunity and Affirmative Action Institution

Please have members of your staff contact Lee Kernek at (407) 823-3801 or Gina Seabrook at (407) 823-5894 if they have questions or need additional information.

Cordially yours,



John C. Hitt
President

Attachments

cc: Mrs. Lee Kernek
Mr. William F. Merck II
Mr. William Martin
Mrs. Gina Seabrook

STATE UNIVERSITY SYSTEM
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request
Fiscal Years 2018-19 through 2022-23
CIP-2, Summary of Projects

University of Central Florida

PECO-ELIGIBLE PROJECT REQUESTS

Priority No	Project Title	2018-19 Year 1	2019-20 Year 2	2020-21 Year 3	2021-22 Year 4	2022-23 Year 5
1	UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL AND ROOFS (P,C)	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000
2	RESEARCH BUILDING I (P,C,E)	$3,353,680	$17,264,759	$3,021,334		
3	ENGINEERING BUILDING I RENOVATION (C,E)	$17,745,473	$1,176,311			
4	COLLEGE OF NURSING AND ALLIED HEALTH (P,C,E) HEALTH SCIENCES CAMPUS	$8,321,670	$66,573,360	$8,321,670		
5	MATHEMATICAL SCIENCES BUILDING REMODELING AND RENOVATION (C,E)	$11,970,963	$890,181			
6	TREVOR COLBOURN HALL AND COLBOURN DEMOLITION (P,C,E)	$38,000,000				
7	JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)	$2,411,142	$34,735,896	$4,121,208		
8	ARTS COMPLEX PHASE I (PERFORMANCE) (P,C,E)	$3,060,000	$27,172,800	$3,060,000		
9	CHEMISTRY RENOVATION (P,C,E)		$700,241	$12,731,680	$700,241	
10	FLORIDA SOLAR ENERGY CENTER RENOVATION (P,C,E)		$11,322,000			
11	INFRASTRUCTURE CHILLED WATER REPLACEMENT (P,C)		$5,100,000	$10,200,000	$7,401,120	
12	RESEARCH BUILDING II (P,C,E)			$6,859,773	$54,878,187	$6,859,773
13	VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,891,362	$31,130,899	$3,891,362
14	WASTEWATER, WATER, NATURAL GAS REPLACEMENT (P,C)			$7,140,000	$10,200,000	$12,780,600
15	MILLICAN HALL RENOVATION (P,C,E)			$1,472,991	$11,783,935	$1,472,991
16	BUSINESS ADMINISTRATION RENOVATION (P,C,E)			$640,779	$12,291,313	$640,779
17	FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$6,287,805		
18	RESEARCH BUILDING III (P,C,E)			$7,483,389	$59,867,113	$7,483,389
19	MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)			$3,604,940	$28,839,551	$3,604,940
20	UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)			87991555		
	TOTAL	$98,862,928	$178,935,548	$180,828,486	$231,092,359	$50,733,834

Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Educational Plant Survey Recommended Date/Rec No.	Approved by Law - Include GAA reference
Total Campus	N/A		70000000	#DIV/0!	June-16	
Engrg-Arts Sciences	31559	46704	23639773	506.16	June-16	
Clge of Engineering	118186	130885	22799679	174.20	February-11	HB 5001 Section 2
Clge of Nursing	99000	147700	83216700	563.42	June-16	
CAS-CHPA	100368	106523	17739039	166.53	February-11	HB 5001 Section 2
CAS-CHPA	90515	135600	38000000	280.24	June-16	
Total Campus	144097	228387	42978312	188.18	June-16	
CAS-CHPA	54401	72553	33292800	458.88	June-16	
Clge Arts Sciences	43265	49073	14132162	287.98	June-16	
Clge of Engineering	37777	56666	11322000	199.80		
Total Campus	N/A	N/A	22701120	#DIV/0!	June-16	
Clge of Engineering	85019	126258	68597733	543.31		
Clge Arts Sciences	43000	60850	38913623	639.50	June-16	
Total Campus		N/A	30120600	#DIV/0!	June-16	
Total Campus	88586	87752	14729917	167.86	June-16	
Total Campus	119074	121074	13572871	112.10	June-16	
Total Campus	17400	26100	6287805	240.91	June-16	
Clge of Engineering	91929	136623	74833891	547.74		
Total Campus	51817	77726	36049431	463.80	June-16	
Clge Arts Sciences	150325	222000	87991555	396.36		

CITF PROJECT REQUESTS

Priority No	Project Title	Year 1	Year 2	Year 3	Year 4	Year 5
1	JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)	41268246				
2	CREATIVE SCHOOL FOR CHILDREN (P,C,E)		6000000			
	TOTAL	41268246	6000000	0	0	0

Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Committee Approval Date
Total Campus	144097	226506	42978312	$ 190	5/17/12
Total Campus	8787	12901	6000000	$ 465	11/1/12

REQUESTS FROM OTHER STATE SOURCES

Priority No	Project	Year 1	Year 2	Year 3	Year 4	Year 5
1	RESEARCH BUILDING I (P,C,E)	$3,353,680	$17,264,759	$3,021,334		
2	ARA RESEARCH BUILDING (P,C,E)	27540000				
3	CAMPUS ENTRYWAYS PHASE I (P,C,E)	2153996				
4	CAMPUS ENTRYWAYS PHASE II (P,C,E)		5015978			
5	WELCOME CENTER EXPANSION (P,C,E)		8768771			
6	CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		1535637	22937137	1535637	
7	HOWARD PHILLIPS HALL RENOVATION (P,C,E)		9165322			
8	BIOLOGICAL SCIENCES RENOVATION (P,C,E)		10189800			
9	FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)		7253771			
10	TRANSGENIC ANIMAL FACILITY (P,C)		2010000			
11	CAMERA ACCESS CONTROL (P,C)		13219200			
12	ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)			3855522	30844176	3855522
13	CLASSROOM BUILDING III (P,C,E)			3052049	23290675	3052049
14	FACILITIES AND SAFETY BUILDING AT HEALTH SCIENCES CAMPUS (P,C,E)			7630122		
15	RECYCLING CENTER (P,C)			2924880	23399042	2924880
16	HUMANITIES AND FINE ARTS II (P,C,E)			3525566	21695783	3525566
17	SOCIAL SCIENCES FACILITY (P,C,E)			3052049	24416391	3052049
18	UCF HEALTH EXPANSION AND WELLNESS CENTER (P,C,E)			1271687	10173496	1271687
19	COASTAL BIOLOGY STATION (P,C,E)			6358435		
20	UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)			87991555		
21	TECHNOLOGY COMMONS II RENOVATION (P,C,E)				3781674	

Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)		
Engrg-Arts Sciences	31560	46704	23639773	506.16	June-16	
Engrg-Arts Sciences	38500	57500	27540000	$ 479		
Total Campus	N/A	N/A	2153996	#DIV/0!		
Total Campus	N/A	N/A	5015978	#DIV/0!		
Total Campus	11650	16210	8768771	$ 541		
Clge of Engrg	33450	48840	26008411	$ 533		
Total Campus	56903	64619	9165322	$ 142		
Clge of Sciences	103194	116607	10189800	$ 87		
Total Campus	19014	28520	7253771	$ 254		
Clge of Sciences	1703	2593	2010000	$ 775		
Total Campus	N/A	N/a	13219200	#DIV/0!		
CAS-CHPA	54401	72553	38555220	$ 531		
Total Campus	43857	65666	29394773	$ 448		
Total Campus	10000	15000	7630122	$ 509		
Total Campus	46675	59160	29248802	$ 494		
Total Campus	40624	60396	28746915	$ 476		
Total Campus	45700	66150	30520489	$ 461		
Clge of Medicine	14500	21750	12716870	$ 585		
Clge of Sciences	17544	26316	6358435	$ 242		CIP2
Clge Arts Sciences	150325	222000	87991555	$ 396		
Total Campus	6570	9855	3781674	$ 384		

22	COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)				4091598		Clge Arts Sciences	16998	25497	4091598	$	160
23	SIMULATION AND TRAINING BUILDING (P,C,E)				3014325	23412234	Clge of Engr	52425	52431	26426559	$	504
24	BUSINESS ADMINISTRATION III BUILDING (P,C,E)				2015023	15650667	Clge of Business	28091	41782	17665690	$	423
25	EDUCATION BUILDING II (P,C,E)				2428390	18361845	Clge Education	33620	50430	20790235	$	412
26	BAND BUILDING II INFRASTRUCTURE (P,C)				578675	3561078	Total Campus	9587	12714	4139753	$	326
27	ARTS COMPLEX III (P,C,E)				1889327	13995013	Total Campus	27800	38421	15884340	$	413
28	RESEARCH BUILDING IV (P,C,E)				2927203	25291037	Engrg-Arts Sciences	38550	57825	28218240	$	488
29	THEATRE BUILDING RENOVATION (P, C,E)					4338335	Clge Arts Sciences	22064	29469	4338335	$	147
30	SUSTAINABILITY CENTER (P,C,E)					6358435	Total Campus	8800	13200	6358435	$	482
31	WET TEACHING LAB AND EXPANDED STEM FACILITY (P,C,E)					16143188	Total Campus	164500	240950	161431885	$	670
32	UTILITY INFRASTRUCTURE AND SITE WORK CLINICAL FACILITIES HEALTH SCIENCES CAMPUS (P,C)					13230632	Total Campus		N/A	13230632	#DIV/0!	
	TOTAL	33047676	74423238	145620336	156081415	158024217						

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT

Project	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Expected Source of Funding (if known)	Master Plan Approval Date
DOWNTOWN WELCOME CENTER (P,C,E)	3060000					Total Campus			3060000	#DIV/0!	PRIVATE	November-16
UCF SOLAR FARM (P,C,E)	15300000					Total Campus	N/A	N/A	15300000	#DIV/0!	AUXILIARY	
INSTITUTE FOR HOSPITALITY IN HEALTHCARE (P,C,E) HEALTH SCIENCES CAMPUS	15300000					Total Campus	24000	36000	15,300,000	$ 425	PRIVATE/GRANT	November-14
UCF DOWNTOWN CAMPUS GARAGE II (P,C,E)	16983000					Total Campus	N/A	200000	16983000	$ 85	BONDS	November-16
SPECIAL PURPOSE HOUSING AND PARKING GARAGE (P,C,E)	30569400					Total Campus	N/A	168000	30569400	$ 182	BONDS	November-14
SPECIAL PURPOSE HOUSING II (P,C,E)	9782208					Total Campus	42857	60000	9782208	$ 163	BONDS	November-14
PARKING DECKS (P,C,E)	20787192					Total Campus	N/A	168000	20787192	$ 124	BONDS	November-14
GRADUATE HOUSING (P,C,E)	61138800					Total Campus	107142	150000	61138800	$ 408	BONDS	November-14
STUDENT HOUSING (P,C,E)	61138800					Total Campus	160000	224000	61138800	$ 273	BONDS	November-14
PARTNERSHIP GARAGE (P,C,E)	8559432					Total Campus	N/A	60000	8559432	$ 143	BONDS	November-14
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	3396600					Athletics	N/A	9192	3396600	$ 370	PRIVATE	November-14
GARVY CENTER FOR STUDENT-ATHLETE NUTRITION	1850000					Athletics	6522	9783	1850000	$ 189	PRIVATE	November-14
BASEBALL CLUBHOUSE EXPANSION AND RENOVATION (P,C,E)	1132200					Athletics	5000	7000	1132200	$ 162	PRIVATE	November-14
FOOTBALL BUILDING (P,C,E)	16685798					Athletics		45000	16685798	$ 371	PRIVATE	November-14
GOLF TRAINING FACILITY (P,C,E)	2000000					Athletics			2000000	#DIV/0!	PRIVATE	April-17
SPECTRUM STADIUM RUST REMEDIATION (P,C,E)	8823000					Total Campus	N/A	N/A	8823000	#DIV/0!	PRIVATE	
VENUE HVAC (P,C)	2800000					Total Campus	N/A	N/A	2800000	#DIV/0!	PRIVATE	
VENUE EXPANSION AND RENOVATION (P,C)	8000000					Total Campus	N/A	N/A	8000000	#DIV/0!	PRIVATE	
PARKING DECK (P,C,E)	5661000					Total Campus		168000	5661000	$ 34	PRIVATE	November-14
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)	139635343					Clge of Medicine	132018	198027	139635343	$ 705	PRIVATE	November-14
OUTPATIENT CENTER (P,C,E) HEALTH SCIENCES CAMPUS	91708200					Total Campus	78833	119750	91708200	$ 766	PRIVATE	November-14
CAMPUS ENTRYWAYS PHASE I (P,C,E)	2153996					Total Campus	N/A	N/A	2153996	#DIV/0!	AUXILIARY	November-14
CREATIVE SCHOOL FOR CHILDREN (P,C,E)		6000000				Total Campus	9887	14831	6000000	$ 405	AUXILIARY	November-14
CAMPUS ENTRYWAYS PHASE II (P,C,E)		5015978				Total Campus	N/A	N/A	5015978	#DIV/0!	AUXILIARY	November-14
ROSEN EDUCATIONAL FACILITY (P,C,E)		17225000				Clge of Hospitality	34666	52000	17225000	$ 331	PRIVATE	November-14
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		1535637	22937137	1535637		Clge of Engrg	33450	48940	26008411	$ 531	AUXILIARY	November-14
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)		16983000				Total Campus		402000	16983000	$ 42	BONDS	November-14
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)			14492160			Clge of Sciences	103194	116607	14492160	$ 124	AUXILIARY	November-14
FACILITIES AND SAFETY BUILDING AT HEALTH SCIENCES CAMPUS (P,C,E)			7630122			Total Campus	21053	31579	7630122	$ 242	BONDS	November-14
PARKING GARAGE VII (P,C,E)			25433741			Total Campus		447000	25433741	$ 57	BONDS	November-14
COASTAL BIOLOGY STATION (P,C,E)			6358435			Clge of Sciences	16544	23161	5728320	$ 247	PRIVATE	November-14
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)			87991555			Total Campus	150325	222000	87991555	$ 396	PRIVATE	November-16
UCF HEALTH EXPANSION AND WELLNESS CENTER (P,C,E)			1271687	10173496	1271687	Clge of Medicine	14500	21750	12716870	$ 585	PRIVATE	November-14
DENTAL SCHOOL (P,C,E) HEALTH SCIENCES CAMPUS				73000000		Total Campus	111166	166750	73000000	$ 438	PRIVATE	November-14
SUSTAINABILITY CENTER (P,C,E)					6358435	Total Campus	8800	13200	6358435	$ 482	PRIVATE	November-14
WET TEACHING LAB AND EXPANDED STEM FACILITY (P,C,E)					16143188	Total Campus	164500	240950	161431885	$ 670	PRIVATE	November-14
UTILITY INFRASTRUCTURE AND SITE WORK CLINICAL FACILITIES (P,C) HEALTH SCIENCES CAMPUS					13230632	Total Campus	N/A	N/A	13230632	#DIV/0!		November-14
SPECTRUM STADIUM EXPANSION AND IMPROVEMENTS PHASE I (P,C,E)					16416900	Total Campus	15240	21337	16416900	$ 769	PRIVATE	November-14
SPECTRUM STADIUM EXPANSION AND IMPROVEMENTS PHASE II (P,C,E)					44905316	Total Campus		80000	44905316	$ 561	PRIVATE	November-14
TOTAL	526464969	46759615	166114837	84709133	98326158							

CIP2

Attachment B

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects Requiring Board of Governors Approval
to be Constructed, Acquired and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Spectrum Stadium Expansion and Improvements Phase I	21,337	Additional club seating, suites, and operational booths	UCF, Orlando	$ 14,790,000	Donations	July	$320,055	DSO
UCF	Baseball Clubhouse Expansion and Renovation		New playing field, chair backs, audio, and lighting upgrade	UCF, Orlando	$ 1,020,000	Donations	July	$0	DSO
UCF	Spectrum Stadium Expansion and Improvements Phase II	80,000	Additional seating up to 20,000	UCF, Orlando	$ 39,662,000	Donations	July	$1,200,000	DSO
UCF	Football Building	45,000	Offices, storage, and support space	UCF, Orlando	$ 14,737,500	Donations	July	$675,000	Auxiliary
UCF	Golf Training Facility (move from Twin Rivers Golf Course)			UCF, Orlando	$ 2,000,000	Donations	July	$0	DSO
UCF	Garvy Center for Student-Athlete Nutrition	9,783		UCF, Orlando	$ 1,850,000	Donations	July	$146,745	DSO
UCF	Venue Expansion and Renovation		Offices, storage, and support space	UCF, Orlando	$ 8,000,000	Donations	July	$0	Auxiliary

Attachment C

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects that may Require Legislative Authorization
and General Revenue Funds to Operate and Maintain
BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Florida Advanced Manufacturing Research Facility	81,750	Research Labs, Wet Labs, Collaboration Rooms, Offices	UCF-Osceola	$75,000,000	PECO	$1,339,850	General Revenue
UCF	Optical Materials Lab Addition	5,530	Research Labs	UCF-Orlando	$1,640,000	E&G	$90,634	General Revenue
UCF	John C. Hitt Library Expansion Phase I (ARC)	8,800	Automatic Retrieval Center	UCF-Orlando	$10,771,963	CITF	$144,228	General Revenue
UCF	John C. Hitt Library Expansion Phase I (Connector)	12,609	Automatic Retrieval Center	UCF-Orlando	$21,366,592	CITF	$122,007	General Revenue
UCF	CREOL	2,756	Research Labs	UCF-Orlando	$1,406,000	E&G	$45,170	General Revenue
UCF	Arts Complex II Performance	2,728	Teaching Lab, Offices	UCF-Orlando	$964,411	PECO	$31,353	General Revenue
UCF	BPW Building	4,038	Teaching Labs, Offices	UCF - Orlando	$275,000	E&G	$66,181	General Revenue
UCF	District Energy IV Plant	13,000	Offices	UCF - Orlando	$13,000,000	Auxiliary	$94,231	General Revenue
UCF	Trevor Colbourn Hall and Colbourn Demolition	136,500	Offices, Classrooms	UCF-Orlando	$38,000,000	E&G	$2,237,180	General Revenue
UCF	Coastal Biology	3,000	Research	UCF-Melbourne Beach	$2,500,000	E&G	$49,169	General Revenue
UCF	Partnership IV Phase A and B	221,537	Office, Research Labs	UCF-Orlando	$42,000,000	PECO	$3,630,903	General Revenue
UCF	Florida Solar Energy Center Renovation	42,986	Offices, Research Labs	UCF-Orlando	$10,000,000	PECO	$704,523	General Revenue
UCF	Research Building I (know as Interdisciplinary Research and Incubator Facility)	97,482	Offices, Labs	UCF-Orlando	$46,614,853	E&G	$1,597,691	General Revenue
UCF	Arboretum Green House	800	Teaching Lab	UCF-Orlando	$400,000	E&G	$13,112	General Revenue
UCF	Band Building	6,000	Teaching Labs, Offices	UCF-Orlando	$5,000,000	E&G	$98,338	General Revenue
UCF	CREOL Expansion Phase II	13,900	Research Labs, Offices	UCF-Orlando	$6,784,228	E&G	$227,815	General Revenue
UCF	Visual Arts Building Addition	699	Teaching Lab	UCF-Orlando	$2,000,000	E&G	$11,456	General Revenue
UCF	Arecibo National Astronomy Ionosphere Center	62,918	Research Labs, Offices	UCF-Puerto Rico		E&G	$1,031,201	General Revenue
UCF	Medically Directed Wellness and Sports Center	2,000	Teaching Labs, Classroom	UCF Lake Nona		E&G	$32,779	General Revenue
UCF	UCF Downtown Tri-generation Facility	15,000	Teaching Labs, Offices	UCF-Orlando	$15,118,000	E&G	$245,844	General Revenue
UCF	College of Nursing and Allied Health - Health Sciences Campus	145,000	Teaching Labs, Offices	UCF-HSC	$83,216,700	E&G	$2,376,492	General Revenue
UCF	UCF Downtown Garage (E and G Spaces)	32,000	Offices, Support	UCF-Orlando	$15,000,000	E&G	$524,467	General Revenue
UCF	Energy Lab	20,000	Research Labs, Offices	UCF-Orlando		E&G	$327,792	General Revenue
UCF	Laboratory and Environmental Support Expansion	1,535	Offices	UCF-Orlando	$909,534	E&G	$25,158	General Revenue

Board of Trustees
Finance and Facilities Committee Meeting
December 7, 2016
8:30 a.m.
President's Boardroom, Millican Hall, 3rd floor
Conference call in phone number 800-442-5794, passcode 463796

AGENDA

I.	**CALL TO ORDER**	Alex Martins *Chair of the Finance and Facilities Committee*
II.	**ROLL CALL**	Tracy D. Slavik *Coordinator, Administrative Services for Administration and Finance Division*
III.	**MEETING MINUTES**	
	• Approval of the October 12, 2016, and November 17, 2016, Finance and Facilities Committee meetings minutes	Chair Martins
IV.	**NEW BUSINESS**	Chair Martins
	• Minor Amendment to the University of Central Florida 2015-25 Campus Master Plan Update (FFC-1)	William F. Merck II *Vice President for Administration and Finance and Chief Financial Officer* Lee Kernek *Associate Vice President for Administration and Finance*
	• University Draft Audited Financial Report 2015-16 (INFO-1)	William F. Merck II Tracy Clark *Associate Provost for Budget, Planning, and Administration and Associate Vice President for Finance*

	• UCF Key Financial Ratios (INFO-2)	William F. Merck II Tracy Clark
	• University Operating Budget Report Quarter Ended September 30, 2016 (INFO-3)	William F. Merck II Tracy Clark
	• UCF Investments Quarterly Report Ended September 30, 2016 (INFO-4)	William F. Merck II Tracy Clark
	• Direct Support Organizations' 2016-17 First-Quarter Financial Reports (INFO-5) – UCF Athletic Association and UCF Stadium Corporation – UCF Convocation Corporation – UCF Finance Corporation – UCF Research Foundation	William F. Merck II John C. Pittman *Associate Vice President for Administration and Finance, Debt Management*
V.	**OTHER BUSINESS**	Chair Martins
VI.	**CLOSING COMMENTS**	Chair Martins

ITEM: FFC-1

University of Central Florida
Board of Trustees
Finance and Facilities Committee

SUBJECT: Minor Amendment to the University of Central Florida 2015-25 Campus Master Plan Update

DATE: December 7, 2016

PROPOSED COMMITTEE ACTION

Approve a minor amendment to the University of Central Florida 2015-25 Campus Master Plan Update to modify the Urban Design and Capital Improvements map (Attachment D) and the Capital Improvements List (Attachment C).

BACKGROUND INFORMATION

The purpose of the proposed amendment is to revise the Capital Improvements List and related map in order to add six new projects in downtown Orlando, four new projects on the main campus, and one renovation at the Florida Solar Energy Center.

The projects not located on the UCF Main Campus are included in the University of Central Florida Campus Master Plan for information purposes only and are not subject to F.S. 1013.30. The downtown projects consist of the Downtown Academic Building, UCF Downtown Campus Building II, Downtown Phase III, Downtown Phase IV, Downtown Tri-generation Facility, and Downtown Garage II. These projects constitute the UCF Downtown Campus. The Florida Solar Energy Center renovation project is a 20-acre research complex on Florida's Space Coast and adjacent to UCF's Cocoa Campus.

The projects on the main campus are Research Buildings I and II, the Center for Research and Education in Optics and Lasers (CREOL) expansion, and the softball stadium expansion and renovation. As more particularly outlined in the attached memorandum, the amendment would constitute a minor amendment that needs only Board of Trustees approval for adoption.

Supporting documentation: Attachment A: Memorandum from Gina Seabrook
Attachment B: Project Location
Attachment C: Capital Improvements List
Attachment D: Urban Design Map

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Attachment A

MEMORANDUM

TO: Scott Cole, Vice President and General Counsel

FROM: Gina Seabrook, Construction Specialist, Resource Management

SUBJECT: Minor Amendment to the University of Central Florida 2015-25 Campus Master Plan Update

DATE: October 31, 2016

The University of Central Florida proposes a minor amendment to the University of Central Florida 2015-25 Campus Master Plan Update to modify the Capital Improvements List (2.14 Capital Improvements Element) and the Urban Design and Capital Improvements map (Figure 3-1) in order to add six new projects in downtown Orlando, four new projects on the main campus, and one renovation at the Florida Solar Energy Center.

The downtown projects consist of a Downtown Academic Building, UCF Downtown Campus Building II, Downtown Phase III, Downtown Phase IV, Downtown Tri-generation Facility, and Downtown Garage II. These projects constitute the UCF Downtown Campus. This campus, a partnership with Valencia College, will be located at Creative Village, the largest mixed-use project in downtown Orlando. It is expected to bring over 7,000 students from UCF and Valencia to downtown Orlando at its opening and will offer students an innovative learning environment within walking distance of downtown internship and job opportunities. These opportunities for the Downtown UCF Campus arose after approval of the University of Central Florida 2015-25 Campus Master Plan Update. The Florida Solar Energy Center renovation project is a 20-acre research complex on Florida's Space Coast and adjacent to UCF's Cocoa Campus. The facility currently houses classrooms, instructional and research labs, offices, conference rooms, and support space for critical engineering programs. Research accomplished by the departments serves dozens of high-level technology industrial firms located throughout Florida and across the nation. FSEC has seen continuous use since it was built 21 years ago and is in dire need of a complete chilled-water HVAC system replacement and modernization, and it requires roof and building envelope repairs. The HVAC equipment is both obsolete and deteriorated beyond repair.

The projects on the main campus are Research Buildings I and II, a Center for Research & Education in Optics and Lasers (CREOL) expansion, and a softball stadium expansion and renovation.

The projects not located on the UCF Main Campus are included in the University of Central Florida Campus Master Plan for information purposes only and are not subject to F.S. 1013.30.

Regarding the projects on the UCF Main Campus:

- The two research buildings are included on line 39 of the Capital Improvement Project List as part of the "Partnership Campus," which is the area located south of the softball stadium. UCF aspires to be recognized as a preeminent state research university and has set strategic goals to become a Top 50 research university by 2035. UCF is committed to a robust portfolio of research, scholarship, and creative activities across all disciplines, contributing to the creation of new knowledge. Specific metrics have been designed to meet preeminence, including doubling research awards from $133 million to $250 million and achieving a level where at least 25 percent of graduate degrees awarded are research-focused.
- The CREOL Expansion is an addition to an existing facility. The College of Optics and Photonics and CREOL have grown in size and in stature. A new undergraduate program offering a Bachelor of Science degree in Photonic Science and Engineering began in Fall 2013 and has already attracted more than 100 new students. Five new faculty have been added since 2014. External research funding increased from an annual average of $11.3 million in 2010-11 to 2014-15 to $17 million in 2015-16. The College contributes about 13 percent of UCF's total research funding.
- The softball stadium expansion and renovation project is located in the area of the existing softball stadium and where the University of Central Florida 2015-25 Capital Improvements List shows on Line 75, a Softball Practice Field.

An amendment to a campus master plan must be reviewed and adopted under subsections (6)-(8) of F.S. 1013.30 if such amendment, alone or in conjunction with other amendments, would:

(a) Increase density or intensity of use of land on the campus by more than 10 percent;

University Response:

- The proposed Research Buildings I and II add up to 262,881 additional square feet within the Academic Land Use component of the campus. As the total square footage for buildings on campus is over eight million square feet, this addition constitutes a .032 percent change in overall campus square footage and, therefore, does not trip the 10 percent threshold for density or intensity of use of land on campus.
- The CREOL Expansion adds approximately 14,000 square feet within the Academic Land Use component of the campus. This addition constitutes a .00175 percent change in

overall campus square footage and, therefore, does not trip the 10 percent threshold for density or intensity of use of land on campus.

- The softball stadium expansion and renovation adds approximately 10,000 square feet to a facility within the existing Recreation and Open Space Land Use category. UCF has over 298 acres of Recreation and Open Space Land Use on campus. Hence, this addition constitutes a .029 percent increase in density or intensity within the Recreation and Open Space Land Use category and does not trip the 10 percent threshold for density or intensity of use.

(b) Decrease the amount of natural areas, open space, or buffers on the campus by more than 10 percent:

University Response:

- The proposed Research Buildings I and II are located within the Academic Land Use and not within the Recreation and Open Space Land Use, which includes natural areas and open spaces on campus; therefore, they do not trip the 10 percent threshold for decreased natural areas, open spaces, or buffers on campus.
- The proposed CREOL Expansion is located within the Academic Land Use component and not within the Recreation and Open Space land use; therefore, it does not trip the 10 percent threshold for decreased natural areas, opens spaces, or buffers on campus.
- The proposed softball stadium expansion and renovation is located within the Recreation and Open Space Land Use on campus and does not remove any square footage from the 298 acres of Recreation and Open Space Land Use on campus; therefore, it does not trip the 10 percent threshold for decreased natural areas, open spaces, or buffers on campus.

(c) Rearrange land uses in a manner that will increase the impact of any proposed campus development by more than 10 percent on a road or on another public facility or service provided or maintained by the state, the county, the host local government, or any affected local government.

University Response:

- The proposed Research Buildings I and II will constitute 262,881 square feet within the Partnership Campus site, which consists of 50 acres of currently unbuilt Academic Land Use. Each of the facilities will accommodate approximately 50 principle investigators. This number will have no impact on utilities and de minimis impact on transportation. Consequently, it will have less than 10 percent impact on a road or service provided or maintained by the state, county, host local government, or any affected local government.

- The proposed CREOL Expansion constitutes 14,000 square feet within the Academic Land Use component of the campus and will serve existing research faculty. Consequently, it will have less than 10 percent impact on a road or service provided or maintained by the state, county, host local government, or any affected local government.
- The softball stadium expansion and renovation adds 10,000 square feet of build space within the Recreation and Open Space Land Use. The expansion comprises 400 seats, a shade structure, and a new press box. With only 11 home games, it will have less than 10 percent impact on a road or service provided or maintained by the state, county, host local government, or any affected local government.

In summary, the proposed facilities do not exceed the amendment threshold criteria in 1013.30 (9), F.S. and may therefore be treated as a minor amendment.

Thank you for your time and attention to this matter. If you require additional information, please contact me at (407) 823-5894.

Attachment B



Attachment C

UNIVERSITY OF CENTRAL FLORIDA

CAPITAL IMPROVEMENTS LIST

	MAIN CAMPUS FTE		22,890	23,128	23,404	23,661	23,661	23,646	23,833	24,038	24,237	24,591			
	PROJECT LIST 2015 -25 Revised 10/14/2016	*Fund Type	2015-16 YR #1	2016-17 YR #2	2017-18 YR #3	2018-19 YR #4	2019-20 YR #5	2020-21 YR #6	2021-22 YR #7	2022-23 YR #8	2023-24 YR #9	2024-25 YR #10	Net	Gross	Total Estimated Cost ($M)
1	ENGINEERING BUILDING I RENOVATION	PECO	$13,954,277	$925,000									118,186	130,885	14,879,277
2	MATHEMATICAL SCIENCES BUILDING REMODELING AND RENOVATION	PECO	$9,422,105	$700,000									100,289	106,523	10,122,105
3	UTILITIES, INFRASTRUCTURE	PECO	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	N/A	N/A	140,000,000
4	JOHN C. HITT LIBRARY RENOVATION PHASE II	PECO,CITF	$3,500,000	$29,500,000	$3,500,000								222,387	226,506	36,500,000
5	INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY	PECO	$5,924,183	$33,852,470	$5,924,183								78,676	118,013	45,700,836
6	UCF VC CLASSROOM BUILDING	PECO	$7,500,000												7,500,000
7	ARTS COMPLEX PHASE II (PERFORMANCE)	PECO	$5,000,000	$40,000,000	$5,000,000								100,396	150,594	50,000,000
8	MILLICAN HALL RENOVATION	PECO		$349,418	$6,363,058	$349,418							87,742	88,680	7,061,894
9	BUSINESS ADMINISTRATION RENOVATION	PECO		$9,475,843	$494,001								118,624	121,074	9,969,844
10	CHEMISTRY RENOVATION	PECO		$539,843	$9,815,338	$539,843							43,265	49,073	10,895,024
11	FACILITIES & SAFETY COMPLEX RENOVATION	PECO			$4,856,238										4,856,238
12	VISUAL ARTS RENOVATION AND EXPANSION	PECO			$3,000,000	$24,000,000	$3,000,000						79,373	85,000	30,000,000
13	MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING	PECO		$2,779,189	$22,235,512	$2,779,189							47,310	75,384	27,793,890
14	COLLEGE OF NURSING AND ALLIED HEALTH	PECO, C		$7,350,000	$58,800,000	$7,350,000							119,206	170,694	73,500,000
15	PARTNERSHIP IV	PECO	$2,450,000	$19,600,000	$2,450,000								78,294	117,442	24,500,000
16	HOWARD PHILLIPS HALL RENOVATION	PECO			$6,564,996	$652,249							56,903	64,619	7,217,245
17	COLBOURN HALL RENOVATION	PECO			$7,865,978	$410,073							73,500	83,957	8,276,053
18	FERRELL COMMONS (E AND G SPACE) RENOVATION	PECO			$6,564,996	$652,249							86,149	93,868	7,217,245
19	COLLEGE OF SCIENCES BUILDING RENOVATION	PECO				$317,437	$2,539,494	$317,436					49,580	54,644	3,174,367
20	REHEARSAL HALL RENOVATION	PECO				$48,007	$384,055	$48,006					9,322	10,743	480,068
21	CLASSROOM BUILDING III	PECO			$2,400,000	$19,200,000	$2,400,000						53,332	79,998	24,000,000
22	FACILITIES BUILDING AT LAKE NONA	B,P			$600,000	$4,800,000	$600,000						13,866	20,799	6,000,000
23	RECYCLING CENTER	PECO				$2,300,000	$18,400,000	$2,300,000					26,666	40,000	23,000,000
24	HUMANITIES AND FINE ARTS II (Phase I)	PECO				$2,772,353	$17,660,631	$2,772,353					58,362	87,543	22,605,337
25	SIMULATION AND TRAINING BUILDING	PECO				$2,570,336	$18,410,374	$2,570,336					39,950	59,924	23,151,046
26	BUSINESS ADMINISTRATION III BUILDING	PECO				$1,584,527	$12,307,012	$1,584,527					41,118	61,677	15,476,066
27	EDUCATION BUILDING II	PECO				$2,062,318	$15,594,083	$2,062,318					51,479	77,219	19,718,719
28	BAND BUILDING	PECO				$455,045	$2,800,279	$455,045					10,024	13,529	3,710,369
29	ARTS COMPLEX PHASE III	PECO				$1,210,857	$7,627,447	$1,210,857					25,447	38,171	10,049,161
30	SOCIAL SCIENCES FACILITY	PECO													0
31	COASTAL BIOLOGY STATION	PECO			$2,500,000										2,500,000
32	INTERDISCIPLINARY RESEARCH BUILDING II	PECO								$2,370,336	$17,330,596	$2,370,336	40,543	60,815	22,071,268
33	CENTER FOR EMERGING MEDIA BUILD OUT	PECO								$6,360,339			16,544	24,816	6,360,339
34	ROSEN STORAGE SHED	P	$225,000												225,000
35	ROSEN EDUCATIONAL FACILITY	P	$17,000,000												17,000,000
36	TEMPORARY ATHLETICS FOOTBALL GAME DAY PARKING	O	$50,000												50,000
37	UCF HEALTH EXPANSION AND WELLNESS CENTER	P, B					$1,145,664	$9,165,312	$1,145,664						11,456,640
38	HUMANITIES AND FINE ARTS II (Phase II)	PECO								$1,107,260	$8,600,076	$1,107,260	27,364	41,045	10,814,596
39	PARTNERSHIP CAMPUS	PECO											N/A	N/A	0
40	CAPITAL IMPROVEMENT RESERVE	PECO											N/A	N/A	0
41	SUSTAINABILITY CENTER (Phase I)	PECO, C								$5,000,000			5,000	7,500	5,000,000
42	CIVIL AND ENVIRONMENTAL ENGINEERING	PECO, C		$1,160,667	$14,508,333	$1,741,000							50,000	75,000	17,410,000
43	SUSTAINABILITY CENTER (Phase II)	PECO, C				$5,000,000							5,000	7,500	5,000,000
44	LABORATORY AND ENVIRONMENTAL SUPPORT EXPANSION	O	$1,800,000												1,800,000
45	CREATIVE VILLAGE GARAGE	P,B	$15,000,000												15,000,000
46	SPECIAL PURPOSE HOUSING AND PARKING GARAGE I	P, B	$25,000,000										106,667	160,000	25,000,000
47	SPECIAL PURPOSE HOUSING II	P, B	$8,000,000										21,333	32,000	8,000,000
48	PARKING DECKS	P, B	$17,000,000										112,000	168,000	17,000,000
49	GRADUATE HOUSING	P, B	$50,000,000										100,000	150,000	50,000,000
50	REFINANCE UCF FOUNDATION PROPERTIES	P, B	$37,410,000										288,167	432,250	37,410,000
51	STUDENT HOUSING	P, B	$50,000,000										149,333	224,000	50,000,000
52	GARAGE EXPANSION	P, B	$5,000,000										33,891	50,837	5,000,000
53	WET TEACHING LAB AND EXPANDED STEM FACILITY (CLASSROOM AND LAB BUILDING)	P, B							$14,258,248	$114,065,986	$14,258,248		60,976	91,464	142,582,482
54	FACILITIES BUILDING AT LAKE NONA	P, B	$6,000,000										13,866	20,799	6,000,000
55	EXPO CENTER HOUSING	P, B	$16,000,000										68,667	103,000	16,000,000
56	REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS	P, B	$28,000,000										40,000	60,000	28,000,000
57	PARTNERSHIP GARAGE	P, B	$7,000,000										994,900		7,000,000
58	PARKING DECK (ATHLETIC COMPLEX)	P, B	$5,000,000										112,000	168,000	5,000,000
59	BASEBALL STADIUM EXPANSION PHASE II	P, B	$4,500,000										3,800	5,700	4,500,000
60	BASEBALL CLUB HOUSE EXPANSION AND RENOVATION	P, B	$1,000,000												1,000,000
61	BRIGHTHOUSE NETWORKS STADIUM EXPANSION AND IMPROVEMENTS PHASE I	P, B	$11,000,000											21,337	11,000,000
62	WAYNE DENSCH SPORTS CENTER EXPANSION	P, B	$1,000,000										12,000	18,000	1,000,000
63	TENNIS COMPLEX PHASE I	P, B	$1,400,000										4,980	7,470	1,400,000
64	TENNIS COMPLEX PHASE II	P, B	$1,000,000												1,000,000
65	TENNIS COMPLEX PHASE III	P, B	$2,000,000												2,000,000
66	MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY	P, B	$112,863,923												112,863,923
67	HEALTH SCIENCES CAMPUS PARKING GARAGE I	P, B	$15,000,000												15,000,000
68	BIO-MEDICAL ANNEX RENOVATION AND EXPANSION	P, B	$12,800,000												12,800,000
69	OUTPATIENT CENTER	P, B	$75,000,000												75,000,000
70	DENTAL SCHOOL	P, B		$73,000,000											73,000,000
71	INFRASTRUCTURE AND SITEWORK LAKE NONA CLINICAL FACILITIES	P, B			$10,000,000										10,000,000
72	STRATEGIC LAND AND PROPERTY	P, B	$100,000,000										N/A	N/A	100,000,000
73	BRIGHT HOUSE NETWORKS STADIUM AND IMPROVEMENTS PHASE II	P, B	$5,000,000										14,225	21,337	5,000,000
74	TRACK AND SOCCER CLUB HOUSE	P, B	$850,000										2,800	4,200	850,000
75	SOFTBALL PRACTICE FIELD	P,B	$250,000										N/A	N/A	250,000
76	ATHLETICS PRACTICE FIELD	P, B	$500,000										N/A	N/A	500,000
77	WOMENS COMPETITION AND PRACTICE FIELD	P, B	$2,000,000										N/A	N/A	2,000,000
78	BASEBALL PRACTICE FIELD	P, B	$400,000										N/A	N/A	400,000
79	BASKETBALL PRACTICE FACILITY	P, B	$12,000,000										32,000	48,000	12,000,000
80	RECREATION AND WELLNESS CENTER PHASE III	P, B	$20,000,000										5,200	7,800	20,000,000
81	LIFE SCIENCES INCUBATOR, LAKE NONA	P, B	$30,000,000										36,667	55,000	30,000,000
82	EAST ATHLETICS CENTER	P, B	$15,000,000										11,706	17,559	15,000,000
83	CARACOL in BELIZE	C		$350,000									49,570	72,555	350,000
84	BURNETT BIO-MEDICAL SCIENCE CENTER INFRASTRUCTURE	C		$7,500,000									6,271	9,407	7,500,000
85	ORLANDO REPERTORY THEATRE III RENOVATIONS	C		$75,000	$75,000	$75,000							8,000	12,000	225,000
86	RESEARCH LAB, LAKE NONA	C, P, B	$6,412,845	$97,268,758	$9,180,000								132,018	198,027	112,861,603
87	FOOD RETAIL VENUE	O		$2,500,000											2,500,000
88	HOTEL AND CONFERENCE CENTER	P	$60,000,000										190,000	250,000	60,000,000
89	PARKING GARAGE VII	B		$20,000,000									242,667	364,000	20,000,000
90	JOHN C. HITT LIBRARY EXPANSION	CITF, P	$44,114,399	$40,471,926	$40,471,926								109,703	164,554	125,058,251
91	LAKE CLAIRE RENOVATION	CITF	$3,000,000										100,000	150,000	3,000,000
92	CREATIVE SCHOOL FOR CHILDREN	CITF	$6,000,000										25,000	37,500	6,000,000
93	STUDENT UNION II (Phase I)	CITF	$14,000,000										37,800	56,700	14,000,000
94	STUDENT UNION II (Phase II)	CITF	$6,000,000										17,000	25,500	6,000,000
95	STUDENT UNION II (Phase III)	CITF	$21,000,000										60,000	90,000	21,000,000
96	RWC PARK PHASE IV	CITF	$5,000,000										32,000	48,000	5,000,000
97	DOWNTOWN ACADEMIC BUILDING	PECO, P, E&G		$60,000,000									112,381	165,000	60,000,000
98	CREOL EXPANSION PHASE II	E&G			$6,784,226								10,208	13,900	6,784,226
99	DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (TRI-GENERATION)	E&G			$15,118,178								11,000	13,000	15,118,178
100	TEACHING HOSPITAL AT LAKE NONA	P													0
101	DOWNTOWN PARKING GARAGE II	B			$15,300,000									200,000	15,300,000
102	FLORIDA SOLAR ENERGY CENTER RENOVATION	PECO				$10,000,000									$10,000,000
103	DOWNTOWN BUILDING II	PECO, P, E&G						$77,717,325					150,325	222,000	77,717,325
104	DOWNTOWN PHASE III	PECO, P, E&G								$29,000,000			55,333	83,000	29,000,000
105	DOWNTOWN PHASE IV	PECO, P, E&G								$42,164,850			80,000	120,000	42,164,850
106	RESEARCH BUILDING I	PECO					$6,058,800	$48,470,400	$6,058,800				85,019	126,258	60,588,000
107	RESEARCH BUILDING II	PECO					$6,609,620	$52,876,800	$6,609,600				91,929	136,625	66,096,020
108	SOFTBALL STADIUM EXPANSION AND RENOVATION	P, B			$10,200,000										10,200,000
	TOTAL									New Campus Sq. Ft.					
										Off Campus Sq. Ft.					

Funding sources denote probable building completion year

Projects in green denote projects planned **off-campus.**

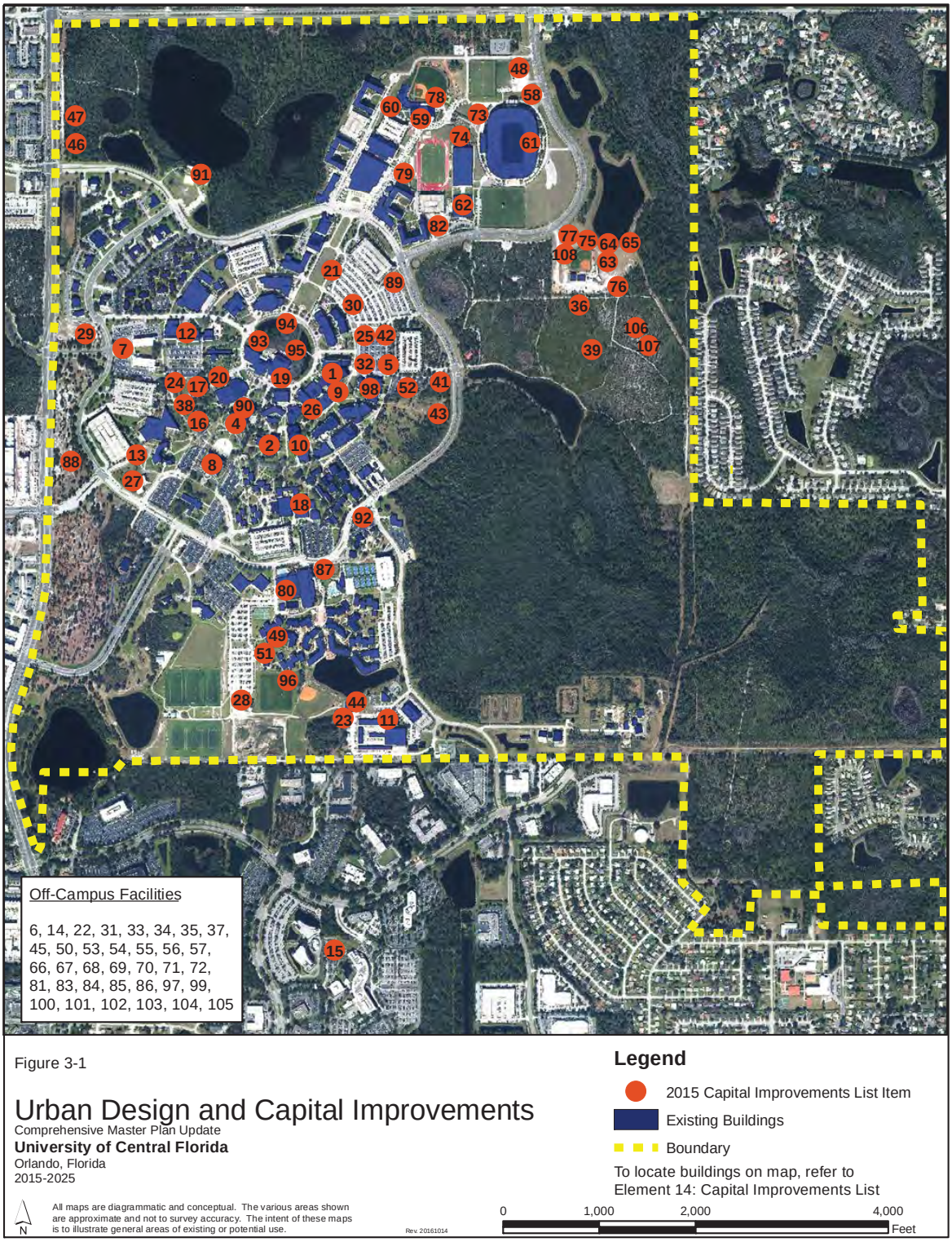
Projects in blue denote renovation and/or remodeling projects

*Fund Types:

PECO (Public Education Capital Outlay), C (Courtelis), P (Private),

B (Bond), CITF (Capital Improvement Trust Fund), O (Other)

Attachment D



University of Central Florida

Board of Trustees
Finance and Facilities Committee Meeting
President's Boardroom, Millican Hall, 3rd floor
December 7, 2016

MINUTES

CALL TO ORDER

Trustee Alex Martins, chair of the Finance and Facilities Committee, called the meeting to order at 8:30 a.m. Committee members Keith Koons and David Walsh were present. Committee members Christopher Clemente, Robert Garvy, John Sprouls, and Bill Yeargin attended by teleconference. Chairman Marcos Marchena attended by teleconference.

MINUTES APPROVAL

The minutes of the October 12, 2016, and November 17, 2016, Finance and Facilities Committee meetings were approved as submitted.

NEW BUSINESS

Minor Amendment to the University of Central Florida 2015-25 Campus Master Plan Update

William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, and Lee Kernek, Associate Vice President for Administration and Finance, presented a request to approve a minor amendment to the University of Central Florida 2015-25 Campus Master Plan Update to modify the Urban Design and Capital Improvements map and the Capital Improvements List. The amendment revises the Capital Improvements List and related map in order to add six new projects in downtown Orlando, four new projects on the main campus, and one renovation at the Florida Solar Energy Center. The committee unanimously approved the amendment.

University Draft Audited Financial Report 2015-16 (INFO-1)

Tracy Clark, Associate Provost for Budget, Planning, and Administration and Associate Vice President for Finance, reviewed the University Draft Audited Financial Report 2015-16.

UCF Key Financial Ratios (INFO-2)

Clark discussed the key financial ratios for UCF as of June 30, 2016, and the key financial ratios for UCF as compared to the State University System as of June 30, 2015.

University Operating Budget Report Ended September 30, 2016 (INFO-3)

Clark presented the University Operating Budget Report for the quarter that ended September 30, 2016.

UCF Investments Quarterly Report Ended September 30, 2016 (INFO-4)
Clark presented the UCF Investments Quarterly Report for the quarter that ended September 30, 2016.

Direct Support Organizations' 2016-17 First-Quarter Financial Reports (INFO-5)
Merck and Pittman reported that the 2016-17 first-quarter financial reports ended September 30, 2016, for the UCF DSOs were provided as information items.

OTHER BUSINESS
Update on space for student organizations in the College of Engineering and Computer Science
Chair Martins provided an update on a public comment made by a student at a previous Board of Trustees meeting. The student expressed concern that space currently being used by student organizations in the College of Engineering is being given to faculty members for offices and research. Maribeth Ehasz, Vice President for Student Development and Enrollment Services, and members of her team have met with the student and are working on the issue. Provost Whittaker added while he appreciates the need for student organization space, our priority for the next two years must be to maintain sufficient classroom space and accommodate the space needs of the current growth in faculty.

Chair Martins adjourned the Finance and Facilities Committee meeting at 9:52 a.m.

Respectfully submitted: William F. Merck II — 1-11-17

William F. Merck II
Vice President for Administration and Finance
and Chief Financial Officer

Date

Minutes
Board of Trustees Meeting
University of Central Florida
January 13, 2017

Chairman Marcos Marchena called the meeting of the Board of Trustees to order at 1:00 p.m. in the *FAIRWINDS* Alumni Center on the UCF Orlando campus.

Marchena asked everyone to stand to observe a moment of silence in recognition of the two law enforcement officers who lost their lives, Master Sgt. Debra Clayton and Deputy First Class Norm Lewis, who were alumni of UCF.

Marchena reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

WELCOME

Marchena welcomed the board members and called on Rick Schell, Associate Corporate Secretary, to call the roll. Schell determined that a quorum was present.

The following board members attended the meeting: Chairman Marcos Marchena, Vice Chair Robert Garvy, Ken Bradley, Clarence Brown, Christopher Clemente, Joseph Conte, Keith Koons, Beverly Seay, John Sprouls, David Walsh, and William Yeargin. Trustee Alex Martins attended via teleconference call.

PUBLIC COMMENT

Shelby Graves, a senior with Burnett Honors College, advised the board that Autism Awareness Day is April 2, 2017. She asked UCF to consider supporting World Autism Awareness. Marchena asked William F. Merck II, Vice President for Administration and Finance and CFO, to consult with Graves.

MINUTES

Marchena called for approval of the November 17, 2016, and December 1, 2016, meeting minutes, which were approved.

Marchena called on Hitt for remarks and introductions.

REMARKS

Hitt reported that UCF's oneness with its community was again brought home. Two members of the university family died in service to Orlando and Orange County, and Hitt stated that we mourn their loss while we take pride in their commitment to help others. Hitt extended

condolences to the families and friends of Master Sgt. Debra Clayton and Deputy First Class Norm Lewis.

Hitt announced that during the December 2016 commencement ceremonies, UCF awarded its 300,000th degree.

Hitt stated that the Florida Agency for Health Care Administration has approved the certificate of need, which is an essential step toward the founding of UCF's College of Medicine's proposed academic hospital at Lake Nona. Florida Hospital filed a petition seeking that the approval of the certificate be conditioned on the hospital being a joint venture between the University of Central Florida and the Hospital Corporation of America.

Hitt reported that marketing will begin soon for Legacy Pointe at UCF, the university's retirement community planned for the McCulloch and Old Lockwood Roads area. A target opening is set for 2020.

Hitt announced that UCF's men's and women's basketball teams are enjoying a winning season. After sixteen games, men's basketball has a 12-4 record with women's basketball at 10-6.

Hitt reported that UCF's women's and men's tennis teams will play their first matches at the new home of UCF tennis at Lake Nona.

Hitt reported that UCF and Orange County have devised a joint safety plan for UCF's main campus entrance along Alafaya Trail. The new measures include mid-block crossings, pedestrian lighting, and updated signals; additional right-of-way along the east side of Alafaya Trail for an expanded pedestrian-bike path; and the creation of pedestrian landing pads as safety zones at the main campus entrance.

Hitt referred the board to the Burnett Honors College data sheet included in their meeting materials. He asked that the trustees note the comparison between the Burnett Honors College and New College.

Hitt introduced a video produced by the Division of Communications and Marketing highlighting the best of 2016. He noted that it has been viewed by more than 557,000 people on Facebook.

INTRODUCTIONS

Hitt noted that the U.S. Department of Education, Office of English Language Acquisition, has awarded the College of Education and Human Performance ESOL Professor Joyce Nutta and UCF College of Arts and Humanities faculty members Florin Mihai and Kerry Purmensky with a five-year, $2.4 million grant for researching ways to improve the preparation of our college's elementary education teacher candidates.

REPORTS

Marchena called on Merck, and Tracy Clark, Associate Provost for Budget, Planning, and Administration and Associate Vice President for Finance, who reported on the following.

- INFO-1 Overview of the UCF Budget Process

ADVANCEMENT COMMITTEE REPORT

Clarence Brown, Chair of the Advancement Committee, reported the highlights from the committee meeting held earlier in the day.

- Dan Holsenbeck, Senior Vice President for University Relations, gave a legislative update, including a summary of Senate Bills 2 and 4, as they pertain to UCF. Holsenbeck referred the board to the Advancement Committee packet included in their meeting materials, and he noted that it included contact information for the House and Senate delegations, a list of UCF Alumni in the House and Senate, and lobbying policies for UCF staff and trustees.
- Grant Heston, Vice President for Communications and Marketing, provided highlights from UCF's Giving Tuesday Campaign that raised more than $33,000 in 24 hours, with 250 donors. He stated that the campaign was a university-wide collaboration between Communications and Marketing, the Advancement division, the colleges and units, and other campus departments. Heston showed a video announcing the launch of a 24-7 PBS Kids Channel. This is the first channel lineup change since WUCF started in July 2011.
- Michael Morsberger, Vice President for Alumni Relations and Development, and CEO, UCF Foundation, presented the IGNITE Campaign Case Statement, which provides a high-level summary of the campaign's priorities and call-to-action. Morsberger shared a video that will be shown at alumni events across the country.

AUDIT, OPERATIONS REVIEW, COMPLIANCE, AND ETHICS COMMITTEE REPORT

Beverly Seay, Chair of the Audit, Operations Review, Compliance, and Ethics Committee, reported the highlights of the committee meeting held on December 14, 2016.

- Rhonda L. Bishop, Chief Compliance and Ethics Officer, and Robert Taft, Chief Audit Executive, provided an overview of the revisions to the committee's charter. Bishop provided an overview of the revisions to the Internal Compliance, Ethics, and Risk Charter. She presented information on the annual conflict of interest and commitment initiatives report, and an update of the 2016-17 Work Plan status of all activities. Bishop provided an update for the University Compliance Ethics and Risk Program. In her update on the Athletics Compliance Program, she reported that UCF's probation will end on February 9, 2017.
- Taft presented the university's revised internal audit charter that required revisions based on the Board of Governors' new regulations. Taft then discussed the Board of Governors'

Performance-based Funding Data Integrity Certification Audit Report, along with the Performance-based Funding Data Integrity Certification Form.
- Maureen Binder, Associate Vice President and Chief Human Resources Officer, provided an update on the Fair Labor Standards Act.

COMPENSATION AND LABOR COMMITTEE REPORT

John Sprouls, Chair of the Compensation and Labor Committee, reported the highlights from the committee meeting held earlier in the day.

- Sprouls provided an overview of the repeal of University Regulation UCF-10.010 and the amendment of three other regulations to conform with the repeal of UCF-10.010. He noted with changes to the application procedures and the employment contract practices at the College of Medicine, the medical school will now conform to the university's existing discipline and termination guidelines.
- Sprouls reported the ratification of the Collective Bargaining Agreement with the American Federation of State, County, and Municipal Employees.
- Binder provided a summary of the university's response to the Fair Labor Standards Act regulations that were changed mid-year to be adopted in December 2016. She noted that a federal court injunction in November temporarily halted the FLSA regulation changes from proceeding.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Robert Garvy, Chair of the Educational Programs Committee, reported the highlights from the committee meeting held earlier in the day.

- A. Dale Whittaker, Provost and Executive Vice President, presented Faculty Spotlight (INFO-1), and he introduced Fei Liu, an assistant professor in the Department of Computer Science. Liu leads UCF's Natural Language Processing Group, whose mission is to develop natural language technologies that improve human language understanding and process.
- Whittaker gave an update on the university's activities to achieve preeminence and to further research (INFO-2). He reported that UCF is ranked in the top 100 by the National Science Foundation in its research and development expenditures.
- Whittaker gave a presentation on student debt (INFO-3). He noted that the majority of increase in student debt is seen in for-profit and 2-year institutions. Whittaker reported that nearly half of UCF students graduate with no debt. UCF students' average debt is less than $22,000 with a default rate that is well below the national average.

FINANCE AND FACILITIES COMMITTEE REPORT

Robert Garvy, Vice Chair of the Finance and Facilities Committee, reported the following highlights from the committee meeting held on December 7, 2016.

- Lee Kernek, Associate Vice President for Administration and Finance, reported on a minor amendment to the UCF 2015-25 Campus Master Plan Update to modify the Urban Design and Capital Improvements map and the Capital Improvements List in order to add six new projects in downtown Orlando, four new projects on the main campus, and one renovation of the Florida Solar Energy Center.
- Clark reviewed the University Draft Audited Financial Report for 2015-16, the key financial ratios for UCF as of June 30, 2016, and the key financial ratios for UCF as compared to the State University System as of June 30, 2015. Clark also presented the University Operating Budget Report for the quarter that ended September 30, 2016, along with the UCF Investments Quarterly Report for the same quarter.
- Merck and John C. Pittman, Associate Vice President for Administration and Finance, Debt Management, reported on the Direct Support Organizations' 2016-17 First-Quarter Financial Reports.
- Chair Alex Martins provided an update on a public comment made by a student at a previous Board of Trustees meeting concerning space being used by student organizations in the College of Engineering.

CONSENT AGENDA

A motion was made to accept the consent agenda, and members of the board unanimously approved the following actions.

- AUD-1 UCF Audit and Compliance Committee Charter—Approve UCF Audit and Compliance Committee Charter

- AUD-2 Revision of Internal Audit Charter—Approve Revisions to the Internal Audit Charter

- AUD-3 Board of Governors' Performance-based Funding Data Integrity Certification Audit Report—Accept the University Audit's report on the Board of Governors Performance-based Funding Data Integrity Certification Process

- AUD-4 Performance-based Funding Data Integrity Certification Form—Approve the Performance-based Funding Data Integrity Certification Form to the Board of Governors

- AUD-5 Internal Compliance, Ethics, and Risk Charter—Approve the charter for University Compliance, Ethics, and Risk Office and program

- CL-1 Repeal of University Regulation UCF-10.010 Discipline and Termination for Cause of Faculty and A&P Staff Members of the College of Medicine and Amendments to University Regulation UCF-3.0124 Discipline and Termination for Cause of Non-Unit Faculty and A&P Staff Members, University Regulation UCF-3.036 Grievance Procedure for Non-Unit Faculty Employees, and University Regulation UCF-3.037 Grievance Procedure for Non-Unit A&P Employees—Approve the repeal of Regulation UCF-10.010

and approve amendments to University of Central Florida Regulations, UCF-3.0124, UCF-3.036, and UCF-3.037

- CL-2 Collective Bargaining Agreement between the University of Central Florida Board of Trustees and the American Federation of State, County, and Municipal Employees—Ratify the Collective Bargaining Agreement for 2016-19 between the University of Central Florida Board of Trustees and the American Federation of State, County, and Municipal Employees

- FF-1 Minor Amendment to the University of Central Florida 2015-25 Campus Master Plan Update—Approve a minor amendment to the University of Central Florida 2015-25 Campus Master Plan Update to modify the Urban Design and Capital Improvements map and the Capital Improvements List

ANNOUNCEMENTS AND ADJOURNMENT

Marchena announced the following upcoming meetings:

Board of Governors meetings	January 25-26, 2017 (Florida Polytechnic University)
Board of Trustees retreat	March 3, 2017 9:00 a.m.-12:00 p.m. (*FAIRWINDS* Alumni Center, with lunch following)
Board of Trustees meeting	March 16, 2017 (*FAIRWINDS* Alumni Center)
UCF Day at the Capitol	March 28, 2017 (Tallahassee)
AGB National Conference on Trusteeship	April 2-4, 2017 (Hilton Anatole, Dallas)

Marchena invited the trustees to join him for the board's annual photo.

Marchena adjourned the board meeting at 2:24 p.m.

Respectfully submitted: _____ Date: _____

John C. Hitt
Corporate Secretary

University of Central Florida

Office of the President

University of Central Florida
Board of Trustees Meeting
January 13, 2017
FAIRWINDS Alumni Center
Agenda
10:00 a.m. – 4:00 p.m.
Lunch 12:00 p.m.
800-442-5794, passcode, 463796

COMMITTEE MEETINGS

10:00 a.m. – 10:30 a.m.	Compensation and Labor, John Sprouls, Chair
10:30 a.m. – 11:15 a.m.	Advancement, Clarence Brown, Chair
11:15 a.m. – 12:00 p.m.	Educational Programs, Robert Garvy, Chair

BOARD MEETING

1:00 – 4:00 p.m.

1.	Welcome and call to order		Marcos Marchena, Chairman
2.	Roll call		Rick Schell, Associate Corporate Secretary
3.	Public comment		Rick Schell
4.	Minutes of November 17, 2016, and December 1, 2016, meetings		Chairman Marchena
5.	Remarks and introductions		John C. Hitt, President
6.	Reports		
	INFO-1	Information	Overview of the UCF Budget Process (William F. Merck II, Vice President for Administration and Finance and CFO; and Tracy Clark, Associate Provost for Budget, Planning, and Administration and Associate Vice President for Finance)
7.	Advancement Committee report		Chair Brown

8.	Audit, Operations Review, Compliance, and Ethics Committee report		Chair Beverly Seay
9.	Compensation and Labor Committee report		Chair Sprouls
10.	Educational Programs Committee report		Chair Garvy
11.	Finance and Facilities Committee report		Chair Martins
12.	Consent Agenda		Chairman Marchena
	AUD-1	Approval	UCF Audit and Compliance Committee Charter (Seay)
	AUD-2	Approval	Revision of Internal Audit Charter (Seay)
	AUD-3	Approval	Board of Governors' Performance-based Funding Data Integrity Certification Audit Report (Seay)
	AUD-4	Approval	Performance-based Funding Data Integrity Certification Form (Seay)
	AUD-5	Approval	Internal Compliance, Ethics, and Risk Charter (Seay)
	CL-1	Approval	Repeal of University Regulation UCF-10.010 Discipline and Termination for Cause of Faculty and A&P Staff Members of the College of Medicine and Amendments to University Regulation UCF-3.0124 Discipline and Termination for Cause of Non-Unit Faculty and A&P Staff Members, University Regulation UCF-3.036 Grievance Procedure for Non-Unit Faculty Employees, and University Regulation UCF-3.037 Grievance Procedure for Non-Unit A&P Employees (Sprouls)
	CL-2	Approval	Collective Bargaining Agreement between the University of Central Florida Board of Trustees and the American Federation of State, County, and Municipal Employees (Sprouls)

	FF-1	Approval	Minor Amendment to the University of Central Florida 2015-25 Campus Master Plan Update (Merck)

13. New business — Chairman Marchena

14. Announcements and adjournment — Chairman Marchena

Upcoming meetings and events:

Board of Governors meetings	January 25-26, 2017 (Florida Polytechnic University)
Board of Trustees retreat	March 3, 2017 9:00 a.m. – 1:00 p.m. (*FAIRWINDS* Alumni Center)
Board of Trustees meeting	March 16, 2017 (*FAIRWINDS* Alumni Center)
UCF Day at the Capitol	March 28, 2017 (Tallahassee)
AGB National Conference on Trusteeship	April 2-4, 2017 (Hilton Anatole, Dallas)

ITEM: FF-1

University of Central Florida
Board of Trustees

SUBJECT: Minor Amendment to the University of Central Florida 2015-25 Campus Master Plan Update

DATE: January 13, 2017

PROPOSED BOARD ACTION

Approve a minor amendment to the University of Central Florida 2015-25 Campus Master Plan Update to modify the Urban Design and Capital Improvements map (Attachment D) and the Capital Improvements List (Attachment C).

BACKGROUND INFORMATION

The purpose of the proposed amendment is to revise the Capital Improvements List and related map in order to add six new projects in downtown Orlando, four new projects on the main campus, and one renovation at the Florida Solar Energy Center.

The projects not located on the UCF Main Campus are included in the University of Central Florida Campus Master Plan for information purposes only and are not subject to F.S. 1013.30. The downtown projects consist of the Downtown Academic Building, UCF Downtown Campus Building II, Downtown Phase III, Downtown Phase IV, Downtown Tri-generation Facility, and Downtown Garage II. These projects constitute the UCF Downtown Campus. The Florida Solar Energy Center renovation project is a 20-acre research complex on Florida's Space Coast and adjacent to UCF's Cocoa Campus.

The projects on the main campus are Research Buildings I and II, the Center for Research and Education in Optics and Lasers (CREOL) expansion, and the softball stadium expansion and renovation. As more particularly outlined in the attached memorandum, the amendment would constitute a minor amendment that needs only Board of Trustees approval for adoption.

Supporting documentation: Attachment A: Memorandum from Gina Seabrook
Attachment B: Project Location
Attachment C: Capital Improvements List
Attachment D: Urban Design Map

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Attachment A

MEMORANDUM

TO: Scott Cole, Vice President and General Counsel

FROM: Gina Seabrook, Construction Specialist, Resource Management

SUBJECT: Minor Amendment to the University of Central Florida 2015-25 Campus Master Plan Update

DATE: October 31, 2016

The University of Central Florida proposes a minor amendment to the University of Central Florida 2015-25 Campus Master Plan Update to modify the Capital Improvements List (2.14 Capital Improvements Element) and the Urban Design and Capital Improvements map (Figure 3-1) in order to add six new projects in downtown Orlando, four new projects on the main campus, and one renovation at the Florida Solar Energy Center.

The downtown projects consist of a Downtown Academic Building, UCF Downtown Campus Building II, Downtown Phase III, Downtown Phase IV, Downtown Tri-generation Facility, and Downtown Garage II. These projects constitute the UCF Downtown Campus. This campus, a partnership with Valencia College, will be located at Creative Village, the largest mixed-use project in downtown Orlando. It is expected to bring over 7,000 students from UCF and Valencia to downtown Orlando at its opening and will offer students an innovative learning environment within walking distance of downtown internship and job opportunities. These opportunities for the Downtown UCF Campus arose after approval of the University of Central Florida 2015-25 Campus Master Plan Update. The Florida Solar Energy Center renovation project is a 20-acre research complex on Florida's Space Coast and adjacent to UCF's Cocoa Campus. The facility currently houses classrooms, instructional and research labs, offices, conference rooms, and support space for critical engineering programs. Research accomplished by the departments serves dozens of high-level technology industrial firms located throughout Florida and across the nation. FSEC has seen continuous use since it was built 21 years ago and is in dire need of a complete chilled-water HVAC system replacement and modernization, and it requires roof and building envelope repairs. The HVAC equipment is both obsolete and deteriorated beyond repair.

The projects on the main campus are Research Buildings I and II, a Center for Research & Education in Optics and Lasers (CREOL) expansion, and a softball stadium expansion and renovation.

The projects not located on the UCF Main Campus are included in the University of Central Florida Campus Master Plan for information purposes only and are not subject to F.S. 1013.30.

Regarding the projects on the UCF Main Campus:

- The two research buildings are included on line 39 of the Capital Improvement Project List as part of the "Partnership Campus," which is the area located south of the softball stadium. UCF aspires to be recognized as a preeminent state research university and has set strategic goals to become a Top 50 research university by 2035. UCF is committed to a robust portfolio of research, scholarship, and creative activities across all disciplines, contributing to the creation of new knowledge. Specific metrics have been designed to meet preeminence, including doubling research awards from $133 million to $250 million and achieving a level where at least 25 percent of graduate degrees awarded are research-focused.
- The CREOL Expansion is an addition to an existing facility. The College of Optics and Photonics and CREOL have grown in size and in stature. A new undergraduate program offering a Bachelor of Science degree in Photonic Science and Engineering began in Fall 2013 and has already attracted more than 100 new students. Five new faculty have been added since 2014. External research funding increased from an annual average of $11.3 million in 2010-11 to 2014-15 to $17 million in 2015-16. The College contributes about 13 percent of UCF's total research funding.
- The softball stadium expansion and renovation project is located in the area of the existing softball stadium and where the University of Central Florida 2015-25 Capital Improvements List shows on Line 75, a Softball Practice Field.

An amendment to a campus master plan must be reviewed and adopted under subsections (6)-(8) of F.S. 1013.30 if such amendment, alone or in conjunction with other amendments, would:

(a) Increase density or intensity of use of land on the campus by more than 10 percent;

University Response:

- The proposed Research Buildings I and II add up to 262,881 additional square feet within the Academic Land Use component of the campus. As the total square footage for buildings on campus is over eight million square feet, this addition constitutes a .032 percent change in overall campus square footage and, therefore, does not trip the 10 percent threshold for density or intensity of use of land on campus.
- The CREOL Expansion adds approximately 14,000 square feet within the Academic Land Use component of the campus. This addition constitutes a .00175 percent change in

overall campus square footage and, therefore, does not trip the 10 percent threshold for density or intensity of use of land on campus.

- The softball stadium expansion and renovation adds approximately 10,000 square feet to a facility within the existing Recreation and Open Space Land Use category. UCF has over 298 acres of Recreation and Open Space Land Use on campus. Hence, this addition constitutes a .029 percent increase in density or intensity within the Recreation and Open Space Land Use category and does not trip the 10 percent threshold for density or intensity of use.

(b) Decrease the amount of natural areas, open space, or buffers on the campus by more than 10 percent:

University Response:

- The proposed Research Buildings I and II are located within the Academic Land Use and not within the Recreation and Open Space Land Use, which includes natural areas and open spaces on campus; therefore, they do not trip the 10 percent threshold for decreased natural areas, open spaces, or buffers on campus.
- The proposed CREOL Expansion is located within the Academic Land Use component and not within the Recreation and Open Space land use; therefore, it does not trip the 10 percent threshold for decreased natural areas, opens spaces, or buffers on campus.
- The proposed softball stadium expansion and renovation is located within the Recreation and Open Space Land Use on campus and does not remove any square footage from the 298 acres of Recreation and Open Space Land Use on campus; therefore, it does not trip the 10 percent threshold for decreased natural areas, open spaces, or buffers on campus.

(c) Rearrange land uses in a manner that will increase the impact of any proposed campus development by more than 10 percent on a road or on another public facility or service provided or maintained by the state, the county, the host local government, or any affected local government.

University Response:

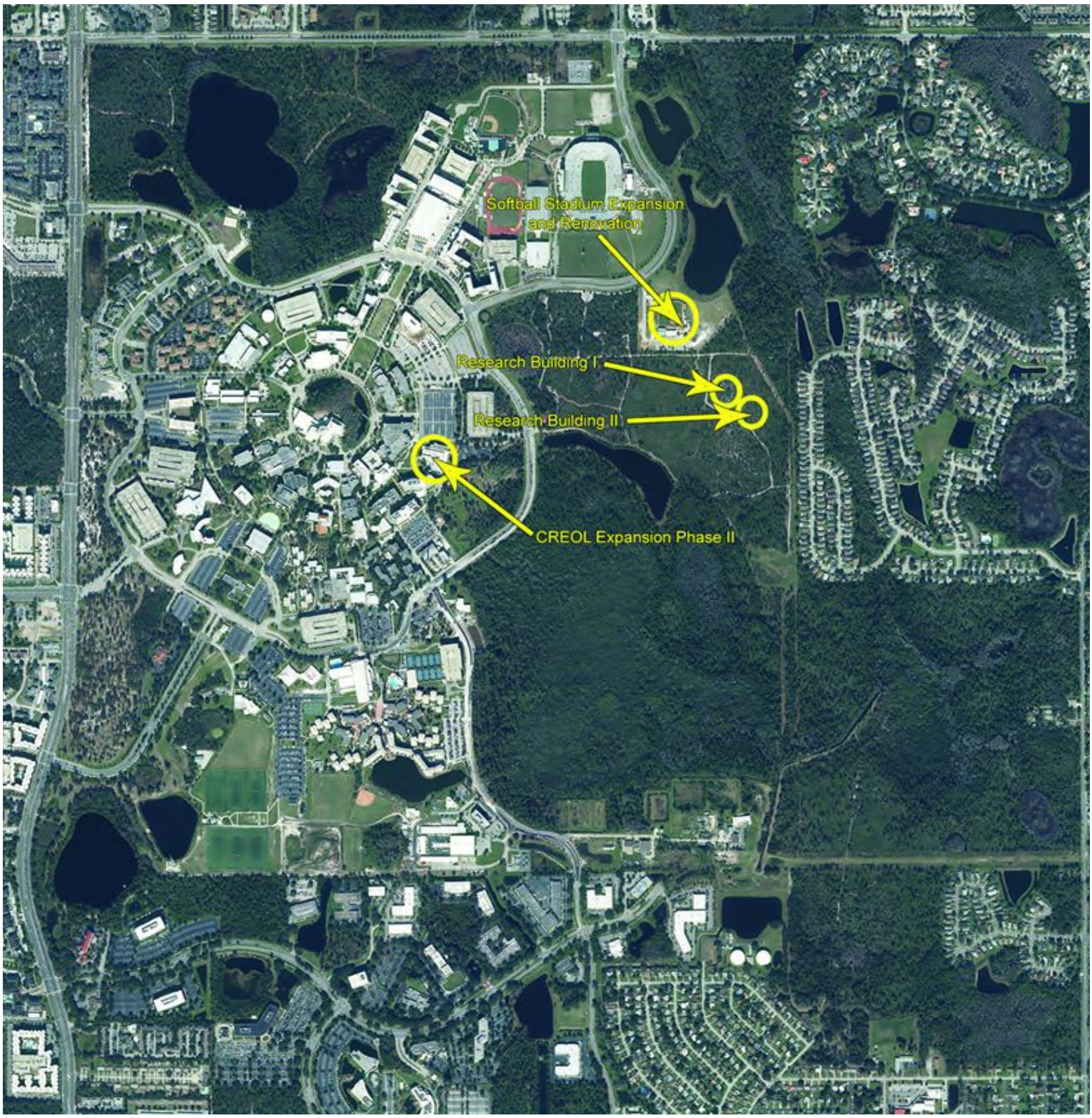
- The proposed Research Buildings I and II will constitute 262,881 square feet within the Partnership Campus site, which consists of 50 acres of currently unbuilt Academic Land Use. Each of the facilities will accommodate approximately 50 principle investigators. This number will have no impact on utilities and de minimis impact on transportation. Consequently, it will have less than 10 percent impact on a road or service provided or maintained by the state, county, host local government, or any affected local government.

- The proposed CREOL Expansion constitutes 14,000 square feet within the Academic Land Use component of the campus and will serve existing research faculty. Consequently, it will have less than 10 percent impact on a road or service provided or maintained by the state, county, host local government, or any affected local government.
- The softball stadium expansion and renovation adds 10,000 square feet of build space within the Recreation and Open Space Land Use. The expansion comprises 400 seats, a shade structure, and a new press box. With only 11 home games, it will have less than 10 percent impact on a road or service provided or maintained by the state, county, host local government, or any affected local government.

In summary, the proposed facilities do not exceed the amendment threshold criteria in 1013.30 (9), F.S. and may therefore be treated as a minor amendment.

Thank you for your time and attention to this matter. If you require additional information, please contact me at (407) 823-5894.

Attachment B



Attachment C

UNIVERSITY OF CENTRAL FLORIDA

CAPITAL IMPROVEMENTS LIST

	MAIN CAMPUS FTE		22,890	23,128	23,484	23,661	23,661	23,646	23,833	24,038	24,237	24,591			
	PROJECT LIST 2015 -25 Revised 10/14/2016	*Fund Type	2015-16 YR #1	2016-17 YR #2	2017-18 YR #3	2018-19 YR #4	2019-20 YR #5	2020-21 YR #6	2021-22 YR #7	2022-23 YR #8	2023-24 YR #9	2024-25 YR #10	Net	Gross	Total Estimated Cost ($M)
1	ENGINEERING BUILDING I RENOVATION	PECO	$13,954,277	$925,000									118,186	130,885	14,879,277
2	MATHEMATICAL SCIENCES BUILDING REMODELING AND RENOVATION	PECO	$9,422,105	$700,000									100,289	106,523	10,122,105
3	UTILITIES, INFRASTRUCTURE	PECO	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	N/A	N/A	140,000,000
4	JOHN C. HITT LIBRARY RENOVATION PHASE II	PECO,CITF	$3,500,000	$29,500,000	$3,500,000								222,387	226,506	36,500,000
5	INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY	PECO	$5,924,183	$33,852,470	$5,924,183								78,676	118,013	45,700,836
6	UCF VC CLASSROOM BUILDING	PECO	$7,500,000												7,500,000
7	ARTS COMPLEX PHASE II (PERFORMANCE)	PECO	$5,000,000	$40,000,000	$5,000,000								100,396	150,594	50,000,000
8	MILLICAN HALL RENOVATION	PECO		$349,418	$6,363,058	$349,418							87,742	88,680	7,061,894
9	BUSINESS ADMINISTRATION RENOVATION	PECO		$9,475,843	$494,001								118,624	121,074	9,969,844
10	CHEMISTRY RENOVATION	PECO		$539,843	$9,815,338	$539,843							43,265	49,073	10,895,024
11	FACILITIES & SAFETY COMPLEX RENOVATION	PECO			$4,856,238										4,856,238
12	VISUAL ARTS RENOVATION AND EXPANSION	PECO			$3,000,000	$24,000,000	$3,000,000						79,373	85,000	30,000,000
13	MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING	PECO		$2,779,189	$22,235,512	$2,779,189							47,310	75,384	27,793,890
14	COLLEGE OF NURSING AND ALLIED HEALTH	PECO, C		$7,350,000	$58,800,000	$7,350,000							119,206	170,684	73,500,000
15	PARTNERSHIP IV	PECO	$2,450,000	$19,600,000	$2,450,000								78,294	117,442	24,500,000
16	HOWARD PHILLIPS HALL RENOVATION	PECO			$6,564,996	$652,249							56,905	64,619	7,217,245
17	COLBOURN HALL RENOVATION	PECO			$7,865,978	$410,075							73,500	83,957	8,276,053
18	FERRELL COMMONS (E AND G SPACE) RENOVATION	PECO			$6,564,996	$652,249							86,149	93,860	7,217,245
19	COLLEGE OF SCIENCES BUILDING RENOVATION	PECO				$317,437	$2,539,494	$317,436					49,580	54,644	3,174,367
20	REHEARSAL HALL RENOVATION	PECO				$48,007	$384,055	$48,006					9,322	10,745	480,068
21	CLASSROOM BUILDING III	PECO			$2,400,000	$19,200,000	$2,400,000						53,332	79,998	24,000,000
22	FACILITIES BUILDING AT LAKE NONA	B,P			$600,000	$4,800,000	$600,000						13,866	20,799	6,000,000
23	RECYCLING CENTER	PECO				$2,300,000	$18,400,000	$2,300,000					26,666	40,000	23,000,000
24	HUMANITIES AND FINE ARTS II (Phase I)	PECO				$2,772,353	$17,060,631	$2,772,353					58,362	87,543	22,605,337
25	SIMULATION AND TRAINING BUILDING	PECO				$2,370,336	$18,410,374	$2,370,336					39,950	59,924	23,151,046
26	BUSINESS ADMINISTRATION III BUILDING	PECO				$1,584,527	$12,307,012	$1,584,527					41,118	61,677	15,476,066
27	EDUCATION BUILDING II	PECO				$2,062,318	$15,594,083	$2,062,318					51,479	77,219	19,718,719
28	BAND BUILDING	PECO				$455,045	$2,800,279	$455,045					10,024	13,529	3,710,369
29	ARTS COMPLEX PHASE III	PECO				$1,210,857	$7,627,447	$1,210,857					25,447	38,171	10,049,161
30	SOCIAL SCIENCES FACILITY	PECO													0
31	COASTAL BIOLOGY STATION	PECO			$2,500,000										2,500,000
32	INTERDISCIPLINARY RESEARCH BUILDING II	PECO								$2,370,336	$17,330,596	$2,370,336	40,543	60,815	22,071,268
33	CENTER FOR EMERGING MEDIA BUILD OUT	PECO								$6,360,339			16,544	24,816	6,360,339
34	ROSEN STORAGE SHED	P	$225,000												225,000
35	ROSEN EDUCATIONAL FACILITY	P	$17,000,000												17,000,000
36	TEMPORARY ATHLETICS FOOTBALL GAME DAY PARKING	O	$50,000												50,000
37	UCF HEALTH EXPANSION AND WELLNESS CENTER	P, B					$1,145,664	$9,165,312	$1,145,664						11,456,640
38	HUMANITIES AND FINE ARTS II (Phase II)	PECO								$1,107,260	$8,600,076	$1,107,260	27,364	41,045	10,814,596
39	PARTNERSHIP CAMPUS	PECO											N/A	N/A	0
40	CAPITAL IMPROVEMENT RESERVE	PECO											N/A	N/A	0
41	SUSTAINABILITY CENTER (Phase I)	PECO, C								$5,000,000			5,000	7,500	5,000,000
42	CIVIL AND ENVIRONMENTAL ENGINEERING	PECO, C		$1,160,667	$14,508,333	$1,741,000							50,000	75,000	17,410,000
43	SUSTAINABILITY CENTER (Phase II)	PECO, C				$5,000,000							5,000	7,500	5,000,000
44	LABORATORY AND ENVIRONMENTAL SUPPORT EXPANSION	O	$1,800,000												1,800,000
45	CREATIVE VILLAGE GARAGE	P,B	$15,000,000												15,000,000
46	SPECIAL PURPOSE HOUSING AND PARKING GARAGE I	P, B	$25,000,000										106,667	160,000	25,000,000
47	SPECIAL PURPOSE HOUSING II	P, B	$8,000,000										21,333	32,000	8,000,000
48	PARKING DECKS	P, B	$17,000,000										112,000	168,000	17,000,000
49	GRADUATE HOUSING	P, B	$50,000,000										100,000	150,000	50,000,000
50	REFINANCE UCF FOUNDATION PROPERTIES	P, B	$37,410,000										288,167	432,250	37,410,000
51	STUDENT HOUSING	P, B	$50,000,000										149,333	224,000	50,000,000
52	GARAGE EXPANSION	P, B	$5,000,000										33,891	50,837	5,000,000
53	WET TEACHING LAB AND EXPANDED STEM FACILITY (CLASSROOM AND LAB BUILDING)	P, B							$14,258,248	$114,065,986	$14,258,248		60,976	91,464	142,582,482
54	FACILITIES BUILDING AT LAKE NONA	P, B	$6,000,000										13,866	20,799	6,000,000
55	EXPO CENTER HOUSING	P, B	$16,000,000										68,667	103,000	16,000,000
56	REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS	P, B	$28,000,000										40,000	60,000	28,000,000
57	PARTNERSHIP GARAGE	P, B	$7,000,000										994,900		7,000,000
58	PARKING DECK (ATHLETIC COMPLEX)	P, B	$5,000,000										112,000	168,000	5,000,000
59	BASEBALL STADIUM EXPANSION PHASE II	P, B	$4,500,000										3,800	5,700	4,500,000
60	BASEBALL CLUB HOUSE EXPANSION AND RENOVATION	P, B	$1,000,000												1,000,000
61	BRIGHTHOUSE NETWORKS STADIUM EXPANSION AND IMPROVEMENTS PHASE I	P, B	$11,000,000											21,337	11,000,000
62	WAYNE DENSCH SPORTS CENTER EXPANSION	P, B	$1,000,000										12,000	18,000	1,000,000
63	TENNIS COMPLEX PHASE I	P, B	$1,400,000										4,980	7,470	1,400,000
64	TENNIS COMPLEX PHASE II	P, B	$1,000,000												1,000,000
65	TENNIS COMPLEX PHASE III	P, B	$2,000,000												2,000,000
66	MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY	P, B	$112,863,923												112,863,923
67	HEALTH SCIENCES CAMPUS PARKING GARAGE I	P, B	$15,000,000												15,000,000
68	BIO-MEDICAL ANNEX RENOVATION AND EXPANSION	P, B	$12,800,000												12,800,000
69	OUTPATIENT CENTER	P, B	$75,000,000												75,000,000
70	DENTAL SCHOOL	P, B		$73,000,000											73,000,000
71	INFRASTRUCTURE AND SITEWORK LAKE NONA CLINICAL FACILITIES	P, B			$10,000,000										10,000,000
72	STRATEGIC LAND AND PROPERTY	P, B	$100,000,000										N/A	N/A	100,000,000
73	BRIGHT HOUSE NETWORKS STADIUM AND IMPROVEMENTS PHASE II	P, B	$5,000,000										14,225	21,337	5,000,000
74	TRACK AND SOCCER CLUB HOUSE	P, B	$850,000										2,800	4,200	850,000
75	SOFTBALL PRACTICE FIELD	P,B	$250,000										N/A	N/A	250,000
76	ATHLETICS PRACTICE FIELD	P, B	$500,000										N/A	N/A	500,000
77	WOMENS COMPETITION AND PRACTICE FIELD	P, B	$2,000,000										N/A	N/A	2,000,000
78	BASEBALL PRACTICE FIELD	P, B	$400,000										N/A	N/A	400,000
79	BASKETBALL PRACTICE FACILITY	P, B	$12,000,000										32,000	48,000	12,000,000
80	RECREATION AND WELLNESS CENTER PHASE III	P, B	$20,000,000										5,200	7,800	20,000,000
81	LIFE SCIENCES INCUBATOR, LAKE NONA	P, B	$30,000,000										36,667	55,000	30,000,000
82	EAST ATHLETICS CENTER	P, B	$15,000,000										11,706	17,559	15,000,000
83	CARACOL in BELIZE	C		$350,000									49,570	72,555	350,000
84	BURNETT BIO-MEDICAL SCIENCE CENTER INFRASTRUCTURE	C		$7,500,000									6,271	9,407	7,500,000
85	ORLANDO REPERTORY THEATRE III RENOVATIONS	C		$75,000	$75,000	$75,000							8,000	12,000	225,000
86	RESEARCH LAB, LAKE NONA	C, P, B	$6,412,845	$97,268,758	$9,180,000								132,018	198,027	112,861,603
87	FOOD RETAIL VENUE	O		$2,500,000											2,500,000
88	HOTEL AND CONFERENCE CENTER	P	$60,000,000										190,000	250,000	60,000,000
89	PARKING GARAGE VII	B		$20,000,000									242,667	364,000	20,000,000
90	JOHN C. HITT LIBRARY EXPANSION	CITF, P	$44,114,399	$40,471,926	$40,471,926								109,703	164,554	125,058,251
91	LAKE CLAIRE RENOVATION	CITF	$3,000,000										100,000	150,000	3,000,000
92	CREATIVE SCHOOL FOR CHILDREN	CITF	$6,000,000										25,000	37,500	6,000,000
93	STUDENT UNION II (Phase I)	CITF	$14,000,000										37,800	56,700	14,000,000
94	STUDENT UNION II (Phase II)	CITF	$6,000,000										17,000	25,500	6,000,000
95	STUDENT UNION II (Phase III)	CITF	$21,000,000										60,000	90,000	21,000,000
96	RWC PARK PHASE IV	CITF	$5,000,000										32,000	48,000	5,000,000
97	DOWNTOWN ACADEMIC BUILDING	PECO, P, E&G		$60,000,000									112,381	165,000	60,000,000
98	CREOL EXPANSION PHASE II	E&G			$6,784,228								10,208	13,900	6,784,228
99	DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (TRI-GENERATION)	E&G			$15,118,178								11,000	13,000	15,118,178
100	TEACHING HOSPITAL AT LAKE NONA	P													0
101	DOWNTOWN PARKING GARAGE II	B			$15,300,000									200,000	15,300,000
102	FLORIDA SOLAR ENERGY CENTER RENOVATION	PECO				$10,000,000									$10,000,000
103	DOWNTOWN BUILDING II	PECO, P, E&G						$77,717,325					150,325	222,000	77,717,325
104	DOWNTOWN PHASE III	PECO, P, E&G								$29,000,000			55,333	83,000	29,000,000
105	DOWNTOWN PHASE IV	PECO, P, E&G								$42,164,850			80,000	120,000	42,164,850
106	RESEARCH BUILDING I	PECO					$6,058,800	$48,470,400	$6,058,800				85,019	126,258	60,588,000
107	RESEARCH BUILDING II	PECO					$6,609,620	$52,876,800	$6,609,600				91,929	136,623	66,096,020
108	SOFTBALL STADIUM EXPANSION AND RENOVATION	P, B			$10,200,000										10,200,000
	TOTAL												New Campus Sq. Ft.		
													Off Campus Sq. Ft.		

Funding sources denote probable building completion year

Projects in green denote projects planned **off-campus.**

Projects in blue denote renovation and/or remodeling projects

*Fund Types:

PECO (Public Education Capital Outlay), C (Courtelis), P (Private),

B (Bond), CITF (Capital Improvement Trust Fund), O (Other)

Attachment D

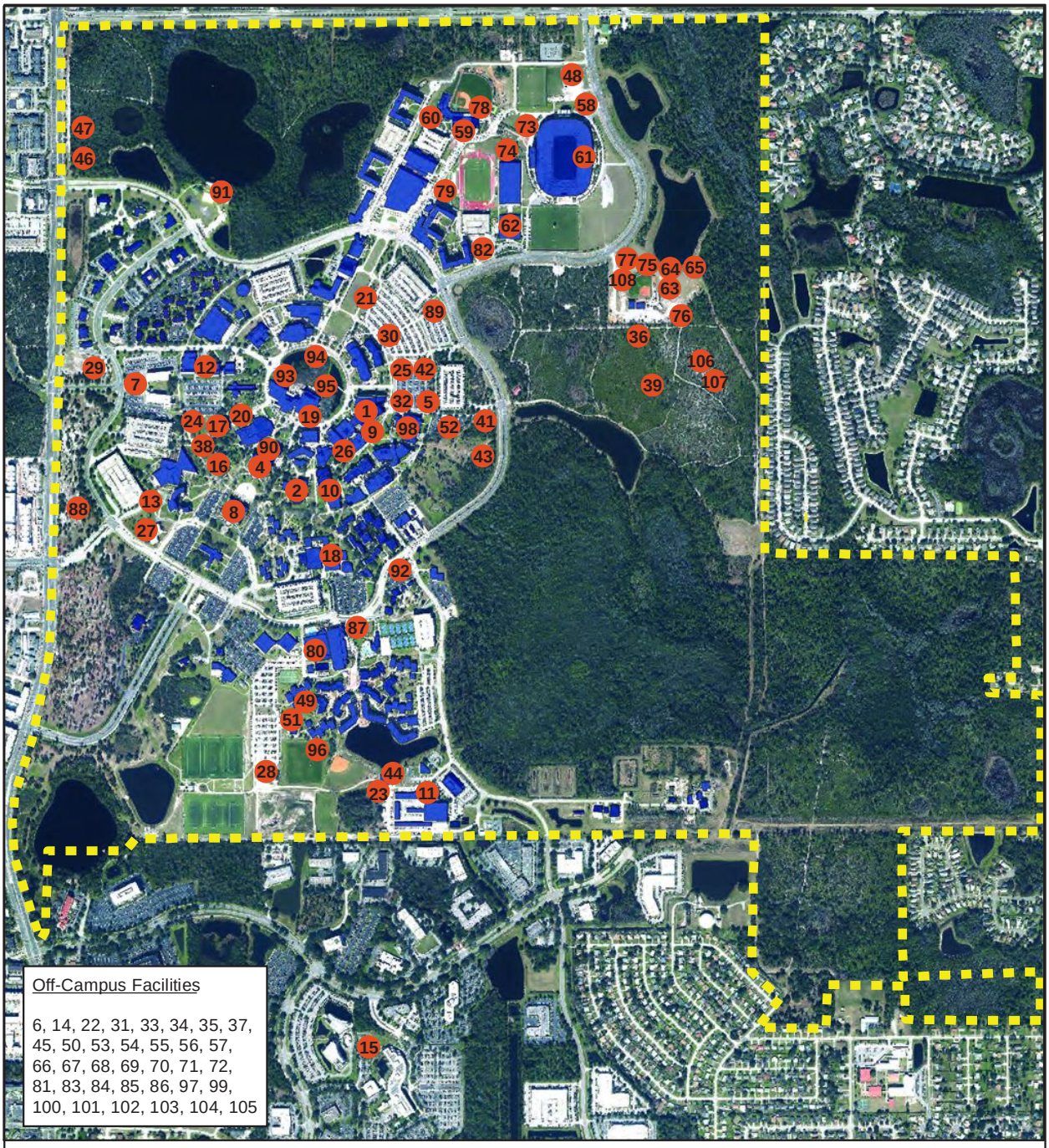


Figure 3-1

Urban Design and Capital Improvements

Comprehensive Master Plan Update

University of Central Florida

Orlando, Florida

2015-2025

ITEM: FF-4

University of Central Florida
Board of Trustees

SUBJECT: 2017-18 Capital Outlay Budget

DATE: May 18, 2017

PROPOSED BOARD ACTION

Approve the university's 2017-18 capital outlay budget and authorize the president to make adjustments as necessary to the 2017-18 capital outlay budget.

BACKGROUND INFORMATION

Pursuant to Florida Statute 1013.61, each university's Board of Trustees must adopt an annual capital outlay budget that designates proposed expenditures by project. The attached University of Central Florida 2017-18 capital outlay budget lists the projects anticipated to be approved during the legislative session and by the governor, or for which university funds will be spent. Approval is sought for the attached budget along with authorization for the president to make changes to this budget as necessary during the year.

Supporting documentation: Attachment A: 2017-18 Capital Outlay Budget

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Attachment A

2017-18 Capital Outlay Budget
Projects By Funding Source

Projects funded by Public Education Capital Outlay (PECO)	2017-18	Funded
Utilities, Infrastructure, Capital Renewal, and Roofs	$ 14,000,000	$ -
Interdisciplinary Research and Incubator Facility	6,042,667	-
Engineering Building I Renovation	15,986,913	-
College of Nursing and Allied Health	-	-
Mathematical Sciences Building Remodeling and Renovation	10,784,652	-
Trevor Colbourn Hall and Colbourn Demolition	38,000,000	-
John C. Hitt Library Renovation Phase II	3,712,800	-
Arts Complex Phase II (Performance)	6,472,794	-
TOTAL	$ 94,999,826	$ -

Projects funded by donations and the Courtelis Facility Matching Grant Program	Cumulative 2017-18	
	Donations	Courtelis
Laboratory Instruction Building (P,C,E)	$ 15,372,777	$ -
Performing Arts Fund (E)	144,652	-
Career Services and Experiential Center (E)	196,950	-
Caracol in Belize (P,C,E)	350,000	-
Burnett Bio-Medical Science Center (C,E)	2,528,605	-
Arts Complex II Enhancement (P,C)	500,000	-
Medical School Library (P,C,E)	4,000,000	-
Morgridge National Reading Center (P,C)	2,297,170	-
Psychology (E)	86,540	-
Engineering III Enhancement (E)	2,394,463	-
Alumni Center and John and Martha Hitt Library (E)	7,349	-
Optics and Photonics Enhancement (E)	69,085	-
Physical Science Building (E)	1,162	-
TOTAL	$ 27,948,753	$ -

Maintenance, repair, renovation, and remodeling projects	2017-18	
		$ 3,854,367
TOTAL		$ 3,854,367

Capital Improvement Trust Fund	2017-18	Funded
John C. Hitt Library Phase I	$ 6,854,569	$ 6,854,569
John C. Hitt Library Phase II	-	1,710,066
TOTAL	$ 6,854,569	$ 8,564,635

Projects constructed or acquired with proceeds from other state sources	2017-18	Funded
Interdisciplinary Research and Incubator Facility Phase II	$ 16,614,853	$ 16,614,853
CREOL Expansion Phase II	6,784,228	6,784,228
Stadium Video and Sound	5,000,000	5,000,000
UCF Downtown Campus Combined Heat and Power Plant (Tri-gen)	15,118,753	15,118,753
TOTAL	$ 43,517,834	$ 43,517,834

Projects constructed or acquired with proceeds from non-state sources, including debt	2017-18	Funded
Student Union Expansion	$ 14,000,000	$ 14,000,000
Teaching Hospital at Lake Nona	175,000,000	175,000,000
Institute For Hospitality In Healthcare at Lake Nona	15,300,000	-
UCF Downtown Campus Garage II	15,300,000	-
Special Purpose Housing and Parking Garage	27,540,000	-
Special Purpose Housing II	8,812,800	-
Parking Decks	18,727,200	-
Graduate Housing	55,080,000	-
Refinance UCF Foundation Properties	37,410,000	-
Student Housing	55,080,000	-
Garage Expansion	12,117,600	-
Regional Campuses Multi-Purpose Buildings	30,844,800	-
Partnership Garage	7,711,200	-
Wayne Densch Sports Center Expansion	5,100,000	5,100,000
Baseball Stadium Expansion Phase II	3,060,000	3,060,000
Softball Stadium Expansion and Enhancements	1,020,000	-
Bright House Networks Stadium Expansion and Improvements Phase I	14,790,000	-
Baseball Clubhouse Expansion and Renovation	1,020,000	1,020,000
Bright House Networks Stadium Expansion and Improvements Phase II	39,662,000	-
Football Building	14,737,500	-
Parking Deck	5,100,000	-
Multi-Purpose Medical Research and Incubator Facility	126,817,515	-
Health Sciences Campus Parking Garage I	15,300,000	-
Bio-Medical Annex Renovation and Expansion	13,056,000	-
Outpatient Center	82,620,000	-
Campus Entryways	6,642,054	-
TOTAL	$ 801,848,669	$ 198,180,000

2017-18 Capital Outlay Budget
Projects By Funding Source

Plant Operations and Maintenance	2017-18	Funded
Florida Advanced Manufacturing Research Facility	$ 1,339,850	$ -
Optics Materials Lab Addition	90,634	$ -
John C. Hitt Library Expansion Phase I Connector	144,228	$ -
BPW Building	66,182	$ -
District Energy Plant	94,231	$ -
CREOL	45,170	$ -
John C. Hitt Library Expansion Phase I	116,777	$ -
Arts Complex II Performance	31,353	$ -
Trevor Colbourn Hall and Colbourn Demolition	2,228,986	$ -
Coastal Biology	49,169	$ -
Arboretum Green House	13,112	$ -
Band Building	98,338	$ -
CREOL Expansion Phase II	227,815	$ -
Partnership IV A and B	1,516,513	$ -
Florida Solar Energy Center	704,523	$ -
Interdisciplinary Research and Incubator Facility	1,597,691	$ -
TOTAL	$ 8,364,572	$ -

IN THE MATTER OF:

UNIVERSITY OF CENTRAL FLORIDA'S USE OF EDUCATION AND GENERAL FUNDS

DALE WHITTAKER

DATE:	**February 18, 2019**
PLACE:	**House Office Building 402 South Monroe Street Tallahassee, Florida 32301**
TIME:	**1:00 p.m. - 1:32 p.m.**
REPORTED BY:	**JUDY CHIN RPR, CRR, FPR**

ACCURATE STENOTYPE REPORTERS, INC
2894 REMINGTON GREEN LANE
TALLAHASSEE, FL 32308 (850)878-2221

REPRESENTING: HOUSE OF REPRESENTATIVES

DON RUBOTTOM, ESQUIRE.
Don.rubbottom@myfloridahouse.gov
and
CARINE MITZ, ESQUIRE.
402 House Office Building.
402 South Monroe Street.
Tallahassee, Florida 32399-1300
850.717.4881

REPRESENTING: DALE WHITTAKER

RICHARD E. COATES, ESQUIRE.
Rcoates@rcoateslaw.com.
Carine.mitz@myfloridahouse.gov
and
BUCKY MITCHELL, ESQUIRE.
bmitchell@rcoateslaw.com
COATES LAW FIRM, PL.
115 East Park Avenue, Suite 1.
Tallahassee, Florida 32301
850.681.1029.

INDEX

ALAN DALE WHITTAKER
Direct Examination by Ms. Mitz 4

EXHIBITS

NO.	DESCRIPTION	PAGE
1	Org Chart	11
2	Statement	23

CERTIFICATE OF OATH 27
REPORTER'S DEPOSITION CERTIFICATE 28

STIPULATIONS

The following deposition of ALAN DALE WHITTAKER was taken on oral examination, pursuant to notice, for purposes of discovery, and for use as evidence, and for other uses and purposes as may be permitted by the applicable and governing rules. Reading and signing is waived.

*** * ***

Thereupon,

ALAN DALE WHITTAKER

was called as a witness, having been first duly sworn, was examined and testified as follows:

THE WITNESS: I do.

DIRECT EXAMINATION

BY MS. MITZ

Q Can you please state your full name for the record.

A Alan Dale Whittaker.

Q And have you discussed this deposition with anybody besides your attorneys?
A No.
Q Okay. Have you reviewed anything in preparation for this deposition?
A My own materials.
Q Okay. Would that include the notes from your interview with Brian Cave?
A Yes.
Q And did you review the witness interview statements of other people who had been interviewed?
A Were those the interview notes?
Q Yes.
A Yes, I did.
Q Did you review all of them?
A No.
Q Do you recall whose you reviewed?
A Bill Merck, Tracy Clark, Christy Tant, Dale Whittaker.
Q Okay. Mr. Merck wasn't an interview.
You are referring to the letter that he wrote?
A I'm sorry. Yes.
Q That's fine.
A No, I'm not referring to a letter that he wrote.

Q Okay.
A I misremembered.
Q That's fine. Have you been interviewed or asked questions by anybody within UCF, like for instance the General Counsel's Office, or anybody?
A No.
Q Okay. Okay. So let's start with your employment.
Where were you employed just before joining UCF?
A Purdue University.
Q Your position there?
A Vice provost for Undergraduate Academic Affairs.
Q Can you tell me a little bit about what you did there.
A Sure. Basically there were two vice provosts that reported to the provost. One was Faculty Affairs and the other was Academic Affairs. The word undergraduate was added for emphasis. It involved admissions, financial aid, student support, honors college, student success.
For a short time I was interim vice president for Student Affairs.
Q What did you do in that capacity?

A The same thing. Oversaw all of the student affairs units that basically supported students outside of the classroom.

Q Okay. How long were you employed there?

A Twelve years. Maybe just over 12 years.

Q Did you leave and then come to UCF or was there a significant break in between the two positions?

A No. Directly from Purdue to UCF.

Q What was your first date with UCF?

A August 1st.

Q Of which year?

A 2014.

Q Okay. And what was the position that you took with the University?

A Provost and vice president for Academic Affairs.

Q And what did that involve? What were your duties and responsibilities?

A Actually, I have a copy, just in case it is useful to you.

MR. COATES: We brought a copy of his resume.

THE WITNESS: This is a very short summary. I also have a more full copy. It gives you a sense of responsibilities.

Let me tell you what they really were. They

were overseeing, being responsible and accountable for 13 colleges, all of the academic colleges; medical affairs, research and commercialization, enrollment management, all curriculum matters, financial aid, the graduate school, and all graduate matters in student involvement.

BY MS. MITZ

Q Okay. And who were your direct reports?

A Actually, I think I have a copy of a provost --

Here we go. So you can replace the current provost with me, if you would like.

But this gives you a sense. So you see in that first column all of the deans, Dean of Honors, Dean of College of Education, Health Profession, so on. The left-hand side you see the vice provost and vice presidents.

So, for example, the vice president for Student Development Enrollment Services reported to me; Digital Learning, IT, Faculty Excellence, International and Graduate.

And then on the right side you see more staff. Ronnie Korosec was my chief of staff. Sheryl Andrews who was our negotiator with the faculty union. Paige Borden who really did institutional research. You see

Tracy Clark there who supported me on budget and finance. And Joe Adams, previously that was Christine Dellert. This is a new person here.

Q Did you work or did Lynn Gonzalez work for you or report to you at some point?

A When I started she was the --

This is the Academic Affairs Division. Okay. Lynn Gonzalez was the business manager for the Academic Affairs Division.

Q Okay. All right. And do you recall about how long you worked with her?

A I did a major reorganization in the summer of the first year I was there, and she would have been moved along during that reorganization or maybe even slightly before then.

Q Okay. So within your first year on the job it sounds like?

A Yes.

Q And what was your working relationship with Bill Merck in the first few months while you were there?

A Bill was parallel. So there were divisions that reported to the president. Let me be clear about that.

So in addition to Academic Affairs, vice president for Academic Affairs, Communications and

Marketing, Office of General Counsel, UCF Advancement, Public Relations, which was government and community relations, Athletics, and Administrative and Finance reported directly to the president. The administration and Finance Division was Bill Merck. Bill Merck was a vice president that was parallel to me in the organization chart.

Q Okay. Did you guys work together often I guess in the first few months?

A We saw each over in the cabinet meetings with the president. And we saw each other at the coffee pot. I wouldn't say we worked together very heavily in the first few months, although when I had questions that I thought he could answer I would ask.

Q And did you meet regularly with Dr. Hitt?

A Yes.

Q And did that start at the beginning of your employment?

A Yeah. We had basically weekly standing meetings.

Q All right. I think my next question may be answered by the chart that you provided. I will want to mark this as an exhibit as well as his resume.

BY MR. RUBOTTOM

Q With that respect, other than Tracy who has

been -- who I believe is on her way out, if not out, is it your testimony this is a current, accurate org chart to the best of your knowledge of the Provost's Office at this time?

A Let me take a look. This is printed out 8/16, and I started July 1st.

Q As of the date of that, that was an accurate chart?

A Yeah, it would be.

The changes, Joe Adams came out of the President's Office, and I took my communication person from provost --

Ronnie has now moved along, but that's since this time. These are all correct.

MR. RUBOTTOM: We will mark that as Exhibit 1.

(Exhibit No. 1 marked for identification.)

BY MS. MITZ

Q So what exactly did Tracy Clark do in her role in relation to your position?

A She supported our budget and financial needs for the Academic Affairs Division. She took Lynn Gonzalez's place.

Q Okay. All right. Did her role develop or expand as she continued to work with you?

A Tracy at that time reported to Bill Merck and to me.

Q Okay.

A And the reason that I did that was frankly I had --

First of all, I came into the Provost Office with a professorial background, I would say not a lot of finance and budgeting background. But I am an engineer and smart enough to know numbers and questions to ask.

Lynn Gonzalez never was able to clearly provide me with an answer that I could understand -- tremendous opacity and ambiguity.

Tracy was able to, when I was in meetings that she was in, was able to basically explain things in a way that I could understand them. I found her very smart and direct.

So my intent --

Well, let me just leave it at that.

Q Who did you consider the budget expert at the University?

A Oh, Bill, or someone that he would have delegated.

So the chief budget officer was Bill Merck. I don't know if that was his title. But his title was CFO and VP for Administration and Finance.

Q How would you contrast the role of provost with the role of a CFO?

A CFO was the chief financial officer. The provost was the chief academic officer. So I had responsibility and accountability for the entire academic budget, which really makes up the majority of the University's operating budget.

The chief financial officer had responsibility and accountability for the integrity of our finances, for the integrity of the University's financial position and the integrity of the sources of funds.

Q What was your role in budgeting?

A My role in budgeting was focused on academic prioritization of the uses of our available funds. So let me be clear. Academic Affairs has a budget, the division does. The division allocates budget then to all of the colleges and units that I mentioned.

Q Okay. And did anybody in particular assist you in your role?

A Tracy or Lynn, depending on who our budget manager was.

Q And did you ever have budgeting questions at any given time?

A Sure.

Q Who would you have taken those to?

A Lynn early on. Tracy after that.
Q Okay.
A We also had some other support. Megan Diehl worked for either Lynn or Tracy, depending on the time through those four years. But transactional.
MS. MITZ: I don't think I have any more questions.
MR. RUBOTTOM: Okay. Thank you.
BY MR. RUBOTTOM
Q Dr. Whittaker, as you know a lot of the Brian Cave investigation and other discussions have focused on responsibilities of varying people. We are curious to know who you think that staff would direct questions about the legal use of various sources of funds.
A Well, first of all, the capital planning -- the capital budgeting facilities all fell within Bill Merck's organization.
Q I understand.
A So staff would direct questions to Bill Merck about the appropriate use of funds.
Q Who would you expect or think that the CFO would take his own questions on those matters?
A Bill was known to the cabinet as the person that had the most credible links to Tim Jones and Chris Kinsley and Ben Watkins. So Division of Bond Finance

and Board of Governors.

Q Think about the university audit staff. If they had questions that came up in their work or that were brought to them that they didn't know the answer to, particularly with respect to legitimate uses of different sources of funds, who do you think the audit staff would go to with those questions?

A If it was legitimate uses of funds, it would be Bill Merck.

Q Okay.

A In fact, as I said, the audit staff reported directly to the president.

Q Right.

A And when an audit would come in, they would farm out the findings. I remember because I think it was 2016 I got one, and it was around textbook affordability.

Q Right.

A But then it would have been Bill Merck.

Q You are talking about the state audit?

A Yes.

Q And I think we understand that process.

But just internally in the University, it is our understanding that employees might contact Audit or the Compliance Department with their own questions. I

am curious where you thought internally, if there wasn't a state audit question raised, where Mr. Taft's crew or whoever preceded him where they would go to get their questions answered?

A Bill Merck.

Q Okay. To whom do you think the general counsel would take similar questions?

A Would you just further define similar questions?

Q Questions about legitimate uses of sources of funds.

A I think they would seek statute. They would verify those independently. That's always been my experience with general counsel.

Q Who do you hold most responsible for understanding -- in general understanding the law and regulations governing the university?

A The university?

Q Yes.

A Scott Cole.

Q Then with respect to the legitimate uses of various sources of funds, what would your answer be?

A Bill Merck.

Q Okay. Now, think about the trustees for a minute. To whom do you think the trustees would look to

advise them generally on the laws and regulations governing the university?

A Scott Cole.

Q And then legitimate uses of funds?

A Bill Merck.

Q Thank you.

So tell us if you would about the formation of the University Budget Committee. I think sometime after you came you said maybe it was defunct or had been in limbo. It is our understanding you resurrected it. Tell us about that process.

A Sure. As I mentioned, when I came I came without budget and finance expertise or background. I was fairly frustrated by the opacity of the support within my own office. And I had the impression from deans and others that the budgeting -- the budget prioritization process was opaque and not often informed by academic issues or priorities.

I went to the president, and we were discussing that in a one-on-one, and he said, well, in 2008 before that we had a University Budget Committee that the provost chaired to ensure that our uses were prioritized, do you want to do that again? I said, yes.

So it was probably within two months of my arrival we reconvened the University Budget Committee to

oversee the prioritization of uses of our funds.

Q So in follow up to that, would that -- and this is what I kind of surmised, so I want you to tell me if I'm right or wrong -- was that in an attempt to broaden the collaboration on some of those budget prioritization issues throughout the University?

A Absolutely. It was made up of vice presidents and a faculty member and a student.

Q So when you say opacity, you are speaking of there wasn't very many people that knew what was going on inside of the machine and this broadened that?

A Yes.

Q Okay. So what was Mr. Merck's role on that committee?

A The president asked me to chair it. I asked the president if -- or I proposed to the president that Bill Merck co-chair it with me. So we were listed as co-executive champions, is I think what we called it, of the committee, mainly so that he and his staff staffed it in terms of the integrity of the sources and availability, and then our -- the rest of the committee had the ability to set priorities when those opportunities arrived.

Q Those priorities with available funds?

A Yes.

Q And so his role would have been availability and your role would then be lead the discussion as to that prioritization?

A Exactly. In fact, we did that through hearings.

Well, I don't know if it was the first time in their history -- a first time in a long time where people would make their proposals, we would evaluate them and we did that formal prioritization process of uses.

Q Is there anything more you would like to add about just the distinction in the two roles of the two co-chairs?

A The one thing that I would like to clarify is no capital projects came before that committee. These were recurring and non-recurring sources, usually incremental sources, but was a different planning process, and that was within his division.

Q Have you publicly -- have you said publicly since the audit findings were published back in August or since everybody became aware of them, have you said publically that you were never told that E&G funds could not be used for fixed capital outlay projects?

A I was never told that E&G funds could be used for new construction.

Did you say fixed capital outlay?

Q Were you ever told that they could not be used for new construction?

A I was never told.

Q Never told that they could not be?

A I was never told that they could not be.

Q Thank you for clarifying that.

Okay. We are very familiar with your public statements about the audit findings and the Brian Cave investigation that have been made. We reviewed your response to the audit, your statements in the various board meetings since starting September 6th.

Is there anything that you would like to add or take back from the public statements that either you made in open meetings or that were published on the university web page?

A What I tried to -- what I said that I recall, and I would not change this, is that I was never made aware that use of funds for Trevor Colbourn Hall violated state statute or Board of Governor regulations. And that is true.

Q Thank you. I got these in wrong order.

Did you read the Brian Cave report and review the exhibits?

A I read the report. I didn't review all the

exhibits.

Q Okay. There is probably enough of us doing that.

Do you disagree with any of the findings or conclusions in that report?

A No.

Q Do you have any concerns about any of them or lingering questions about any of those findings?

A My biggest concern was the lack of context of the differences of authority and responsibility between Bill Merck's division and my division. And I thought that the findings left ambiguity, and you have resolved quite a bit of that ambiguity through your questions.

Q Beginning with let's say Chancellor Krizer's now-famous conference call with UCF personnel in August, who has advised you about handling the questions about the Trevor Colbourn Hall matters and the other E&G funding questions that have arisen?

A I have been staffed by my direct staff.

I don't know that I'm understanding your question. Maybe you can restate it.

Q Well, I appreciate that your direct staff has advised you on those matters.

If I can be a little more direct. Has Scott Cole advised you on how to respond to those concerns?

A He has not advised me on how to respond.
Q Have any of the trustees advised you on how to respond?
A No.
Q Okay. Okay. And this is my last question:
A Okay.
Q That's why we are here.
Is there anything that you think that the Public Integrity and Ethics Committee of the House needs to know about the facts of this matter that you think might not be known by the Committee or the Committee staff?
A Yeah. What I was hoping you would ask were the clarification questions of roles, accountability and responsibility, and you have. I appreciate that.
What I don't think is known and I would like you to know is what I've done as president since learning about this to take corrective action in addition to having participated fully in the investigation, which included having my cellphone imaged, my computer imaged, all of my emails, providing a full interview to Brian Cave's representative.
So if you don't mind, I brought a copy, but I would like to read this or submit it into the record.
Q Have you read this document or any portion of

it in any public meetings that has previously occurred? I don't want to duplicate any of that.

A No.

Q I think to save your time and everybody's time, we can mark this as an exhibit.

And you would say that it is your testimony that these are the actions that you have taken to initiate corrections?

THE WITNESS: Is it clear that this becomes -- goes into the record --

MR. COATES: Enter it into the record as an exhibit.

THE WITNESS: It would be found in the record, say if someone requested it in the same way that me reading it will be?

BY MR. RUBOTTOM

Q This will be Exhibit 2.

Your testimony is this accurately reflects your actions beginning in September to correct the problems that were identified?

A Then yes.

(Exhibit No. 2 marked for identification.)

MR. COATES: Fair enough. That will save a good bit of the afternoon.

BY MR. RUBOTTOM

Q Because this has come up with other counsel, I want to take it in advance.

We agree that this is an investigative deposition and has not offered full cross-examination which may limit its use in judicial proceedings.

Counsel in light of that agreement on the record, do you have any questions for the witness?

MR. COATES: No.

MR. RUBOTTOM: At this time we would like to continue this deposition to a later time and place to be agreed between yourself and the committee.

Do you understand that today's subpoena has continuing force to ensure such later continuation if necessary?

THE WITNESS: Yes, I do.

MR. COATES: We will stipulate to that.

MR. RUBOTTOM: Do you agree to that?

MR. COATES: Reach out to me and make me the point of contact if you need to reach him.

MR. RUBOTTOM: Madam reporter, I think we are through.

THE COURT REPORTER: Do you want this transcribed?

MR. RUBOTTOM: Yes, we do.

THE COURT REPORTER: Read or waive?
MR. RUBOTTOM: There is one more thing.
Do you want to enter this CV into --
MR. COATES: Your resume?
MR. RUBOTTOM: Do you want to enter this into the record? Do you want to testify it is accurate --
THE WITNESS: It was really made to answer your questions about what I oversaw and so-and-so on.
MR. RUBOTTOM: I think what you said on the record was sufficient.
MR. COATES: It was more to show the academic background as opposed to, you know, a financial/whatever background.
THE COURT REPORTER: Do you want a copy?
MR. COATES: Do you want to read it or waive it?
THE WITNESS: Read it.
MR. COATES: Okay.
THE WITNESS: What's your advice counsel?
MS. MITZ: Read or waive involves you reading her transcript to make sure she didn't type anything down wrong. If you recall you said something as being green and she typed it down red,

I remember saying red -- it is not an opportunity to change your testimony --

THE WITNESS: But an opportunity to enter an errata?

I would like to reserve the right to read it.

THE COURT REPORTER: You do want a copy?

MR. COATES: Sure.

(Discussion off the record.)

THE WITNESS: If the alternative is on the record, if you will allow a revision, let's do that. That way it can move quicker.

MR. COATES: We will waive reading.

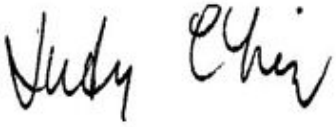
(Thereupon, the deposition was adjourned at 1:32 p.m.)

CERTIFICATE OF OATH

STATE OF FLORIDA)
COUNTY OF LEON)

I, the undersigned authority, certify that the above-named witness personally appeared before me and was duly sworn.

WITNESS my hand and official seal this 20th day of February, 2019.



JUDY CHIN, RPR, CRR
Notary Public
#GG 098477
Expiration: 5/25/21

CERTIFICATE OF REPORTER

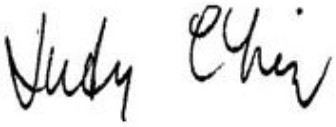
CERTIFICATE OF REPORTER

STATE OF FLORIDA)
COUNTY OF LEON)

I, JUDY CHIN, Registered Professional Reporter, certify that the foregoing proceedings were taken before me at the time and place therein designated; that my shorthand notes were thereafter translated under my supervision; and the foregoing pages numbered 1 through 26 are a true and correct record of the aforesaid proceedings.

I further certify that I am not a relative, employee, attorney or counsel of any of the parties, nor am I a relative or employee of any of the parties' attorney or counsel connected with the action, nor am I financially interested in the action.

DATED this 20th day of February, 2019.



JUDY CHIN, RPR, CRR
Notary Public
#GG 098477
Expiration: 5/25/21

A

ability (1) 18:22
able (3) 12:10,13,14
Absolutely (1) 18:7
Academic (15) 6:13,19;7:15;8:2; 9:7,8,24,25;11:22; 13:4,6,13,15;17:18; 25:13
accountability (3) 13:5,9;22:14
accountable (1) 8:1
accurate (3) 11:2,7;25:6
accurately (1) 23:18
action (1) 22:18
actions (2) 23:7,19
Actually (2) 7:19;8:9
Adams (2) 9:2;11:10
add (2) 19:11;20:13
added (1) 6:20
addition (2) 9:24;22:19
adjourned (1) 26:13
administration (2) 10:4;12:25
Administrative (1) 10:3
admissions (1) 6:21
advance (1) 24:3
Advancement (1) 10:1
advice (1) 25:21
advise (1) 17:1
advised (5) 21:16,23,25;22:1,2
Affairs (13) 6:14,18,19,24;7:2, 16;8:3;9:7,9,24,25; 11:22;13:15
affordability (1) 15:17
afternoon (1) 23:25
again (1) 17:23
agree (2) 24:4,18
agreed (1) 24:12
agreement (1) 24:7
aid (2) 6:21;8:5
ALAN (3) 4:9,17,25
allocates (1) 13:16
allow (1) 26:10
along (2) 9:14;11:13
alternative (1) 26:9
although (1) 10:13
always (1) 16:13
ambiguity (3) 12:12;21:12,13
Andrews (1) 8:23
answered (2) 10:22;16:4
applicable (1) 4:13
appreciate (2) 21:22;22:15
appropriate (1) 14:20
arisen (1) 21:18
around (1) 15:16
arrival (1) 17:25
arrived (1) 18:23
assist (1) 13:18
Athletics (1) 10:3
attempt (1) 18:4
attorneys (1) 5:2
audit (10) 15:2,6,11,14,20,24; 16:2;19:20;20:9,11
August (3) 7:10;19:20;21:15
authority (1) 21:10
availability (2) 18:21;19:1
available (2) 13:14;18:24
aware (2) 19:21;20:19

B

back (2) 19:20;20:14
background (5) 12:7,8;17:13; 25:14,15
Basically (4) 6:17;7:2;10:19; 12:14
became (1) 19:21
becomes (1) 23:9
beginning (3) 10:17;21:14;23:19
Ben (1) 14:25
besides (1) 5:2
best (1) 11:3
biggest (1) 21:9
Bill (18) 5:18;9:20,21;10:5, 5;12:1,21,23;14:16, 19,23;15:9,19;16:5, 23;17:5;18:17;21:11
bit (3) 6:15;21:13;23:25
Board (3) 15:1;20:12,20
Bond (1) 14:25
Borden (1) 8:25
break (1) 7:7
Brian (5) 5:8;14:10;20:9,23; 22:22
broaden (1) 18:5
broadened (1) 18:11
brought (3) 7:21;15:4;22:23
budget (15) 9:1;11:21;12:19, 23;13:6,7,15,16,20; 17:8,13,16,21,25; 18:5
budgeting (6) 12:8;13:12,13,22; 14:16;17:16
business (1) 9:8

C

cabinet (2) 10:10;14:23
call (1) 21:15
called (2) 4:18;18:18
came (7) 11:10;12:6;15:3; 17:9,12,12;19:15
Can (7) 4:23;6:15;8:11; 21:21,24;23:5;26:11
capacity (1) 6:25
capital (5) 14:15,16;19:15,23; 20:1
case (1) 7:19
Cave (4) 5:8;14:11;20:9,23
Cave's (1) 22:22
cellphone (1) 22:20
CFO (4) 12:24;13:2,3;14:21
chair (1) 18:15
chaired (1) 17:22
champions (1) 18:18
Chancellor (1) 21:14
change (2) 20:18;26:2
changes (1) 11:10
chart (4) 10:7,22;11:2,8
chief (5) 8:23;12:23;13:3,4, 8
Chris (1) 14:24
Christine (1) 9:2
Christy (1) 5:18
clarification (1) 22:14
clarify (1) 19:14
clarifying (1) 20:7
Clark (3) 5:18;9:1;11:19
classroom (1) 7:3
clear (3) 9:22;13:15;23:9
clearly (1) 12:10
COATES (12) 7:21;23:11,24; 24:9,17,19;25:4,13, 17,20;26:7,12
co-chair (1) 18:17
co-chairs (1) 19:13
co-executive (1) 18:18
coffee (1) 10:11
Colbourn (2) 20:19;21:17
Cole (3) 16:20;17:3;21:25
collaboration (1) 18:5
college (2) 6:22;8:15
colleges (3) 8:2,2;13:17
column (1) 8:14
commercialization (1) 8:3
Committee (11) 17:8,21,25;18:14, 19,21;19:15;22:9,11, 11;24:12
communication (1) 11:11
Communications (1) 9:25
community (1) 10:2
Compliance (1) 15:25
computer (1) 22:21
concern (1) 21:9
concerns (2) 21:7,25
conclusions (1) 21:5
conference (1) 21:15
consider (1) 12:19
construction (2) 19:25;20:3
contact (2) 15:24;24:20
context (1) 21:9
continuation (1) 24:14
continue (1) 24:11
continued (1) 11:25

continuing (1)
24:14
contrast (1)
13:1
copy (7)
7:19,21,23;8:9;
22:23;25:16;26:6
corrections (1)
23:8
corrective (1)
22:18
Counsel (6)
10:1;16:7,14;24:2,
7;25:21
Counsel's (1)
6:5
COURT (4)
24:23;25:1,16;26:6
credible (1)
14:24
crew (1)
16:2
cross-examination (1)
24:5
curious (2)
14:12;16:1
current (2)
8:11;11:2
curriculum (1)
8:4
CV (1)
25:3

D

DALE (4)
4:9,17,25;5:18
date (2)
7:9;11:7
Dean (2)
8:14,14
deans (2)
8:14;17:16
define (1)
16:8
defunct (1)
17:9
delegated (1)
12:22
Dellert (1)
9:3
Department (1)
15:25
depending (2)
13:20;14:4
deposition (6)
4:9;5:1,5;24:5,11;
26:13
develop (1)
11:24
Development (1)
8:19
Diehl (1)
14:3
differences (1)
21:10
different (2)
15:6;19:17
Digital (1)
8:20
DIRECT (8)
4:21;8:8;12:16;
14:13,19;21:19,22,24
Directly (3)
7:8;10:4;15:12
disagree (1)
21:4
discovery (1)
4:11
discussed (1)
5:1
discussing (1)
17:20
discussion (2)
19:2;26:8
discussions (1)
14:11
distinction (1)
19:12
Division (10)
9:7,9;10:5;11:22;
13:16,16;14:25;
19:18;21:11,11
divisions (1)
9:21
document (1)
22:25
done (1)
22:17
down (2)
25:24,25
Dr (2)
10:15;14:10
duly (1)
4:18
duplicate (1)
23:2
during (1)
9:14
duties (1)
7:18

E

E&G (3)
19:22,24;21:17
early (1)
14:1
Education (1)
8:15
either (2)
14:4;20:14
emails (1)
22:21
emphasis (1)
6:20
employed (2)
6:9;7:4
employees (1)
15:24
employment (2)
6:8;10:18
engineer (1)
12:8
enough (3)
12:9;21:2;23:24
enrollment (2)
8:4,19
ensure (2)
17:22;24:14
Enter (4)
23:11;25:3,5;26:3
entire (1)
13:5
errata (1)
26:4
Ethics (1)
22:9
evaluate (1)
19:8
even (1)
9:14
everybody (1)
19:21
everybody's (1)
23:4
evidence (1)
4:12
exactly (2)
11:19;19:4
examination (2)
4:10,21
examined (1)
4:19
example (1)
8:18
Excellence (1)
8:20
exhibit (7)
10:23;11:15,16;
23:5,12,17,22
exhibits (2)
20:24;21:1
expand (1)
11:25
expect (1)
14:21
experience (1)
16:14
expert (1)
12:19
expertise (1)
17:13
explain (1)
12:14

F

facilities (1)
14:16
fact (2)
15:11;19:4
facts (1)
22:10
Faculty (4)
6:18;8:20,24;18:8
Fair (1)
23:24
fairly (1)
17:14
familiar (1)
20:8
farm (1)
15:15
fell (1)
14:16
few (3)
9:20;10:9,13
finance (7)
9:2;10:3,5;12:8,25;
14:25;17:13
finances (1)
13:9
financial (6)
6:21;8:5;11:21;
13:3,8,10
financial/whatever (1)
25:15
findings (6)
15:15;19:20;20:9;
21:4,8,12
fine (2)
5:23;6:3
first (12)
4:18;7:9;8:14;9:13,
16,20;10:9,13;12:6;
14:15;19:6,7
fixed (2)
19:23;20:1
focused (2)
13:13;14:11
follow (1)
18:2
following (1)
4:9
follows (1)
4:19
force (1)
24:14
formal (1)
19:9
formation (1)
17:7
found (2)
12:15;23:13
four (1)
14:5
frankly (1)
12:4
frustrated (1)
17:14
full (4)
4:23;7:23;22:22;
24:5
fully (1)
22:19
funding (1)
21:18
funds (14)
13:11,14;14:14,20;
15:6,8;16:11,22;
17:4;18:1,24;19:22,
24;20:19
further (1)
16:8

G

General (5)
6:5;10:1;16:6,14,
16
generally (1)
17:1
given (1)
13:23
gives (2)
7:23;8:13
goes (1)
23:10
Gonzalez (3)
9:4,8;12:10
Gonzalez's (1)
11:23
good (1)
23:25
governing (3)
4:13;16:17;17:2
government (1)
10:2
Governor (1)
20:20
Governors (1)
15:1
graduate (3)
8:5,6,21
green (1)
25:25
guess (1)
10:9
guys (1)
10:8

H

Hall (2)
20:19;21:17
handling (1)
21:16
Health (1)
8:15
hearings (1)
19:5
heavily (1)
10:12
history (1)

19:7
Hitt (1)
10:15
hold (1)
16:15
honors (2)
6:21;8:14
hoping (1)
22:13
House (1)
22:9

I

identification (2)
11:17;23:23
identified (1)
23:20
imaged (2)
22:21,21
impression (1)
17:15
include (1)
5:7
included (1)
22:20
incremental (1)
19:17
independently (1)
16:13
informed (1)
17:17
initiate (1)
23:8
inside (1)
18:11
instance (1)
6:4
institutional (1)
8:25
integrity (5)
13:9,10,11;18:20;
22:9
intent (1)
12:17
interim (1)
6:23
internally (2)
15:23;16:1
International (1)
8:20
interview (5)
5:8,10,12,20;22:22
interviewed (2)
5:11;6:3
into (6)
12:6;22:24;23:10,
11;25:3,5
investigation (3)
14:11;20:10;22:20
investigative (1)
24:4
involve (1)
7:17
involved (1)
6:20
involvement (1)
8:6
involves (1)
25:22
issues (2)
17:18;18:6

J

job (1)
9:16
Joe (2)
9:2;11:10
joining (1)
6:9
Jones (1)
14:24
judicial (1)
24:6
July (1)
11:6

K

kind (1)
18:3
Kinsley (1)
14:25
knew (1)
18:10
knowledge (1)
11:3
known (3)
14:23;22:11,16
Korosec (1)
8:23
Krizer's (1)
21:14

L

lack (1)
21:9
last (1)
22:5
later (2)
24:11,14
law (1)
16:16
laws (1)
17:1
lead (1)
19:2
Learning (2)
8:20;22:18
leave (2)
7:6;12:18
left (1)
21:12
left-hand (1)
8:16
legal (1)
14:14
legitimate (5)
15:5,8;16:10,21;
17:4
letter (2)
5:21,24
light (1)
24:7
limbo (1)
17:10
limit (1)
24:6
lingering (1)
21:8
links (1)
14:24
listed (1)
18:17
little (2)
6:15;21:24
long (3)
7:4;9:11;19:7
look (2)
11:5;16:25
lot (2)
12:7;14:10
Lynn (7)
9:4,8;11:22;12:10;
13:20;14:1,4

M

machine (1)
18:11
Madam (1)
24:21
mainly (1)
18:19
major (1)
9:12
majority (1)
13:6
makes (1)
13:6
management (1)
8:4
manager (2)
9:8;13:21
many (1)
18:10
mark (3)
10:23;11:15;23:5
marked (2)
11:16;23:22
Marketing (1)
10:1
materials (1)
5:6
matter (1)
22:10
matters (5)
8:4,6;14:22;21:17,
23
may (3)
4:12;10:21;24:6
Maybe (4)
7:5;9:14;17:9;
21:21
medical (1)
8:3
meet (1)
10:15
meetings (6)
10:10,20;12:13;
20:12,15;23:1
Megan (1)
14:3
member (1)
18:8
mentioned (2)
13:17;17:12
Merck (14)
5:18,20;9:20;10:5,
5;12:1,23;14:19;
15:9,19;16:5,23;
17:5;18:17
Merck's (3)
14:17;18:13;21:11
might (2)
15:24;22:11
mind (1)
22:23
minute (1)
16:25
misremembered (1)
6:2
MITZ (5)
4:22;8:7;11:18;
14:6;25:22
months (4)
9:20;10:9,13;17:24
more (7)
7:23;8:22;14:6;
19:11;21:24;25:2,13
most (2)
14:24;16:15
move (1)
26:11
moved (2)
9:14;11:13

N

name (1)
4:23
necessary (1)
24:15
need (1)
24:20
needs (2)
11:21;22:9
negotiator (1)
8:24
new (3)
9:3;19:25;20:3
next (1)
10:21
non-recurring (1)
19:16
notes (2)
5:7,12
notice (1)
4:11
now-famous (1)
21:15
numbers (1)
12:9

O

occurred (1)
23:1
off (1)
26:8
offered (1)
24:5
Office (6)
6:5;10:1;11:3,11;
12:6;17:15
officer (4)
12:23;13:3,4,8
often (2)
10:8;17:17
One (4)
6:18;15:16;19:14;
25:2
one-on-one (1)
17:20
opacity (3)
12:12;17:14;18:9
opaque (1)
17:17
open (1)
20:15
operating (1)
13:7
opportunities (1)
18:23
opportunity (2)
26:1,3
opposed (1)
25:14
oral (1)
4:10
order (1)
20:22
org (1)
11:2
organization (2)
10:7;14:17
others (1)
17:16
out (6)
11:1,1,5,10;15:15;
24:19
outlay (2)
19:23;20:1

outside (1)
7:2
over (2)
7:5;10:10
Oversaw (2)
7:1;25:9
oversee (1)
18:1
overseeing (1)
8:1
own (4)
5:6;14:22;15:25;17:15

P

page (1)
20:16
Paige (1)
8:24
parallel (2)
9:21;10:6
participated (1)
22:19
particular (1)
13:18
particularly (1)
15:5
people (4)
5:11;14:12;18:10;19:8
permitted (1)
4:13
person (3)
9:3;11:11;14:23
personnel (1)
21:15
place (2)
11:23;24:11
planning (2)
14:15;19:17
please (1)
4:23
pm (1)
26:14
point (2)
9:5;24:20
portion (1)
22:25
position (4)
6:12;7:13;11:20;13:10
positions (1)
7:7
pot (1)
10:11
preceded (1)
16:3
preparation (1)
5:5
president (14)
6:23;7:15;8:18;9:22,25;10:4,6,11;15:12;17:19;18:15,16,16;22:17
presidents (2)
8:17;18:7
President's (1)
11:11
previously (2)
9:2;23:1
printed (1)
11:5
priorities (3)
17:18;18:22,24
prioritization (6)
13:14;17:17;18:1,6;19:3,9
prioritized (1)
17:23
probably (2)
17:24;21:2
problems (1)
23:20
proceedings (1)
24:6
process (5)
15:22;17:11,17;19:9,18
Profession (1)
8:15
professorial (1)
12:7
projects (2)
19:15,23
proposals (1)
19:8
proposed (1)
18:16
provide (1)
12:11
provided (1)
10:22
providing (1)
22:21
provost (11)
6:13,18;7:15;8:9,12,16;11:12;12:6;13:1,4;17:22
provosts (1)
6:17
Provost's (1)
11:3
Public (5)
10:2;20:8,14;22:9;23:1
publically (1)
19:22
publicly (2)
19:19,19
published (2)
19:20;20:15
Purdue (2)
6:11;7:8
purposes (2)
4:11,12
pursuant (1)
4:10

Q

quicker (1)
26:11
quite (1)
21:13

R

raised (1)
16:2
Reach (2)
24:19,20
read (9)
20:23,25;22:24,25;25:1,17,19,22;26:5
Reading (4)
4:14;23:15;25:22;26:12
really (4)
7:25;8:25;13:6;25:8
reason (1)
12:4
recall (4)
5:17;9:10;20:17;25:24
reconvened (1)
17:25
record (10)
4:24;22:24;23:10,11,13;24:8;25:6,12;26:8,10
recurring (1)
19:16
red (2)
25:25;26:1
referring (2)
5:21,24
reflects (1)
23:18
regularly (1)
10:15
regulations (3)
16:17;17:1;20:20
relation (1)
11:20
Relations (2)
10:2,3
relationship (1)
9:19
remember (2)
15:15;26:1
reorganization (2)
9:12,14
replace (1)
8:11
report (4)
9:5;20:23,25;21:5
reported (6)
6:18;8:19;9:22;10:4;12:1;15:11
reporter (5)
24:21,23;25:1,16;26:6
reports (1)
8:8
representative (1)
22:22
requested (1)
23:14
research (2)
8:3,25
reserve (1)
26:5
resolved (1)
21:12
respect (3)
10:25;15:5;16:21
respond (3)
21:25;22:1,3
response (1)
20:11
responsibilities (3)
7:18,24;14:12
responsibility (4)
13:5,8;21:10;22:15
responsible (2)
8:1;16:15
rest (1)
18:21
restate (1)
21:21
resume (3)
7:21;10:23;25:4
resurrected (1)
17:10
review (4)
5:10,15;20:23,25
reviewed (3)
5:4,17;20:10
revision (1)
26:10
right (8)
8:22;9:10;10:21;11:24;15:13,18;18:4;26:5
role (10)
11:19,24;13:1,2,12,13,19;18:13;19:1,2
roles (2)
19:12;22:14
Ronnie (2)
8:23;11:13
RUBOTTOM (13)
10:24;11:15;14:8,9;23:16;24:1,10,18,21,25;25:2,5,11
rules (1)
4:13

S

same (2)
7:1;23:14
save (2)
23:4,24
saw (2)
10:10,11
saying (1)
26:1
school (1)
8:5
Scott (3)
16:20;17:3;21:24
seek (1)
16:12
sense (2)
7:23;8:13
September (2)
20:12;23:19
Services (1)
8:19
set (1)
18:22
Sheryl (1)
8:23
short (2)
6:23;7:22
show (1)
25:13
side (2)
8:16,22
significant (1)
7:7
signing (1)
4:14
similar (2)
16:7,8
slightly (1)
9:15
smart (2)
12:9,16
so-and-so (1)
25:9
someone (2)
12:21;23:14
sometime (1)
17:8
sorry (1)
5:22
sounds (1)
9:17
sources (8)
13:11;14:14;15:6;16:10,22;18:20;19:16,17
speaking (1)
18:9
staff (11)
8:22,23;14:13,19;15:2,7,11;18:19;21:19,22;22:12
staffed (2)
18:19;21:19
standing (1)

10:19
start (2)
6:7;10:17
started (2)
9:6;11:6
starting (1)
20:12
state (4)
4:23;15:20;16:2;20:20
statements (4)
5:11;20:9,11,14
statute (2)
16:12;20:20
stipulate (1)
24:17
STIPULATIONS (1)
4:8
student (7)
6:21,22,24;7:1;8:6,19;18:8
students (1)
7:2
submit (1)
22:24
subpoena (1)
24:13
success (1)
6:22
sufficient (1)
25:12
summary (1)
7:22
summer (1)
9:12
support (3)
6:21;14:3;17:14
supported (3)
7:2;9:1;11:21
Sure (5)
6:17;13:24;17:12;25:23;26:7
surmised (1)
18:3
sworn (1)
4:18

T

Taft's (1)
16:2
talking (1)
15:20
Tant (1)
5:18
terms (1)
18:20
testified (1)
4:19
testify (1)
25:6
testimony (4)
11:2;23:6,18;26:2
textbook (1)
15:16
Thereupon (2)
4:16;26:13
thought (3)
10:14;16:1;21:11
throughout (1)
18:6
Tim (1)
14:24
title (2)
12:24,24
today's (1)
24:13
together (2)
10:8,12
told (6)
19:22,24;20:2,4,5,6
took (3)
7:13;11:11,22
Tracy (9)
5:18;9:1;10:25;11:19;12:1,13;13:20;14:1,4
transactional (1)
14:5
transcribed (1)
24:24
transcript (1)
25:23
tremendous (1)
12:12
Trevor (2)
20:19;21:17
tried (1)
20:17
true (1)
20:21
trustees (3)
16:24,25;22:2
Twelve (1)
7:5
two (5)
6:17;7:7;17:24;19:12,12
type (1)
25:23
typed (1)
25:25

U

UCF (7)
6:4,10;7:6,8,9;10:1;21:15
Undergraduate (2)
6:13,20
union (1)
8:24
units (2)
7:2;13:17
University (13)
6:11;7:14;12:20;15:2,23;16:17,18;17:2,8,21,25;18:6;20:16
University's (2)
13:7,10
up (5)
13:6;15:3;18:2,7;24:2
use (5)
4:11;14:14,20;20:19;24:6
used (3)
19:23,24;20:2
useful (1)
7:20
uses (10)
4:12;13:14;15:5,8;16:10,21;17:4,22;18:1;19:10
usually (1)
19:16

V

various (3)
14:14;16:22;20:11
varying (1)
14:12
verify (1)
16:13
Vice (10)
6:13,17,23;7:15;8:16,16,18;9:24;10:6;18:7
violated (1)
20:20
VP (1)
12:25

W

waive (4)
25:1,17,22;26:12
waived (1)
4:14
Watkins (1)
14:25
way (4)
11:1;12:15;23:14;26:11
web (1)
20:16
weekly (1)
10:19
What's (1)
25:21
WHITTAKER (5)
4:10,17,25;5:19;14:10
whose (1)
5:17
within (6)
6:4;9:16;14:16;17:15,24;19:18
without (1)
17:13
witness (13)
4:18,20;5:10;7:22;23:9,13;24:8,16;25:8,19,21;26:3,9
word (1)
6:19
work (5)
9:4,4;10:8;11:25;15:3
worked (3)
9:11;10:12;14:4
working (1)
9:19
wrong (3)
18:4;20:22;25:24
wrote (2)
5:21,25

Y

year (3)
7:11;9:13,16
years (3)
7:5,5;14:5

1

1 (2)
11:15,16
1:32 (1)
26:14
12 (1)
7:5
13 (1)
8:2
1st (2)
7:10;11:6

2

2 (2)
23:17,22
2008 (1)
17:21
2014 (1)
7:12
2016 (1)
15:16

6

6th (1)
20:12

8

8/16 (1)
11:5

Bringardner, Joellen

From: Dale Whittaker
Sent: Thursday, August 07, 2014 7:58 PM
To: Scott Cole
Cc: Dania Suarez
Subject: Re: Governing laws and regulations

Thank you, Scott!

On Aug 7, 2014, at 1:43 PM, "Scott Cole" <Scott.Cole@ucf.edu> wrote:

> Hi Dale. I advance of our meeting I have listed below links to the various laws, regulations, policies etc that govern the academic affairs of the university. I will also provide to you in notebook form.
>
> Look forward to talking to you.
>
> Scott.

Article IX, Section 7 of the Florida Constitution: State University System

http://www.leg.state.fl.us/Statutes/Index.cfm?Mode=Constitution&Submenu=3&Tab=statutes#A9S07

Board of Governors Regulations:

1.001 University Board of Trustees Powers and Duties

http://www.flbog.edu/documents_regulations/regulations/1_001_PowersandDuties_Final.pdf

2.002 University Work Plans and Annual Reports

http://www.flbog.edu/documents_regulations/regulations/2002%20University%20Work%20Plans%20and%20Annual%20Reports.pdf

2.003 Equity and Access

http://www.flbog.edu/documents_regulations/regulations/2_003final.pdf

3.004 Honorary Degrees

http://www.flbog.edu/documents_regulations/regulations/3_004_Honorary_Degree.pdf

3.006 Accreditation

http://www.flbog.edu/documents_regulations/regulations/3_006_Accreditation.pdf

3.0076 State University System (SUS) Data Requests

http://www.flbog.edu/documents_regulations/regulations/3_0076_SUS_Data_Requests.pdf

8.001 University Calendars

http://www.flbog.edu/documents_regulations/regulations/8_001_UniversityCalendars.pdf

8.002 Continuing Education

http://www.flbog.edu/documents_regulations/regulations/Sept152011_8_002ContinuingEducationforposting.pdf

8.003 Textbook Adoption

http://www.flbog.edu/documents_regulations/regulations/8_003_Textbook_Adoption.pdf

8.004 Academic Program Coordination

http://www.flbog.edu/documents_regulations/regulations/2011_11_10%208%20004_FINAL.pdf

8.005 General Education Core Course Options

http://www.flbog.edu/documents_regulations/regulations/8_005GeneralEducationCore_final.pdf

8.006 Reserved

http://www.flbog.edu/documents_regulations/regulations/8.006%20Reserved.pdf

8.007 Reserved

http://www.flbog.edu/documents_regulations/regulations/8.007%20Reserved.pdf

8.008 Reserved

http://www.flbog.edu/documents_regulations/regulations/8.008%20Reserved.pdf

8.009 Educational Sites

http://www.flbog.edu/documents_regulations/regulations/8_009_2011_11_10__FINAL.pdf

8.010 Common Prerequisites

http://www.flbog.edu/documents_regulations/regulations/8.010_Common_Prereq%20FINAL%20(mv%20edits).pdf

8.011 Authorization of New Academic Degree Programs and Other Curricular Offerings

http://www.flbog.edu/documents_regulations/regulations/8_011New%20Program%20Auth_reg%20final%20clean.pdf

8.012 Academic Program Termination

http://www.flbog.edu/documents_regulations/regulations/8_012_Program_Termination.pdf

8.013 Limited Access

http://www.flbog.edu/documents_regulations/regulations/8_013_Limited_Access.pdf

8.014 Bachelors' Degree Exceptions to 120 Credit Hours Requirement

http://www.flbog.edu/documents_regulations/regulations/8_014.pdf

8.015 Academic Program Review 2007-2014

http://www.flbog.edu/documents_regulations/regulations/8_015_Academic_Program_Review_reformated.pdf

8.016 Student Learning Outcomes Assessment

http://www.flbog.edu/documents_regulations/regulations/8_016_StudentLearningOutcomes_final.pdf

9.007 State University Operating Budgets

http://www.flbog.edu/documents_regulations/regulations/2013_11_21_9_007OperatingBudgetRegulationFINAL.pdf

UCF Regulations:

1.014 University Committees

http://regulations.ucf.edu/~regs/pdf/notices/REGULATION1.014_finalFeb09_001.pdf

2.001 Undergraduate Admissions

http://regulations.ucf.edu/~regs/pdf/notices/UCF-2.001UndergraduateAdmissions_finalMay09_000.pdf

2.0011 Readmission as Undergraduate Student

http://regulations.ucf.edu/~regs/pdf/notices/2.0011ReadmissionasUndergradStudent_FINALJuly09_000.pdf

2.002 Undergraduate Admission of First-time, Degree-seeking Freshman

http://regulations.ucf.edu/~regs/pdf/notices/UCF-2.002UndergradAdmissionofFirst-TimeFreshman_finalMay09_000.pdf

2.003 Admission of Graduate Students

http://regulations.ucf.edu/~regs/pdf/notices/UCF-2.003AdmissionofGradStudents_FINALJuly09_000.pdf

2.0031 Post-baccalaureate Non-degree Students

http://regulations.ucf.edu/~regs/pdf/notices/UCF-2.0031Post-baccalaureateNon-degreeStudents_finalMay09_000.pdf

2.004 Admission of Undergraduate Transfer Students

http://regulations.ucf.edu/~regs/pdf/notices/UCF-2.004AdmissionofUndergradTransferStudents_finalMay09_001.pdf

2.006 Acceleration Mechanisms

http://regulations.ucf.edu/~regs/pdf/notices/UCF-2.006AccelerationMechanisms_finalMar09_000.pdf

2.008 Interinstitutional Transient Registration

http://regulations.ucf.edu/~regs/pdf/notices/UCF-2.008InterinstitutionalTransientRegistration_finalMay09_000.pdf

2.009 Admission of International Students

http://regulations.ucf.edu/~regs/pdf/notices/2.009AdmissionofInternationalStudents_finalJUN09_000.pdf

2.010 Awarding of Degrees

http://regulations.ucf.edu/~regs/pdf/notices/UCF-2.010AwardingofDegrees_finalJun09_000.pdf

2.0121 Limited Non-Degree-Seeking Applicants

http://regulations.ucf.edu/~regs/pdf/notices/UCF-2.0121LimitedNon-Degree-SeekingApplicants_finalJun09_000.pdf

2.018 Access to Student Records

http://regulations.ucf.edu/~regs/pdf/notices/2.018AccesstoStudentRecords_finalMay09_000.pdf

2.023 Academic Calendar

http://regulations.ucf.edu/~regs/pdf/notices/UCF-2.023AcademicCalendar_finalMay09_000.pdf

2.027 Sponsored Research

http://regulations.ucf.edu/~regs/pdf/notices/2.027SponsoredResearch_Aug09.pdf

2.0271 Sponsored Research Exemption Procedures

http://regulations.ucf.edu/~regs/pdf/notices/2.0271SponsoredResearchExemptProcedures_Aug09.pdf

2.029 Patents, Trademarks and Trade Secrets

http://regulations.ucf.edu/~regs/pdf/notices/2029PatentsTrademarksSecretsNov11FINAL_001.pdf

2.032 Textbook Adoption

http://regulations.ucf.edu/~regs/pdf/notices/2.032TextbookAdoption_000.pdf

2.033 Copyright and Works

http://regulations.ucf.edu/~regs/pdf/notices/2033CopyrightsandWorksNov11FINAL_000.pdf

2.034 Educational Sites

http://regulations.ucf.edu/~regs/pdf/notices/2.034EducationalSitesFINALMay14.pdf

10.001 College of Medicine Faculty Practice Plan

http://regulations.ucf.edu/~regs/pdf/notices/UCF-10.001_finalMar09_000.pdf

10.002 Waiver of Non-Resident Tuition and Associated Fees for College of Medicine Charter Class

http://regulations.ucf.edu/~regs/pdf/notices/10.002COMtuitionwaiverFINAL_Apr09.pdf

Florida Statutes:

1001.70 Board of Governors of the State University System

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1001/Sections/1001.70.html

1001.705 Responsibility for the State University System under s. 7, Art. IX of the State Constitution

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1001/Sections/1001.705.html

1001.706 Powers and duties of the Board of Governors

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1001/Sections/1001.706.html

1001.7065 Preeminent state research universities program

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1001/Sections/1001.7065.html

1001.71 University boards of trustees; membership

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1001/Sections/1001.71.html

1001.72 University boards of trustees; boards to constitute a corporation

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1001/Sections/1001.72.html

1001.73 University board empowered to act as trustee

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1001/Sections/1001.73.html

1004.22 Divisions of sponsored research at state universities

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1004/Sections/1004.22.html

1004.28 Direct-support organizations; use of property; board of directors; activities; audit; facilities

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1004/Sections/1004.28.html

1011.40 Budgets for universities

http://www.leg.state.fl.us/statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1011/Sections/1011.40.html

1011.41 University appropriations

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1011/Sections/1011.41.html

1011.4106 Trust fund dissolution and local account appropriations

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1011/Sections/1011.4106.html

1011.411 Budgets for sponsored research at universities

http://www.leg.state.fl.us/Statutes/index.cfm/Ch0499/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1011/Sections/1011.411.html

1011.42 University depositories; deposits into and withdrawals from depositories

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1011/Sections/1011.42.html

1011.43 Investment of university agency and activity funds; earnings used for scholarships

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1011/Sections/1011.43.html

1011.45 End of year balance of funds

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1011/Sections/1011.45.html

1011.47 Auxiliary enterprises; contracts, grants, and donations

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1011/Sections/1011.47.html

1011.48 Establishment of educational research centers for child development

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=1000-1099/1011/Sections/1011.48.html

University policies:

2-902 Study Abroad Programs

http://policies.ucf.edu/documents/2-902StudyAbroadProgramsFinalonLetterhead.pdf

2-903 Travel to Restricted Destinations

http://policies.ucf.edu/documents/2-903TraveltoRestrictedDestinationsFinalonLetterhead.pdf

4-202.1 Human Research Protections

http://policies.ucf.edu/documents/4-202.1HumanResearchProtectionsFinalonLetterhead11-16-11.pdf

4-500Non-Unit Faculty Evaluation

http://policies.ucf.edu/documents/4-500.1Non-UnitFacultyEvaluation.pdf

4-504-2 Reporting a Potential Conflict of Interest or Conflict of Commitment in Research

http://policies.ucf.edu/documents/4-504.2ReportingaPotentialConflictofInterestorConflictofCommitmentinReseach.pdf

4-505 Reporting of Substantive Change

http://policies.ucf.edu/documents/4-505ReportingofSubstantiveChangeFINAL.pdf

UCF Bylaws

https://bot.ucf.edu/files/2011/12/BOT-bylaws-Fourth-Amended-and-RestatedDec10.pdf

UCF Collective Bargaining Agreement

http://www.collectivebargaining.ucf.edu/CBA/2012-2015CBA_reopener.pdf

UCF Faculty Constitution

http://www.facultysenate.ucf.edu/constitution/FacultyConstitution2010.pdf

W. Scott Cole

Vice President and General Counsel

University of Central Florida

4365 Andromeda Loop N.

Orlando Fl 32816-0015

Ph: (407)823-2482

Fax: (407) 823-6155

From: William Merck
Sent: Tuesday, December 02, 2014 4:15 PM
To: Tracy Clark
Cc: Dale Whittaker
Subject: RE: Use of Carry-Forward Funds

Good detailed response. Bill

From: Tracy Clark
Sent: Tuesday, December 02, 2014 3:33 PM
To: David Noel; Lynn Gonzalez
Cc: Deborah German; Steven Omli; William Merck
Subject: RE: Use of Carry-Forward Funds

David,

I apologize. I did not realize you were waiting on an answer to this question. Lynn and I spoke to Steve a few weeks ago when he was on campus and gave him our opinion at that time, so I thought that was the end of it.

If I understand correctly you are looking to transfer $ 3 million of E&G funds to the UCF Foundation to establish endowments whereby the earnings from the funds will be made available to key faculty members for their use in various COM endeavors.

Two "rules", if you will, make this not possible. The first is that BOG regulation 9.007(3)(a) limits the use of E&G funds for E&G operating activities only – namely instruction, research, public service, plant operations and maintenance, student services etc. I would not describe the establishment of an endowment as an operating activity, and thus not a proper use of E&G funds. Second the Auditor General has taken the position that there is no legal authority that allows the universities to transfer cash to a DSO, whether it's transferred as a loan or as a straight transfer of cash. This position was reiterated in a presentation by Jim Stultz, AG Audit Manager, to the SUS controllers in June 2014. This scenario seems like too big of a stretch from these rules for me to be comfortable with this plan.

Both the BOG regulation and selected page from the AG's presentation are attached for your reference. If you would like to discuss it further, please give me a call.

Tracy Clark, CPA
Associate Vice President for Finance and Controller
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: David Noel
Sent: Tuesday, December 02, 2014 11:25 AM
To: Lynn Gonzalez; Tracy Clark
Cc: Deborah German; Steven Omli
Subject: Use of Carry-Forward Funds

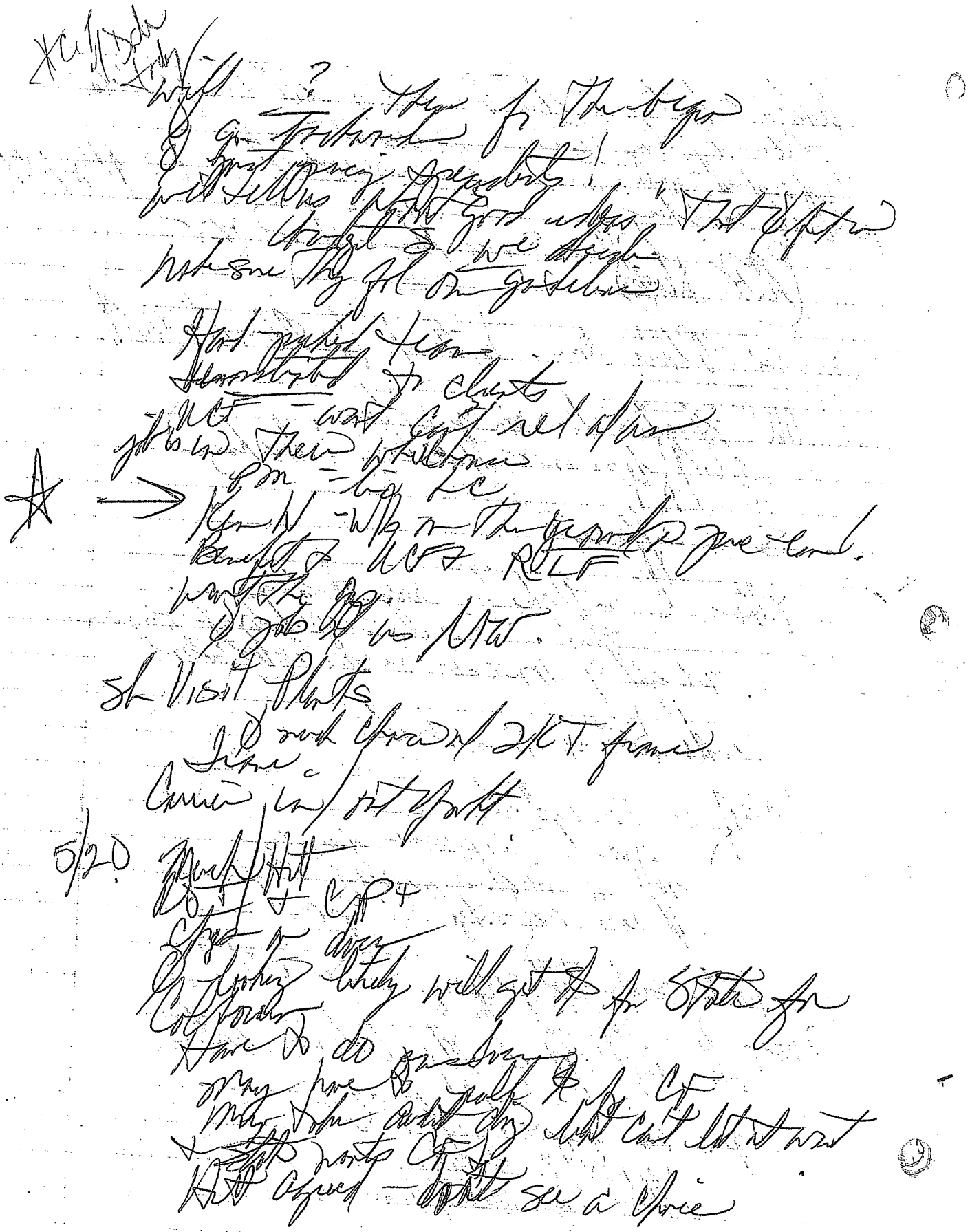
Dear Lynn and Tracy:

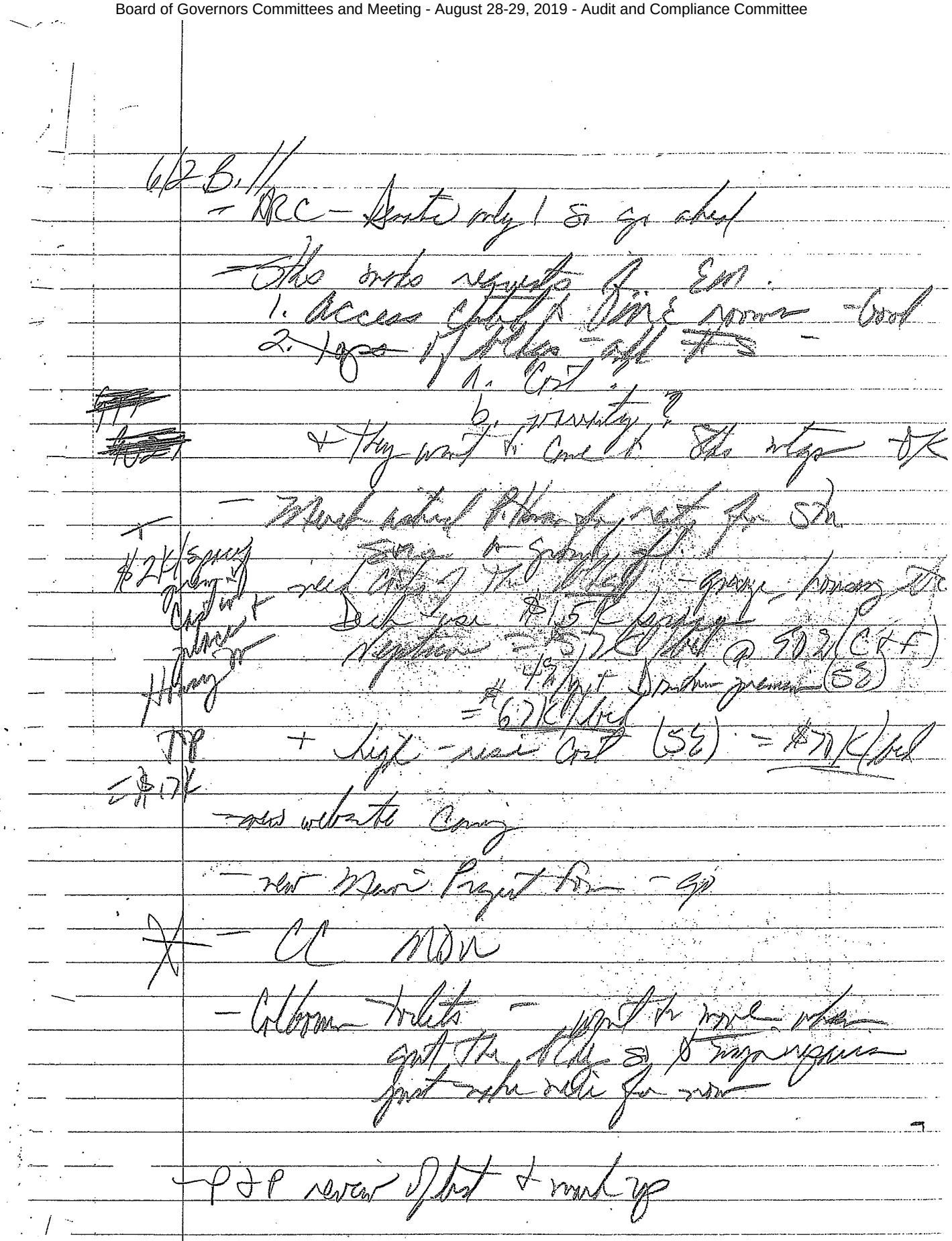
Can you please let me know when I can expect to receive your definitive response to our request to move $3M in carry-forward funds to quasi-endowed funds. This movement will greatly assist our efforts to recruit and maintain key clinical faculty for the College of Medicine. If you are leaning toward denying this request, can you please also provide the rationale and the laws and or rules prohibiting this movement? We would like the opportunity to try to overcome whatever objections may exist.

Being able to quickly provide some endowments will be extremely beneficial to the College of Medicine now and into the future. This movement will also reduce our carry-forward fund total.

Many thanks for your attention to this detail and to helping the College of Medicine grow.

Best Regards, David





Beg 5/2015 book Projects Requiring University Funds; Trevor $28M/ Colbourn Reno $6.2/$20/$15 - $38M; adds: CREOL build-out, Ath temp parking, and Downtown CEM above the line and Band Bldg? $3.8M - $5M below the line

5/6 AVP mtg Joel Colbourn?; Jenna – mtg re above?

5/11 SUS mtg delay CIP Ok – options and SFM, Ed Plant, CMP, budgets, CIPs, cost of C, P3, LEED vs. Globe, Safety Summit

5/11 Chris K told re: whse spt bldg./postal/surplus/swing space/ops spt.; Merck wants spend down CF; MP at C less than or equal to $2M; OK to use CF? His thoughts: since mostly ops related and has Surplus $ for Surplus and MP, probably OK to use

5/15 Bill Reporter slides, Provost Slides, Open Class Comparison; schedules – Grant & Patrick; Interdisc 2; Eng I 3; Global UCF 1; TC 4; C 5; 1 slide ea – rendering/fl plan, program, schedules

5/18 Duane Colbourn mostly done (SIU)

5/19 Space Team Mtg Agenda – space programming, TC and Colbourn

5/20 Dale CIP

5/20 Merck, Hitt ROI docs; CIP; etc. Not looking likely will get $ from state for Colbourn; have to do ourselves and may have to pull $ from CF balances; may take audit ding, but can't let it wait, and state after us on CF; pres agrees we have to do, no choice.

6/2 Bill Colbourn toilets – want to move when gut the bldg. so no major repairs; just make nice for now

6/10 separate subject: Notes on GOAA

6/12 Jose F (re: Band) Jose – sent memo; got call from Provost. He agrees. Joel and Tracy on line. Frank was going to write ltr. Provost says comes fr. Jose and me

6/15 Space Team Agenda – space allocations for Colbourn Hall

6/16 FP&C Agenda – TCH&CH program – D proposals agreed to/negotiated fees down $199,701 for initial proposals

o/a 6/19 more on Colbourn space plans – get deans requests locked down

aft 6/23 Engr varied requests (space, inclu Colbourn) 6/4 and 6/5 emails in book; later: Trevor & Colbourn – space plans

6/29 * Pull prog templates Manoj, MB- fl 1 & 2 and Colbourn program

From: Tracy Clark
Sent: Monday, July 22, 2013 10:49 AM
To: Dan Mayo; Tera Alcala
Subject: FW: Data Request: Various Amended Regulations
Attachments: 7-001 tuition and associated fees regulation DRAFT 7-9-13.doc; 7-003 Fees-fines-penalties regulation DRAFT 07-09-13.docx; 7-008 waiver of tuition and fee waivers DRAFT 7-9-13.doc; 9-007 Operating Budget Regulation revised 07-10-13.docx; collegiate license plate_NEW_07-10-2013.docx

Can each of you review the changes and give me any comments you have?

Thanks.

Tracy Clark, CPA
Assistant Vice President for Finance and Controller
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: SUS-Submissions [mailto:SUS-Submissions@flbog.edu]
Sent: Thursday, July 11, 2013 8:57 AM
To: #SUS Data Administrators; Calkins, Kevin
Cc: #SUS Council for Admin/Fin Affairs; #SUS Budget Officers; rdeiulio@floridapolytechnic.org; vleonard@fgcu.edu; Shirley, Vikki; dsmolker@bsbpropertylaw.com; Scott Cole; prevaux@admin.usf.edu; lgore@uwf.edu; Stone, Karen; Keith, Jamie; David.Kian@fau.edu; kraattam@fiu.edu; cegan@admin.fsu.edu; avery.mcknight@famu.edu
Subject: Data Request: Various Amended Regulations

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

M E M O R A N D U M

TO: Institutional Data Administrators

CC: Council for Administrative & Financial Affairs
General Counsels
Budget Officers

FROM: Tim Jones,
Chief Financial Officer

THROUGH: Gene Kovacs, Assistant Vice Chancellor/CIO

DATE: July 11, 2013

SUBJECT: Various Amended Regulations

DUE DATE: July 30, 2013

There are several regulations that need to be updated in preparation for the September Board meeting. A summary of the proposed changes for each regulation are as follows:

1. 7.001 – Tuition & Associated Fees
    i. Eliminates the specific amount charged for undergraduate tuition and references the GAA and statutory authority.
    ii. Eliminates reference to the building fee (the building fee and capital improvement fee were combined).
    iii. Eliminates the additional charge associated with college prep course. This change is made pursuant to the modification in SB 1720 to section 1009.28. this was the citation that FAMU used to charge an additional fee for college prep classes.
    iv. Eliminates the date when a block tuition proposal is to be submitted. (NOTE: Will rely on our data request system to establish the date.)
    v. Modifies the date the tuition differential report is due to the legislature (NOTE: the date was modified in SB 1514)

2. 7.003 – Fees, Fines & Penalties
    i. Changes date when the budget committee will consider increases to existing fees from January to June.
    ii. Changes date when the budget committee will consider new fees from March to June.
    iii. Clarifies that excess hours applies to FTIC students.

3. 7.008 – Waivers of Tuition & Fees
    i. Clarification is provided on the number of credit hours allowed for homeless waivers.

4. 9.007 - Operating Budgets
    i. Adds language regarding the inclusion of carryforward funds in the expenditure data.
    ii. Adds language that E&G funds are to be used for operating activities, unless specifically authorized by law.
    iii. Adds language requiring universities to comply with all applicable federal, state, and local laws when implementing grants, contracts and sponsored research programs. (this is to address a Board audit comment on not having guidelines addressing sponsored research)
    iv. Adds language regarding the inclusion of technology fee revenues/expenditures and Board approved fees.
    v. Clarifies the use of E&G interest earnings.

5. X.xxx – Collegiate License Plates Revenues - New regulation that includes the university expenditure allocation for fundraising and scholarships.

Please submit one response per institution by **July 30, 2013**. Please send all responses to SUS-SUBMISSIONS@flbog.edu.

Thank you for your cooperation and assistance.

Attachments:

Regulations 7.001, 7.003, 7.008, and 9.007
New regulation on collegiate license plates

Eugene Kovacs
Assistant Vice Chancellor/CIO
Information Resource Management



Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1625
Tallahassee, Florida 32399
(850) 245-0837
(850) 245-0419 FAX
Visit us online at www.flbog.edu

7.001 Tuition and Associated Fees

(1) All students shall pay tuition and associated fees, unless waived pursuant to Regulation 7.008, as authorized by the Board of Governors or its designee.

(2) Tuition shall be defined as the basic fee assessed to students for enrollment in credit courses at any of the state universities. Non-resident tuition shall be defined as the basic fee and out-of-state fee assessed to non-resident students for enrollment in credit courses at any of the state universities. The out-of-state fee is the additional fee charged to a non-resident student. The non-resident tuition must be sufficient to offset the full instructional cost of serving the non-resident student. Calculations of the full cost of instruction shall be based on the university average of the prior year's cost of programs using the expenditure analysis.

(3) Undergraduate tuition per credit hour shall be established by university board of trustees pursuant to the General Appropriations Act and statutory authority. .

(4) Each university board of trustees may set tuition for graduate, including professional, programs pursuant to the General Appropriations Act and statutory authority.

(5) Each university board of trustees may set out-of-state fees for undergraduate and graduate, including professional, programs pursuant to the General Appropriations Act and statutory authority.

(6) Associated fees shall include the following fees and other fees as authorized by the Board of Governors:

(a) Student Financial Aid Fee;
(b) Capital Improvement Fee;

(c) Health Fee;
(d) Athletic Fee;
(e) Activity and Service Fee;
(f) Non-Resident Student Financial Aid Fee, if applicable;
(g) Technology Fee; and
(h) Tuition Differential Fee.

(7) Students shall pay tuition and associated fees or make other appropriate arrangements for the payment of tuition and associated fees (installment payment, deferment, or third party billing) by the deadline established by the

university for the courses in which the student is enrolled, which shall be no later than the end of the second week of class.

(8) Registration shall be defined as the formal selection of one or more credit courses approved and scheduled by the university and tuition payment, partial or otherwise, or other appropriate arrangements for tuition payment (installment payment, deferment, or third party billing) for the courses in which the student is enrolled as of the end of the drop/add period.

(9) Tuition and associated fees liability shall be defined as the liability for the payment of tuition and associated fees incurred at the point at which the student has completed registration, as defined above.

(10) Tuition and associated fees shall be levied and collected for each student registered in a credit course, unless provided otherwise in Board of Governors regulations.

(11) Each student enrolled in the same undergraduate college-credit course more than twice shall pay tuition at 100 percent of the full cost of instruction and shall not be included in calculations of full-time equivalent enrollments for state funding purposes. Students who withdraw or fail a class due to extenuating circumstances may be granted an exception only once for each class pursuant to established university regulations. The university may review and reduce these fees paid by students due to continued enrollment in a college-credit class on an individual basis contingent upon the student's financial hardship. For purposes of this paragraph, first-time enrollment in a class shall mean enrollment in a class fall semester 1997 or thereafter. Calculations of the full cost of instruction shall be based on the systemwide average of the prior year's cost of undergraduate programs in the state university system using the expenditure analysis.

(13) A university board of trustees may submit a proposal for a block tuition policy to the budget committee for consideration. The proposed block tuition policy for resident undergraduate or graduate students shall be based on the per-credit hour tuition amount. The proposed block tuition policy for nonresident undergraduate or graduate students shall be based on the per-credit-hour tuition and out-of-state fee amount. The block tuition policy can only be implemented beginning with the fall term.

(a) The proposal shall be submitted in a format designated by the chancellor and include at a minimum:

1. An explanation of the process used to determine the block tuition ranges.

2. An explanation of how the university will ensure that sufficient courses are available to meet student demand.
3. A description of how the policy is aligned with the mission of the university.
4. A declaratory statement that the policy does not increase the state's fiscal liability or obligation.
5. An explanation of any proposed restrictions, limitations, or conditions to be placed on the policy.
6. A clear statement that any student that is a beneficiary of a prepaid tuition contract, purchased prior to the first fall term in which the block tuition is implemented, will not be included in any block tuition policy and will be billed on a per-credit-hour basis. The university shall work with the Florida Prepaid Board to determine how block tuition will be paid for beneficiaries of prepaid tuition contracts after implementation of block tuition. The university shall report the final resolution to the budget committee.
7. An estimation of the economic impact that implementation of the policy will have on the university and the student by identifying the incremental revenue the university anticipates collecting if this policy is implemented and the financial impact on the typical student subject to the policy.
8. A description of any outcome measures that will be used to determine the success of the policy, including but not limited to, time to degree, course load impact, and graduation rates.

(b) The Board of Governors will act upon the budget committee recommendation at the next scheduled meeting. If a university board of trustees' proposal is denied, within five calendar days, the university board of trustees may request reconsideration by the board Tuition Appeals Committee, which shall consist of the chair of the board and the chair of each board committee. The Tuition Appeals Committee will meet within ten calendar days after the board's denial to consider a university board of trustees request for reconsideration.

(c) Every five years, the university board of trustees shall review the policy to determine if it has met its intended outcomes and whether the policy should be continued or modified. The university board of trustees shall submit its findings to the Board of Governors.

(14) As a component of the annual university work plan, a board of trustees may submit a proposal to the budget committee of the Board of Governors by May 31 of each year to establish an increase in the undergraduate tuition differential to be implemented with the fall academic term. The tuition differential shall promote improvements to undergraduate education and provide financial aid to

undergraduate students who have financial need. University boards of trustees shall have flexibility in distributing need-based financial aid awards according to university policies and Board of Governors' regulations.

(a) The aggregate sum of tuition and tuition differential can not be increased by more than 15 percent of the total charged for the aggregate sum of these fees in the preceding fiscal year.

1. The tuition differential may be assessed on one or more undergraduate courses or all undergraduate courses and may vary by campus or center location.
2. The sum of undergraduate tuition and associated fees per credit hour may not exceed the national average undergraduate tuition and fees at four-year degree granting public postsecondary educational institutions.
3. Students having prepaid contracts in effect on July 1, 2007, and which remain in effect, are exempt from paying the tuition differential.
4. Students who were in attendance at the university before July 1, 2007, and maintain continuous enrollment may not be charged the tuition differential.

(b) The university board of trustees' proposal shall be submitted in a format designated by the chancellor, and include at a minimum:

1. The course or courses for which the tuition differential will be assessed.
2. The amount that will be assessed for each tuition differential proposed.
3. The purpose of the tuition differential.
4. Identification of how the revenues from the tuition differential will be used to promote improvements in the quality of undergraduate education and to provide financial aid to undergraduate students who have financial need.

a. For the purposes of the following subsection,

i. "Financial aid fee revenue" means financial aid fee funds collected in the prior year.

ii. "Private sources" means prior-year revenue from sources other than the financial aid fee or the direct appropriation for financial assistance provided to state universities in the General Appropriations Act.

b. At least thirty percent of the revenue shall be expended to provide need-based financial aid to undergraduate students to meet the cost of university attendance. If the entire tuition and fee costs of resident students who have applied for and received Pell Grant funds have been met and the university has excess funds remaining, the university may expend the excess portion on undergraduate education.

i. Universities shall increase undergraduate need-based aid over the prior year by at least thirty percent of the tuition differential.
ii. This expenditure shall not supplant the amount of need-based aid provided to undergraduate students in the preceding fiscal year from financial aid fee revenues, the direct appropriation for financial assistance provided to state universities in the general appropriations act, or from private sources.
iii. If a university's total undergraduate need-based awards does not meet or exceed the sum of the prior year's undergraduate need-based awards plus thirty percent of new tuition differential funds, the university may still be considered in compliance. However, the university shall provide detailed documentation demonstrating that the difference is attributed to a decrease in financial aid fee collections (Regulation 7.003(18)), tuition differential collections, the direct appropriation for student financial assistance in the General Appropriations Act, and/or a decrease in foundation endowments that support undergraduate need-based aid awards.

c. The remaining revenue shall be expended on undergraduate education.

5. Indicate how the university will monitor the success of the tuition differential in achieving the purpose for which the tuition differential is being assessed.

(c) The budget committee will examine data gathered as part of the university annual reports instituted pursuant to Regulation 2.002 to inform members' deliberations regarding institutional proposals for tuition differential increases. At a minimum, the committee will review:

1. Undergraduate retention and graduation rates.
2. Percentage of students graduating with more than 110 percent of the hours required for graduation.
3. Licensure pass rates for completers of appropriate undergraduate programs.
4. Number of undergraduate course offerings.
5. Percentage of undergraduate students who are taught by each instructor type.
6. Average salaries of faculty who teach undergraduate courses.
7. Undergraduate student-faculty ratio.
8. Other university specific measures identified by the boards of trustees pursuant to subparagraph (14)(b)5.

9. Number of need-based financial aid awards provided, average award, and median award.

(d) The budget committee shall review each proposal and advise the university board of trustees of the need for any additional information or revision to the proposal. The budget committee will make a recommendation to the Board of Governors at the next scheduled meeting.

(e) The Board of Governors will act upon the budget committee recommendation at the next scheduled meeting. If a university board of trustees' proposal is denied, within five calendar days the university board of trustees may request reconsideration by the board's Tuition Appeals Committee, which shall consist of the chair of the board and the chair of each board committee. The Tuition Appeals Committee will meet within ten calendar days after the board of Governor's denial to consider a university board of trustees request for reconsideration.

(f) Each university board of trustees that has been approved to assess a tuition differential shall submit the following information to the Board of Governors General Office in a format and at a time designated by the chancellor, so that such information can be incorporated into a system report that will be submitted to the Governor and Legislature by February 1.

1. The amount of tuition differential assessed.
2. The course or courses for which the tuition differential was assessed.
3. Total revenues generated.
4. Number of students eligible for a waiver as outlined in Regulation 7.008(20), number of these students receiving a waiver, and the value of these waivers.
5. Detailed expenditures (submitted as a part of the August operating budget).
6. Detailed reporting of financial aid sources and disbursements sufficient to meet the requirements in subparagraph (14)(b)4.
7. Data on indicators outlined in subparagraph (14)(c).

(g) Universities must maintain the need-based financial aid revenue generated from the tuition differential in a separate Education and General account, with the revenue budget in the Student and Other Fee Trust Fund.
(h) If, after approval by the Board of Governors, a university determines that modifications need to be made to the monitoring and implementation of the proposed undergraduate improvement programs, the university shall notify the chancellor.

(15) A university board of trustees may submit a proposal for market tuition rates for graduate-level courses offered online or through the university's continuing education unit when such courses constitute an approved degree program or college credit certificate program. Proposals shall be submitted to the budget committee for consideration by the committee during a November meeting.

(a) Proposals to charge market tuition rates for degree programs and college credit certificate programs shall be considered by the board only if documentation is provided that demonstrates:

1. The programs have been approved in accordance with Regulation 8.011 and have established one or more separate market tuition rate student cohorts, each of which can be tracked for administrative and reporting purposes.
2. The programs do not lead to initial licensing or certification for occupational areas identified as state critical workforce need in the State University System of Florida Strategic Plan, 2005-2013, Areas of Programmatic Strategic Emphasis, as amended in 2009. A university may request establishment of market tuition rates for such programs for non-residents if such programs do not adversely impact development of other programs for Florida residents. A university, upon a written request for a special exception from the chancellor, may submit a proposal for market tuition rate for a program leading to initial licensing or certification in a state critical workforce need area if it can be demonstrated to increase the number of graduates in the state.
3. The program admission and graduation requirements shall be the same as similar programs funded by state appropriations.

(b) If approved by the Board of Governors, the university shall operate these programs for a pilot period in order to collect sufficient information to determine the merit and success of market tuition rate courses. During the pilot period, the board shall approve no more than five new graduate-level degree programs or college credit certificate program proposals per academic year. After three years, the university shall present its findings to the board budget committee. The university findings shall include, but not be limited to, program enrollments, degrees produced, and enrollments in similar state funded programs. The budget committee will then make any appropriate recommendations to the board for changes of market tuition rates programs.

(c) The proposal for market tuition rate programs shall be submitted in a format designated by the chancellor and include at a minimum:

1. A description of the program and its compliance with the requirements outlined in (15)(a).
2. An explanation of the process used to determine the market tuition rate and the tuition at similar programs from at least five other institutions, including both private and public.
3. A description of similar programs offered by other state university system institutions.
4. An estimate of the market tuition rate to be charged over the next three years. Any annual increase shall be no more than 15 percent over the preceding year.
5. A description of how offering the proposed program at market tuition rate is aligned with the mission of the university.
6. An explanation and declaratory statement that offering the proposed program at market tuition rate does not increase the state's fiscal liability or obligation.
7. An explanation of any differentiation in rate between resident and non-resident students paying market tuition rate.
8. An explanation of any proposed restrictions, limitations, or conditions to be placed on the program.
9. A description of any outcome measures that will be used to determine the success of the proposal.
10. In addition, the following information will be included with the proposal:
    a. An explanation of how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.
    b. A baseline of current enrollments, including a breakout of resident and nonresident enrollment, in similar state-funded courses.
    c. An estimation of the economic impact that implementation of the proposal will have on the university and the student by identifying the incremental revenue the university anticipates collecting if the proposal is approved.
    d. A description of how revenues will be spent, including whether any private vendors will be utilized, and which budget entity the funds will be budgeted.

(d) The Board of Governors will act upon the budget committee recommendation at the next scheduled meeting. If a university board of trustees' proposal is denied, within five calendar days, the university board of trustees may request reconsideration by the board's Tuition Appeals Committee, which shall consist of the chair of the board and the chair of each board committee. The Tuition Appeals Committee will meet within ten

calendar days after the board's denial to consider a university board of trustees request for reconsideration.

(e) If a university charges a market tuition rate for a course within an approved program, preference shall be given to Florida residents in the admission process for similar state funded programs.

(f) Enrollments and degrees granted in market tuition rate program cohorts shall be reported in a manner to be determined by the chancellor.
(g) Credit hours generated by courses in market tuition rate program cohorts shall not be reported as fundable credit hours and all costs shall be recouped within the market tuition rate.

(h) Programs and associated courses approved for market tuition rate shall not supplant existing university offerings funded by state appropriations.

(i) Each university approved to offer market tuition rates shall provide an annual status report in a format designated by the chancellor.

Authority: Section 7(d), Art. IX, Fla. Const.; History–Formerly BOR Rule 6C-7.001, Adopted 4-8-79, Renumbered 12-16-74, Amended 6-28-76, 7-4-78, 8-6-79, 9-28-81, 12-14-83, 7-25-84, 10-2-84, 10-7-85, Formerly 6C-7.01, Amended 12-25-86, 11-16-87, 10-19-88, 10-17-89, 10-15-90, 9-15-91, 1-8-92, 11-9-92, 7-22-93, 8-1-94, 11-29-94, 4-16-96, 8-12-96, 9-30-97, 12-15-97, 8-11-98, 9-30-98, 8-12-99, 8-3-00, 8-28-00, 8-12-01, Amended and Renumbered as 7.001 09-25-08, Amended 12-10-09, 11-04-10, 01-20-11, 9-15-11,_____.

7.003 Fees, Fines and Penalties.

(1) The Board of Governors must authorize all fees assessed to students. Accordingly, the specific fees listed in this section, and the tuition and associated fees defined in Regulation 7.001, are the only fees that may be charged for state fundable credit hours without the specific approval of the board, except as authorized in Regulation 8.002. For purposes of clarification, the term "at cost" or "cost" as used in this regulation includes those increased costs that are directly related to the delivery of the goods, services, or programs.

(2) Each university board of trustees is authorized to assess the following fees at the statutory amounts listed:

(a) Security /Access / Identification Card, Duplicate Security / Access / Identification Card, Fee Card, or Passbook:
1. Annual – cost up to $10.00.
2. All duplicates – cost up to $15.00

(b) Orientation Fee – up to $35.00.
1. Effective fall 2011, the board of trustees of the University of West Florida may assess a $50 Orientation Fee.

(c) Admissions Deposit – Up to $200. The admissions deposit shall be imposed at the time of an applicant's acceptance to the university and shall be applied toward tuition upon registration and budgeted in the Student and Other Fee Trust Fund. In the event the applicant does not enroll in the university, the admissions deposit shall be budgeted in an auxiliary account of the university and used to expand financial assistance, scholarships, student academic and career counseling services, and admission services at the university.

(d) Transcript Fee – per item; up to $10.00.

(e) Diploma Replacement Fee – per item; up to $10.00.

(f) Service Charge – up to $15.00 for the payment of tuition and fees in installments.

(g) Audit Registration Fees -- Audit registration assures a course space for the student; however, no grade is awarded. This fee is the same as the tuition and associated fees provided in Regulation 7.001. Budgeting of fee proceeds shall be in the Student and Other Fee Trust Fund.

(h) Registration of Zero Hours -- Such registration provides for examinations, graduations, use of facilities, etc., when deemed appropriate by the institution. The student is assessed tuition and associated fees for one credit hour. The Zero Credit Fee shall be budgeted in the Student and Other Fee Trust Fund.

(i) Application Fee -- Individuals who make application for admission to universities within the State University System shall pay a non-refundable Application Fee of not more than $30.00. The fee shall be budgeted in the

Student and Other Fee Trust Fund. Provisions may be made to waive the application fee as specified by the university.

(j) Late Registration Fee -- Universities shall assess a Late Registration Fee to students who fail to register before the end of the regular registration period. This fee may also be assessed to students reinstated after their course schedules were cancelled due to non-payment of fees. The fee shall be not less than $50 nor more than $100 with a minimum of 50 percent budgeted to the Student and Other Fee Trust Funds and the balance budgeted in an Auxiliary Trust Fund. Provisions may be made to waive the Late Registration Fee as specified by the university.

(k) Late Payment Fee -- Universities may assess a Late Payment Fee to students who fail to pay, or make appropriate arrangements for payment (installment payment, deferment, or third-party billing), of tuition and associated fees by the deadline set by each university. The fee shall be not less than $50 nor more than $100 with a minimum of 50 percent budgeted to the Student and Other Fee Trust Fund and the balance budgeted in an Auxiliary Trust Fund. Provisions may be made to waive the Late Payment Fee as specified by the university.

(3) Before the board's last meeting of each calendar year, the university board of trustees shall notify the board of any potential increases in fees outlined in sub-paragraph (2). A university board of trustees may then submit a proposal for an increase in that fee to the Board of Governors' budget committee for consideration by the committee during a June meeting.

(a) The proposal shall be submitted in a format designated by the chancellor and include at a minimum:

1. The current and proposed increase to the fee and a description of the process used to determine the need for the increase, including any student involvement.
2. The service or operation currently being funded by the fee.
3. An analysis of whether the service or operation can be performed more efficiently to alleviate the need for any increase.
4. The additional or enhanced service or operation to be implemented.
5. Identification of other resources that could be used to meet this need.
6. The financial impact on students, including those with financial need.
7. The current revenue collected and expenditures from the current fee.
8. The estimated revenue to be collected and expenditures for the fee increase.

(b) The board will act upon the budget committee recommendation at the next scheduled meeting.

(c) An increase in these fees can only be implemented with the fall term.

(d) Every five years the university board of trustees shall review the fee increase to determine if the fee has met its intended outcomes and whether the fee should be increased, decreased or discontinued. The

university board of trustees shall submit its findings to the board. Any subsequent decreases or continuation in these fees are delegated to the university board of trustees, with notification to the chancellor.

(4) Each university board of trustees is authorized to establish separate activity and service, health, and athletic fees on the main campus, branch campus, or center.

(a) The fees shall be retained by the university and paid into the separate activity and service, health, and athletic funds. A university may transfer revenues derived from the fees authorized pursuant to this section to a university direct-support organization of the university pursuant to a written agreement approved by the Board of Governors.

(b) The sum of the activity and service, health, and athletic fees a student is required to pay to register for a course shall not exceed 40 percent of the tuition. Within the 40 percent cap, universities may not increase the aggregate sum of activity and service, health, and athletic fees more than 5 percent per year or the same percentage increase in tuition, whichever is higher.

(c) A university may increase its athletic fee to defray the costs associated with changing National Collegiate Athletic Association divisions. Any such increase in the athletic fee may exceed both the 40 percent cap and the 5 percent cap imposed by this subsection. Any such increase must be approved by the athletic fee committee in the process outlined in subparagraph (4)(d) and cannot exceed $2 per credit hour.

(d) Increases in the health, athletic, and activity and service fee must be recommended by a fee committee, at least one-half of whom are students appointed by the student body president. The remainder of the committee shall be appointed by the university president. A chairperson, appointed jointly by the university president and the student body president, shall vote only in the case of a tie. The recommendations of the committee shall take effect only after approval by the university president, after consultation with the student body president, and approval by the university board of trustees. An increase in these fees may occur only once each fiscal year and must be implemented beginning with the fall term.

(e) The student activity and service fee shall be expended for lawful purposes to benefit the student body in general. This shall include, but shall not be limited to, student publications and grants to duly recognized student organizations, the membership of which is open to all students at the university without regard to race, sex, or religion. The fee may not benefit activities for which an admission fee is charged to students, except for student-government-association-sponsored concerts. The allocation and expenditure of the fees shall be determined by the student government association of the university, except that the president of the university may veto any line item or portion thereof within the budget when

submitted by the student government association legislative body. The university president shall have 15 school days from the date of presentation of the budget to act on the allocation and expenditure recommendations, which shall be deemed approved if no action is taken within the 15 school days. If any line item or portion thereof within the budget is vetoed, the student government association legislative body shall within 15 school days make new budget recommendations for expenditure of the vetoed portion of the fees. If the university president vetoes any line item or portion thereof within the new budget revisions, the university president may reallocate by line item that vetoed portion to bond obligations guaranteed by activity and service fees.

(f) Unexpended fees and undisbursed fees remaining at the end of a fiscal year shall be carried over and remain in the student activity and service fund and be available for allocation and expenditure during the next fiscal year.

(5) Technology Fee – Each university board of trustees may establish a technology fee to be paid by all students. The fee may be up to 5 percent of the tuition charged per credit hour. The revenue from this fee shall be used to enhance instructional technology resources for students and faculty. The revenue and expenditures shall be budgeted in the Local Fund budget entity.

(6) Off-Campus Educational Activities - As used herein, "off-campus" refers to locations other than state-funded main campuses, branch campuses, or centers. Each university board of trustees is authorized to establish fees for state fundable off-campus course offerings when the location results in specific, identifiable increased costs to the university. These fees will be in addition to the tuition and associated fees charged to students enrolling in these courses on-campus. The additional fees charged are for the purpose of recovering the increased costs resulting from off-campus vis-à-vis on-campus offerings. The university shall budget the fees collected for these courses to the Student and Other Fee Trust Funds. Each university shall use the additional fees collected to cover the increased cost of these courses and reimburse the appropriate Educational and General fund, or other appropriate fund if the costs are incurred in other than Educational and General funds.

(7) Material and Supply Fees - Each university board of trustees is authorized to assess Material and Supply Fees not to exceed the amount necessary to offset the cost of materials or supply items which are consumed in the course of the student's instructional activities, excluding the cost of equipment and equipment repairs and maintenance. Revenues from such fees shall be budgeted in the Auxiliary Trust Fund.

(8) Housing Rental Rates – Basic rates for housing rental shall be set by each university board of trustees. In addition, the university board of trustees is authorized to establish miscellaneous housing charges for services provided by the university at the request of the students.

(9) Parking Fines, Permits and Decals -- Each university board of trustees shall establish charges for parking decals, permits and parking fines.

(10) Transportation Access Fee - Each university board of trustees is authorized to establish a transportation access fee, with appropriate input from students, to support the university's transportation infrastructure and to increase student access to transportation services.

(11) Returned Check Fee -- Each university board of trustees shall assess a service charge for unpaid checks returned to the university.

(12) Collection costs -- Each university board of trustees is authorized to assess a charge representing reasonable cost of collection efforts to effect payment for overdue accounts. Amounts received for collection costs shall be retained by the university.

(13) Service Charge -- Each university board of trustees is authorized to assess a service charge on university loans in lieu of interest and administrative handling.

(14) Educational Research Center for Child Development Fee -- Each university board of trustees is authorized to assess child care and service fees.

(15) Transient Student Fee – Each university board of trustees is authorized to assess a fee not to exceed $5.00 per course for accepting a transient student and processing the student's admissions application pursuant to Section 1006.73.

(16) Capital Improvement Fee – This fee may be used to fund any project or real property acquisition that meets the requirements of Chapter 1013. Each university board of trustees shall assess $4.76 per credit hour per semester. Any increase in the fee beyond $4.76 must be first recommended by a fee committee, at least half of whom are students appointed by the student body president. The remainder of the committee shall be appointed by the university president. A chairperson, appointed jointly by the university president and the student body president, shall vote only in the case of a tie. The recommendations of the committee shall take effect only after approval by the university president, after consultation with the student body president, and approval by the university board of trustees. An increase in these fees may occur only once each fiscal year and must be implemented beginning with the fall term. The fee may not exceed 10 percent of the tuition for resident students or 10 percent of the sum of tuition

and out-of-state fees for nonresident students. The fee for resident students shall be limited to an increase of $2 per credit hour over the prior year, and any proposed fee increases or decreases must be approved by the Board of Governors. No project proposed by a university which is to be funded by this fee shall be submitted to the Board of Governors for approval without prior consultation with the student government association of that university.

(17) Student Financial Aid Fee – Each university board of trustees is authorized to collect for financial aid purposes an amount not to exceed 5 percent of the tuition and out-of-state fee. The revenues from fees are to remain at each university. A minimum of 75 percent of funds from the student financial aid fee shall be used to provide financial aid based on demonstrated financial need. Each university shall report annually to the Board of Governors on the revenue collected pursuant to this subsection, the amount carried forward, the criteria used to make awards, the amount and number of awards for each criterion, and a delineation of the distribution of such awards. The report shall include an assessment by category of the financial need of every student who receives an award, regardless of the purpose for which the award is received. Awards which are based on financial need shall be distributed in accordance with the federal methodology for determining need. An award for academic merit shall require a minimum overall grade point average of 3.0 on a 4.0 scale or the equivalent for both initial receipt of the award and renewal of the award.

(18) Each university board of trustees is authorized to assess the following fees which will have varied amounts:

(a) Development Research School Fees – activity fees which shall be discretionary with each university.
(b) Library Fines – per book or unit, per day; the funds shall be budgeted to the Student and Other Fee Trust Fund.
(c) Overdue Reserve Library books – per book, per library hour; the funds shall be budgeted to the Student and Other Fee Trust Fund.
(d) Late Equipment Fee, Physical Education – per item, per day.
(e) Fees and fines relating to the use, late return, and loss and damage of facilities and equipment.
(f) Distance Learning Fee.

(19) Each university board of trustees is authorized to assess reasonable fees for incidental non-academic services provided directly to individuals. This could include, but not be limited to, fees for duplicating, lost keys, copyright material, breakage, standardized tests, library loans.

(20) Each university board of trustees is authorized to assess an international student service fee to cover the university costs associated with reporting requirements of the Student and Exchange Visitor Information System

administered by the Department of Homeland Security for F-Visa and J-Visa degree seeking students.

(21) Excess Hour Fee –This fee shall be budgeted in the Student and Other Fee Trust Fund.

(a) All state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education as a first-time-in-college student in fall 2009 or thereafter and prior to fall 2011 shall pay an excess hour fee equal to 50 percent of the undergraduate tuition identified in Regulation 7.001(3) for each credit hour in excess of 120 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(b) All state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education as a first-time-in-college student in fall 2011 or thereafter shall pay an excess hour fee equal to 100 percent of the undergraduate tuition identified in Regulation 7.001(3) for each credit hour in excess of 115 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(c) All state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education as a first-time-in-college student in fall 2012 or thereafter shall pay an excess hour fee equal to 100 percent of the undergraduate tuition identified in Regulation 7.001(3) for each credit hour in excess of 110 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(d) Each university shall implement a process for notifying students of this fee upon a student's initial enrollment. A second notice must be provided to the student when the student has attempted the number of credit hours needed to complete the baccalaureate degree program in which the student is enrolled. The second notice must include a recommendation that each student who intends to earn credit hours at the university in excess of the credit hours required for the baccalaureate degree program in which the student is enrolled meet with the student's academic advisor.

(e) All credit hours for courses taken at the university from which the student is seeking a baccalaureate degree shall be included when calculating the number of hours taken by a student, including:

1. Failed courses.

2. Courses dropped or withdrawn from after the university's advertised last day of the drop and add period, except as provided for in subparagraph (21)(f).
3. Repeated courses, except repeated courses for which the student has paid the full cost of instruction as provided in Regulation 7.001(11).
4. All credit hours earned at another institution and accepted for transfer by the university and applied toward the student's baccalaureate degree program.

(f) All credit hours earned under the following circumstances shall not be calculated as hours required to earn a baccalaureate degree:
1. College credits earned through an articulated accelerated mechanism.
2. Credit hours earned through internship programs.
3. Credit hours required for certification, recertification, or certificate programs.
4. Credit hours in courses from which a student must withdraw due to reasons of medical or personal hardship.
5. Credit hours taken by active-duty military personnel.
6. Credit hours required to achieve a dual major taken while pursing a baccalaureate degree.
7. Remedial and English as a Second Language credit hours.
8. Credit hours earned in military science courses that are part of the Reserve Officers' Training Corps program.

(22) Convenience fee – Each university board of trustees may establish a convenience fee when accepting payments by credit cards, charge cards, and debit cards. The fee shall not be greater than the cost of providing the service. The fee is not refundable to the payor.

(23) Before the Board of Governors' last meeting of each calendar year, the university board of trustees shall notify the board of any potential new fees that are being considered by the university. A university board of trustees may then submit a proposal for a new fee not currently authorized in board regulation or statute to the Board of Governors' budget committee for consideration by the committee during a June meeting.

(a) The proposal shall be submitted in a format designated by the chancellor, and include at a minimum:
1. The purpose to be served or accomplished with the fee.
2. The demonstrable student-based need for the fee that is currently not being met through existing university services, operations or another fee.
3. The process used to assure substantial student input or involvement.

4. Any proposed restrictions, limitations, or conditions to be placed on the fee.
5. The financial impact of the fee on students, including those with financial need.
6. The estimated revenue to be collected and proposed expenditures for the new fee.
7. The outcome measures that will be implemented to determine when the purpose of the fee will be accomplished.

(b) The aggregate sum of any fees approved by the board that a student is required to pay to register for a course shall not exceed 10 percent of tuition. All other fees shall be based on cost.
(c) The fee can only be implemented in the fall term.
(d) The revenue generated by this fee may not be transferred to an auxiliary enterprise or a direct-support organization and may not be used to pay or secure debt.
(e) The university shall account for the revenue and detailed expenditures of this fee in the Annual Report.
(f) The fee cannot be an extension of, or cover the same services, as an existing statutory fee.
(g) The fee cannot be utilized to create additional bonding capacity in an existing fee.
(h) The fee should support a new service or activity that is not currently supported or should be supported with education and general funds (state and tuition).
(i) The fee shall not supplant revenue from other sources that are currently used or have been used to support a service or activity.
(j) The fee should support a service or activity in which a majority of students is able to participate or from which derive a benefit.
(k) Once the board approves a fee under this section, a university fee committee shall be established similar to other existing fee committees.
(l) The board will act upon the budget committee recommendation at the next scheduled meeting.
(m) Every five years the university board of trustees shall review the fee to determine if the fee has met its intended outcomes and whether the fee should be increased, decreased or discontinued. The university board of trustees shall submit its findings to the board. Any subsequent decreases or continuation in these fees are delegated to the university board of trustees, with notification to the chancellor.
(n) If a university board of trustees' proposal is denied, within five calendar days the university board of trustees may request reconsideration by the board's Tuition Appeals Committee, which shall consist of the chair of the board and the chair of each board committee. The Tuition Appeals Committee will meet within ten calendar days after

the Board of Governors denial to consider a university board of trustees request for reconsideration.

(24) Pursuant to subparagraph (23), the university boards of trustees designated below are authorized to assess the following fees:

(a) Green Fee – This fee may be assessed to establish or improve the use of renewable energy technologies or energy efficiencies that lower the university's greenhouse emissions.

1. University of South Florida: up to $1.00 per credit hour
2. New College of Florida: up to $1.00 per credit hour
3. University of West Florida: up to $1.00 per credit hour

(b) Test Preparation Fee – at cost. This fee may be assessed to increase accessibility to test preparation courses in programs where students are expected to obtain specific preparation for a practice-based examination.

1. Florida International University
2. Florida A&M University – (bar test preparation)

(c) Student Life and Services Fee – This fee may be assessed to expand student participation in transformational learning opportunities that build new and enhances ongoing activities which connect students to the institution.

1. University of North Florida: not to exceed 5 percent of tuition.

Authority: Section 7(d), Art. IX, Fla. Const.; History–Formerly BOR Rule 6C-7.003. Derived from 6C-2.74 and 6C-2.76, Amended and Renumbered 12-17-74, Amended 2-22-76, 6-22-76, 6-28-76, 11-1-76, 9-8-77, 2-14-79, 9-28-81, 12-7-82, 12-13-83, 10-2-84, Formerly 6C-7.03, Amended 1-8-86, 8-11-86, 12-25-86, 6-2-87, 10-17-89, 4-10-90, 1-7-91, 7-2-91, 9-15-91, 8-4-92, 11-9-92, 4-12-93, 5-30-93, 9-23-93, 8-1-94, 1-24-96, 4-16-96, 12-15-97, 8-28-00, 8-12-01, Amended and Renumbered as 7.003 9-25-08, Amended 12-10-09, 11-04-10, 9-15-11, 6-21-12, 11-08-12, _____.

7.008 Waiver of Tuition and Fees

(1) Each university board of trustees is authorized to waive tuition, non-resident tuition and associated fees for purposes that support and enhance the mission of the university. All tuition, non-resident tuition and associated fees waived must be based on regulations that are adopted by the university board of trustees and where applicable, consistent with regulations adopted by the Board of Governors.

(2) Sponsored Credit Institutes and Programs – Each university board of trustees is authorized to waive tuition, associated fees and material and supply fees for participants in sponsored credit institutes and programs.

(a) Sponsored credit institutes and programs are entities where substantially all the direct costs are paid by the external sponsoring entity, where there is no direct expenditure of Educational and General funds for the conduct of the programs, and where no fees or other assessments are collected from students by the sponsoring entity, the university, or any other entity.

(b) In determining whether the direct costs are paid by the sponsoring entity, funds paid directly to the participants in a form such as, but not limited to, stipends, travel or book allowances should not be taken into account. "Direct costs" refer to the costs associated with the instruction or training which a participant receives. All funds collected from sponsoring entities for sponsored credit institutes will be remitted to the university's contract and grants trust fund and/or auxiliary trust funds.

(c) Funds collected from courses offered through continuing education should be budgeted in the Auxiliary Trust Fund.

(d) Neither the number of participants nor student credit hours in these institutes and programs may be counted for state-funding purposes.

(3) Deceased Law Enforcement, Correctional, or Correctional Probation Officers Employed by the State or Political Subdivision thereof – Each university board of trustees shall waive certain educational expenses that the child or spouse of the deceased officer incurs while obtaining an undergraduate education or a postgraduate education if a law enforcement, correctional, or correctional probation officer is accidentally killed or receives accidental bodily injury which results in the loss of the officer's life while engaged in the performance of the officer's law enforcement duties on or after June 22, 1990, or is unlawfully and intentionally killed or dies as a result of such unlawful and intentional act on or after July 1, 1980, while the officer was employed by a political subdivision of the state.

(a) The amount waived by the university shall be an amount equal to the cost of tuition and associated fees for a total of 120 credit hours. The child or spouse may attend on either a full-time or part-time basis. The benefits

provided to a child under this section shall continue until the child's 25th birthday. The benefits provided to a spouse under this subsection must commence within 5 years after the death occurs, and entitlement thereto shall continue until the 10th anniversary of that death.

(b) Upon failure of any child or spouse benefited by the provisions of this subsection to comply with the ordinary and minimum requirements of the institution attended, both as to discipline and scholarship, the benefits shall be withdrawn as to the child or spouse and no further moneys may be expended for the child's or spouse's benefits so long as such failure or delinquency continues.

(c) Only a student in good standing in his or her respective university may receive the benefits.

(d) A child or spouse receiving benefits under this subsection must be enrolled according to the customary rules and requirements of the university attended.

(4) Deceased Firefighters Employed by the State or a Political Subdivision thereof - Each university board of trustees shall waive certain educational expenses that the child or spouse of the deceased firefighter incurs while obtaining an undergraduate education or a postgraduate education if a firefighter is accidentally killed or receives accidental bodily injury which results in the loss of the firefighter's life while engaged in the performance of the firefighter's duties on or after June 22, 1990, or is unlawfully and intentionally killed or dies as a result of such unlawful and intentional act on or after July 1, 1980, while the firefighter was employed by a political subdivision of the state.

(a) The amount waived by the university shall be an amount equal to the cost of tuition and associated fees for a total of 120 credit hours. The child or spouse may attend on either a full-time or part-time basis. The benefits provided to a child under this section shall continue until the child's 25th birthday. The benefits provided to a spouse under this subsection must commence within 5 years after the death occurs, and entitlement thereto shall continue until the 10th anniversary of that death.

(b) Upon failure of any child or spouse benefited by the provisions of this subsection to comply with the ordinary and minimum requirements of the institution attended, both as to discipline and scholarship, the benefits shall be withdrawn as to the child or spouse and no further moneys may be expended for the child's or spouse's benefits so long as such failure or delinquency continues.

(c) Only a student in good standing in his or her respective university may receive the benefits.

(d) A child or spouse receiving benefits under this subsection must be enrolled according to the customary rules and requirements of the university attended.

(5) Acceleration – Each university board of trustees shall waive tuition and associated fees for students who earn credit in courses toward both a Florida high school diploma and an associate or baccalaureate degree, or students enrolled in a dual enrollment or early admission program.

(6) Florida Department of Children and Family Service Adoptions - Each university board of trustees shall waive tuition and associated fees for any student who is or was at the time he or she reached the age of 18 in the custody of the Department of Children and Family Services or a relative under s. 39.5085; who was adopted from the Department of Children and Family Services after May 5, 1997; or was placed in a guardianship by a court after spending at least 6 months in the custody of the Department after reaching 16 years of age. Additionally, material and supply fees and fees associated with enrollment in career-preparatory instruction shall be waived. Any student requesting such a waiver must provide certification of eligibility from the Department of Children and Family Services to the university in which the student seeks to enroll. This waiver shall remain valid up until the time the student reaches the age of 28, and shall be limited to undergraduate degree programs, and shall not exceed 120 credit hours.

(7) School Psychology Training Program – Each university board of trustees shall waive tuition and associated fees for internship credit hours applicable to an internship in the public school system under the supervision of the Florida Department of Education certified school psychologist employed by the school system for any graduate student.

(8) Florida Linkage Institutes – Each university board of trustees shall exempt from non-resident tuition and non-resident financial aid fee up to 25 full-time equivalent students per year enrolled through the Florida Linkage Institutes Program.

(9) Deceased Teacher or School Administrator Employed by a Florida District School Board – Each university board of trustees shall waive certain educational expenses that the child of the deceased teacher or school administrator incurs while obtaining an undergraduate education or a postgraduate education if the teacher or school administrator is killed or is injured and dies as a result of an unlawful and intentional act, provided such killing or injury inflicted by another person and the motivation for the act is related in whole or part to the fact that the individual is a teacher or school administrator, or such act is inflicted while he or she is engaged in the performance of teaching duties or school administration duties while employed by a Florida district school board. The amount waived by the university shall be an amount equal to the cost of tuition

and associated fees for a total of 120 credit hours at a university. The child may attend on either a full-time or part-time basis. The benefits provided under this paragraph shall continue until the child's 25th birthday.

(a) Upon failure of any child benefited by the provisions of this paragraph to comply with the ordinary and minimum requirements of the university attended, both as to discipline and scholarship, the benefits shall be withdrawn as to the child and no further moneys may be expended for the child's benefits so long as such failure or delinquency continues.

(b) A student who becomes eligible for benefits under the provisions of this paragraph while enrolled in an university must be in good standing with the institution to receive the benefits provided herein.

(c) A child receiving benefits under this paragraph must be enrolled according to the customary rules and requirements of the university attended.

(10) Homeless – Each university board of trustees shall waive tuition and associated fees for up to a total of 120 credit hours for an undergraduate degree program for any student who lacks a fixed, regular, and adequate nighttime residence or whose primary nighttime residence is a public or private shelter designed to provide temporary residence for individuals intended to be institutionalized, or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

(11) Purple Heart Recipients – Each university board of trustees shall waive undergraduate tuition and associated fees for each recipient of a Purple Heart, or another combat decoration superior in precedence which was awarded for valor, and who:

(a) Is enrolled as a full-time, part-time, or summer-school student in an undergraduate program that terminates in a degree or certificate;

(b) Is currently, and was at the time of the military action that resulted in the awarding of the Purple Heart or other combat decoration superior in precedence, a resident of this state; and

(c) Submits to the state university the DD-214 form issued at the time of separation from service as documentation that the student has received a Purple Heart or another combat decoration superior in precedence. In situations where admissions or financial aid application deadlines preclude providing a DD-214 in time to meet such a deadline, the official (service specific) transmitting correspondence that would normally accompany such an award to a previously discharged service member would suffice until an updated DD-214 could be obtained and presented to the postsecondary institution. However, the updated DD-214 must be submitted to the postsecondary institution by the start of

the student's next term of enrollment for continued eligibility for the waiver. In situations where a service member is on active duty and has not been issued a DD-214, the official (service specific) transmitting correspondence that would normally accompany such an award or a certification of the appropriate combat award by the service specific administrative record holder [e.g., Adjutant, G-1 (general staff officer - personnel), or JAG (Judge Advocate General)] would meet the documentation requirement.

(d) A waiver for a Purple Heart recipient or recipient of another combat decoration superior in precedence shall be applicable for 110 percent of the number of required credit hours of the degree or certificate program for which the student is enrolled. This waiver is considered "countable aid" for student financial aid purposes. Therefore, if this waiver is administered by an office other than the college financial aid office, college officials must notify the Director of Financial Aid that a student has qualified for the waiver. The waiver covers only tuition and fees associated with credit hour instruction provided directly by the university and does not include any additional fees that may be charged for specialized programs or by external organizations. This includes, but is not limited to, flight school, study abroad travel and living expenses, and courses taken elsewhere as a transient student.

(12) State Employees - Each university board of trustees shall waive tuition and associated fees for up to 6 credit hours per term on a space available basis for state employees.

(13) University Employees – Each university board of trustees may allow full-time university employees to enroll up to 6 credit hours of tuition-free courses per term on a space available basis.

(14) Florida residents 60 years of age or older - Each university board of trustees may waive any or all application, tuition, and associated fees for persons 60 years of age or older who are residents of this state and who enroll to audit courses being offered for college credit. No academic credit shall be awarded for attendance in classes for which fees are waived under this subsection. This privilege may be granted only on a space-available basis, if such classes are not filled as of the close of registration. A university may limit or deny the privilege for courses which are in programs for which the Board of Governors has established selective admissions criteria. Persons paying full fees and state employees taking courses on a space-available basis shall have priority over those persons whose fees are waived in all cases where classroom spaces are limited.

(15) Intern Supervisors – Persons who supervise interns for institutions within the State University System may be given one non-transferable certificate (fee waiver) for each full academic term during which the person serves as an intern supervisor. This certificate shall provide for waiver of the basic fee (as defined in Regulation 7.001).

(a) Certificate holders are entitled to a waiver of tuition for a maximum of six (6) hours credit instruction (including credit through continuing education) during a single term at any state university.
(b) Certificates shall be valid for three years from date of issuance.
(c) Eligible recipients of an Intern Participation Certificate may be identified by a university as a person who engages in the direct supervision of at least one university intern for 300 contact hours, which may be accumulated over multiple semesters provided at least 100 contact hours of direct supervision is provided per semester.
(d) To be eligible for a Certificate, the internship program must be an essential part of the course of instruction and must be required as part of the degree.
(e) Each university shall develop procedures and policies to govern the issuance, distribution, security, and redemption of certificates.
(f) Each university shall maintain accurate data on Intern Participation Certificates and annually submit a report of certificate activity to the Board of Governors according to a prescribed format.

(16) Non-resident students – Non-resident students who are non-degree seeking may be entitled to a waiver of the out-of-state fee if the credit hours generated by such students are non-state fundable and the cost for the program of study is recovered from the fees charged to all students.

(17) Admissions Deposit – A university that establishes an admissions deposit must adopt policies that provide for the waiver of this deposit on the basis of financial hardship.

(18) Wrongfully Incarcerated – A university shall waive tuition and associated fees for up to 120 hours of instruction if the wrongfully incarcerated person meets and maintains the regular admission requirement of the university; remains registered and makes satisfactory academic progress as defined by the university in which the person is enrolled. A wrongfully incarcerated person is someone who has had a felony conviction and sentence vacated by a court and the original sentencing court has issued its order finding that the person neither committed the act, nor did not aid, abet or act as an accomplice or accessory to the act or offense.

(19) A university may waive the tuition differential for students who meet the eligibility requirements for the Florida public assistance grant.

(20) Public School Classroom Teacher – Each university board of trustees may waive tuition and fees for a classroom teacher who is employed full-time by a school district and who meets the academic requirements established by the university for up to six credit hours per term on a space-available basis in undergraduate courses related to special education, mathematics or science approved by the Department of Education. The waiver may not be used for courses scheduled during the school district's regular school day.

(21) Each university shall report the purpose, number, and value of all fee waivers granted annually in a format prescribed by the Board of Governors.

Authority: Section 7(d), Art. IX, Fla. Const.; History–Formerly BOR Rule 6C-7.008 and 6C-2.53, Amended 7-19-74, Amended and Renumbered 12-17-74, Amended 1-10-78, 9-28-81, 8-11-85, Formerly 6C-7.08, Amended 12-25-86, 9-7-87, 12-9-91, 11-9-92, 9-23-93, 8-1-94, 10-10-95, 4-16-96, 12-15-97, Amended and Renumbered as 7.008 9-25-08, Amended 12-10-09, 9-17-10, 11-08-12, _____.

9.007 State University Operating Budgets

(1) Each university president shall prepare an operating budget 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 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 is presented to the Board of Governors for approval. Each university president shall implement the operating budget of the university as prescribed by regulations of the Board of Governors, policies of the university board of trustees, provisions of the General Appropriations Act, and data reflected within the SUS Allocation Summary and Workpapers publication.

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

(a) Education and General (E&G)– reports actual and estimated year operating revenues and expenditures for all E&G funds, including: General Revenue, Student and Other Fees, 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 carryforward funds (unexpended E&G balances from all prior-period appropriations) shall be included in the actual history year reporting. University carryforward funds shall not be included in any estimated-year (budgeted) amounts.

1. Unless otherwise expressed 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, student services, libraries, administrative support, and other enrollment-related and stand-alone operations of the universities.

2. Universities shall accumulate ending fund balances for activities such as, but not limited to, a contingency for unfunded enrollment growth, potential budget reductions, anticipated increases in university operations, and prior year encumbrances. At any time the unencumbered available balance in the E&G fund of the

university board of trustees approved operating budget falls below five (5) percent of the approved total, the president shall provide a written notification and explanation to the Board of Governors.

3. 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.

4. The following units are required to report under this budget entity:

State Universities
UF - Institute of Food and Agricultural Science
UF Health Science Center
USF Medical Center
FSU Medical School
UCF Medical School
FIU Medical School
FAU Medical School

(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 tuition. The provisions of the General Appropriations Act and the SUS 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 carryforward funds shall not be included in any estimated-year (budgeted) amounts.

(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' guidelines and priorities.

(5) Interest earnings 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 interest earnings are not to be utilized for non-E&G related activities or for fixed capital outlay activities except where expressly alloed by law. Interest earnings resulting from invested carryforward funds are considered to be additions to the university's carryforward balance.

Anticipated interest earnings for the estimated year from invested E&G funds should not be included when building the detailed operating budget schedules. Estimated-year E&G interest 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 E&G operating activities only except where expressly allowed by law..

Authority: Section 7(d), Art. IX, Fla. Const., History–New 12-6-07, _____

XXX.X Collegiate License Plates Revenues

(1) Pursuant to Section 320.08058(3)(b), Florida Statutes, each university board of trustees must submit an expenditure plan to the Board of Governors for approval of all funds generated from the sale of collegiate license plates. The revenues generated may be used only for academic enhancement, including scholarships and private fund raising activities.

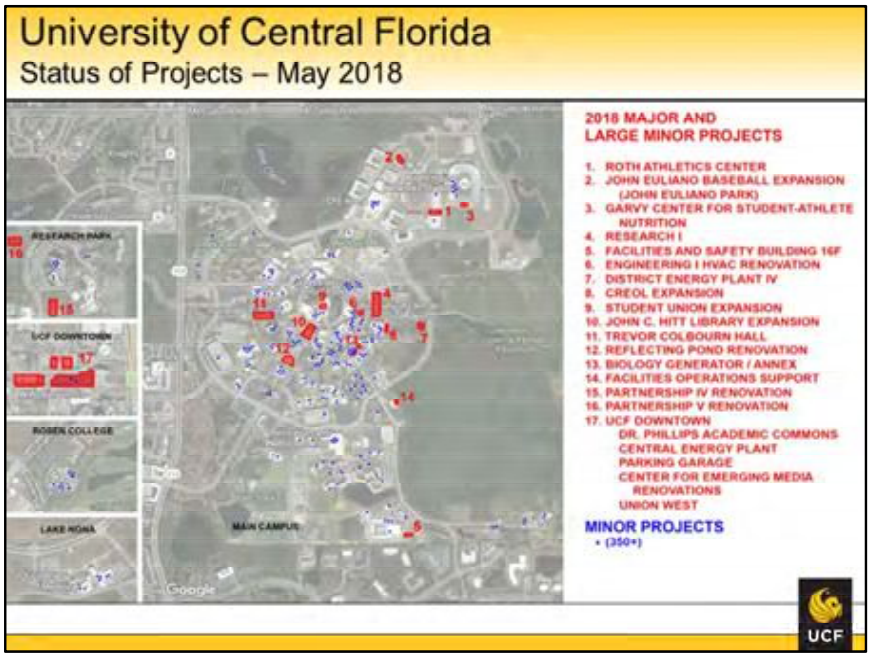
(2) The expenditure plan shall indicate the percentage of revenues allocated for academic enhancement, including scholarships and private fund raising activities.

	Scholarships	Fundraising	Academic Enhancement
FAMU	85%	15%	
FAU	75%	25%	
FGCU	100%		
FIU	75%	25%	
FSU	90%	10%	
NCF	50%	10%	40%
UCF	20%	30%	50%
UF	60%	40%	
USF	20%	66%	14%
UNF	70%	30%	
UWF		100%	

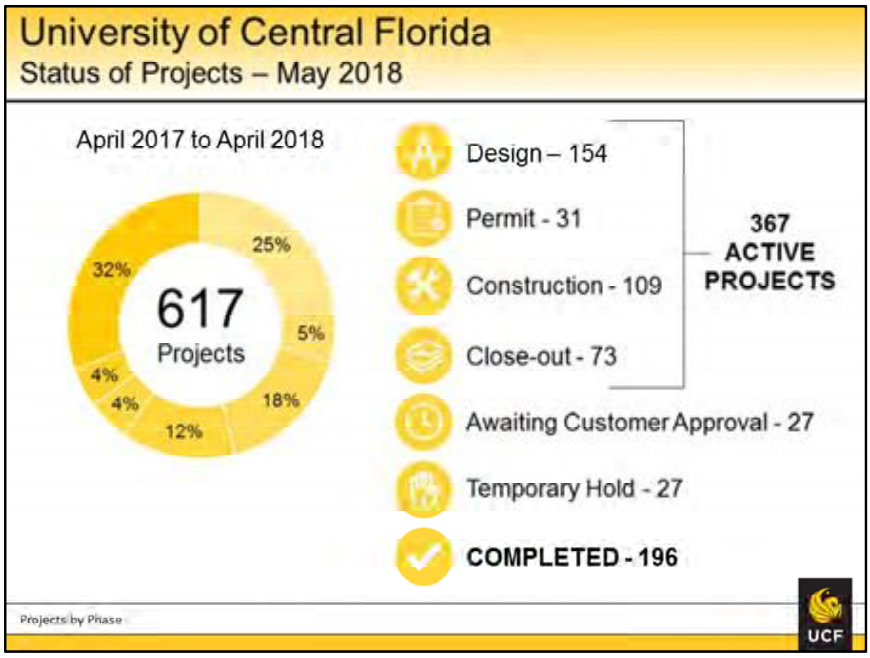
(3) Any deviations from the approved expenditure plan must be submitted to the Board of Governors for review and approval.

Authority: Section 7(d), Art. IX, Fla. Const.;

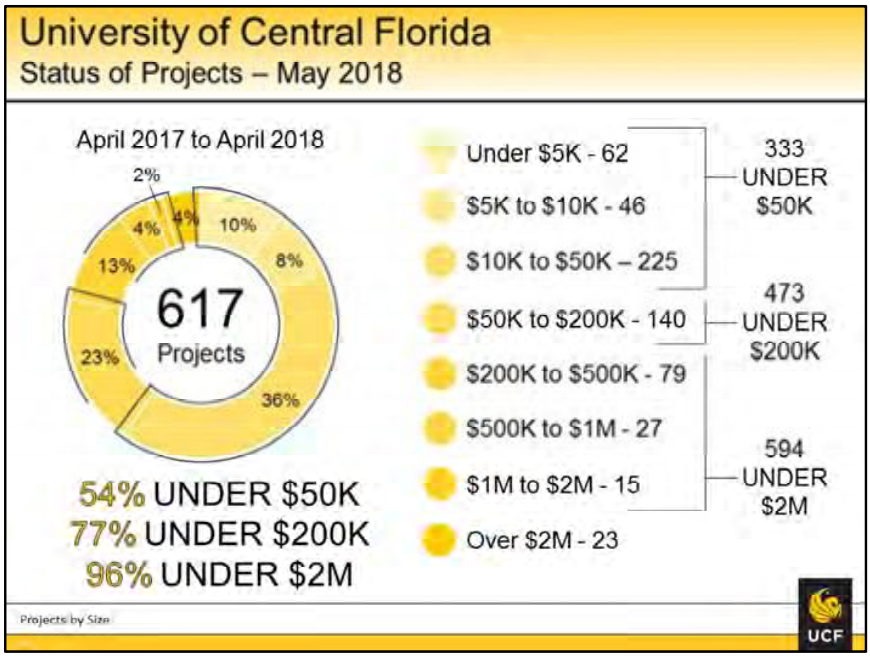

University of Central Florida
Status of Projects – May 2018
UCF Status of Projects Update
May 2018
Facilities Planning and Construction
UCF



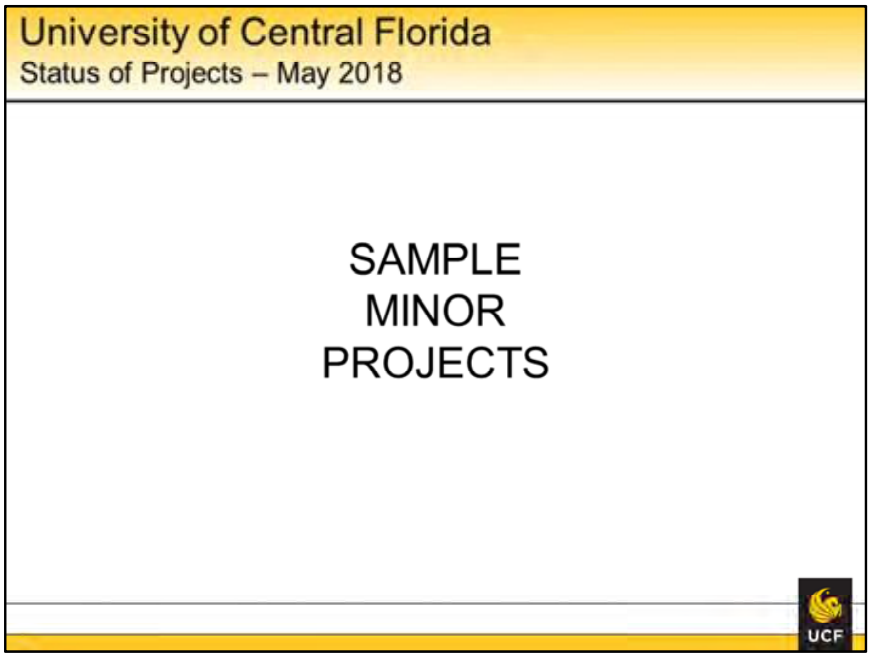
- Red projects indicate major and large minor projects
- Blue projects indicate small projects
- We are working all over the campus – almost every building has a project of some sort going on



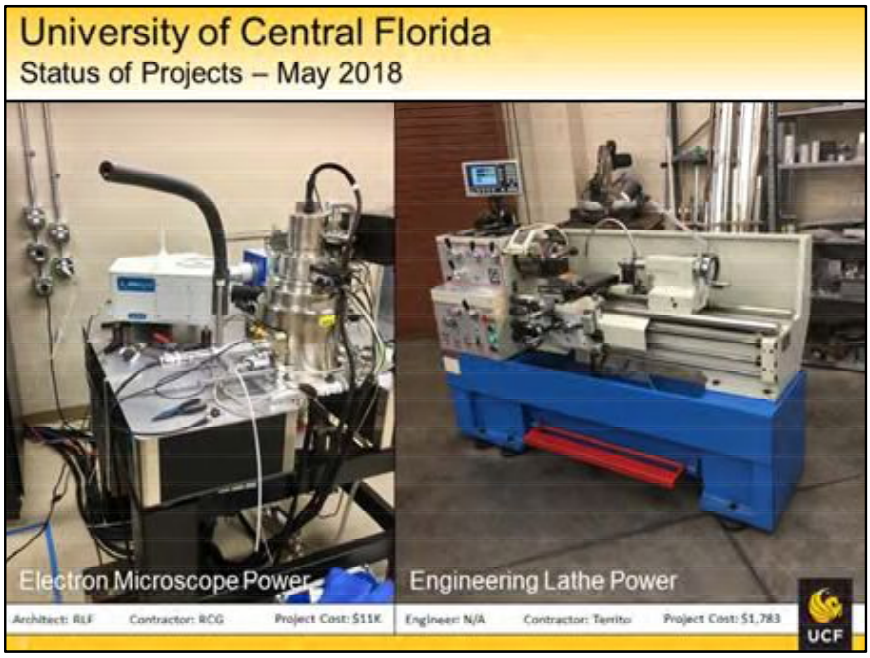
- Discuss total project count – 617 projects worked on in last 12 months
- Numbers above are as of the day reported in April, numbers are in constant flux
- Discuss phases
    - design/permit/construction/close-out are considered “active – between 350 and 400 at any given time
    - Awaiting customer approval – in client’s hands for funding, design approval, etc.
    - Temp hold – projects on indefinite hold but anticipated to start again – such as tech fee projects
    - Completed – 196 in this annual reporting period – completely closed out
- Cancelled – not shown on numbers above, but over 100 projects cancelled each year that we spend time on. Reasons vary – lack of funding, change direction, etc.



- Discuss projects by cost – for same 617 projects
  - Majority, almost 54%, under $50K – LOTS of small projects
  - 77% under $200K
  - 96% under $2M
- The vast majority of our workload, by quantity, is projects under $2M, with most being under $200K



Break slide, following projects are a small sample of minor projects completed in the last year



RESEARCH
- Physical Sciences Building - power for scanning electron microscope
- $11K project for multiple power outlets and types to support a very expensive piece of research equipment.

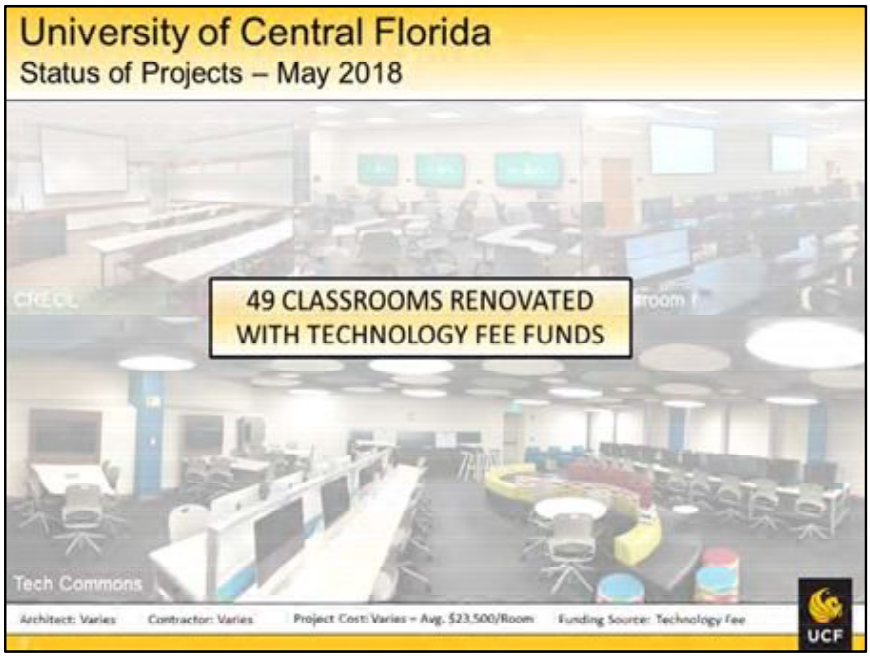
RESEARCH
- Engineering 2 - $1,773 outlet for engineering lathe
- Outlet is actually ceiling mounted with conduit back to the electrical panel, lathe cord plugs into ceiling

While these projects are small in dollar value, they are very important to the research needs of the university.



INSTRUCTION

- Health & Public Affairs Bldg Anatomy Lab
- Combined two rooms in order to create an enlarged, expanded Anatomy lab
- Columns in the middle of the image are not structural, they are concealing new mechanical exhaust that connects directly to the tables, which draw fumes away from students
- Upgraded exhaust, direct from tables
- A/V and cameras for enhanced instruction
- New anatomy tables



TECHNOLOGY FEE

- 49 projects in 15 different buildings
- Classroom upgrades – A/V, carpet, paint
- ADA compliant podiums
- Active learning in select rooms



TECHNOLOGY FEE

- Technology fee is not just for classrooms – is for any instructional or learning
- For Visual Arts Building, the tech fee was for replacement of two kilns
- Project also included exterior structure replacement, original structure was rusting and unsafe



PARTNERSHIP

- Repurpose conference room and copy/work area into office space (Design $16K, Construction $38K)

DONOR

- Located in Business Admin building
- Lupfer Donor Wall and signage – (Design $7.4K, Construction $141K)



INTERIORS

- Provost Suite
- Changed closed offices to open office concept
- Me space – office area, small conference room
- We space – open break area, large conference room, collaborative seating areas
- Gained Light Office concept (GLO)



BUSINESS SERVICES

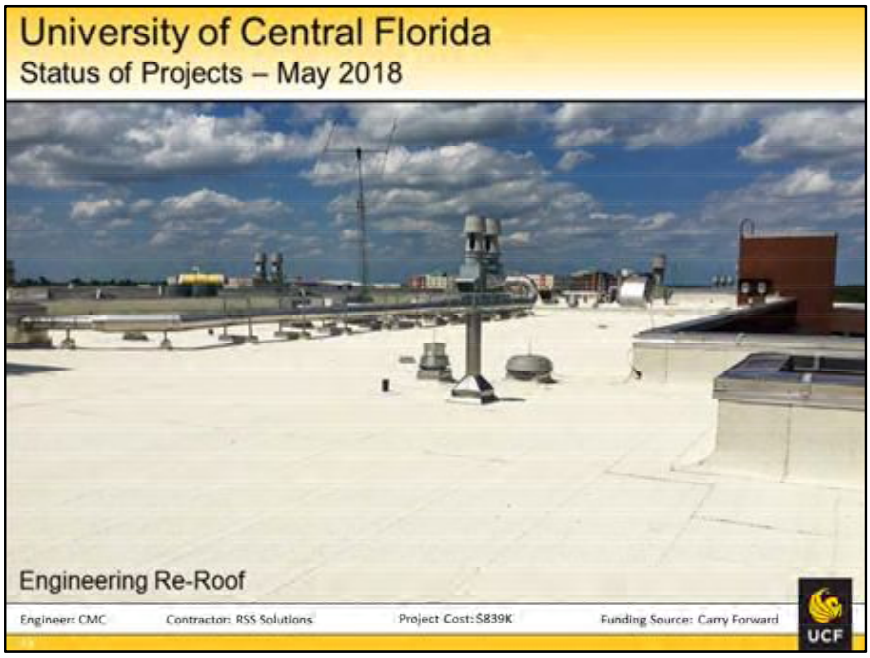
- Chilis renovation in the student union
- Amazon at Knights Plaza
- Dominos Pizza at John T Washington
- Smoothie King at Recreation & Wellness Center

Other Projects in the works – Barns & Noble refresh projects, Barber Shop at John T Washington, Chick-Fil-A refresh at John T Washington, Gringo Loco Taco at Knight's Plaza



ATHLETICS

- FP&C is proud to support UCFAA and help contribute, from a facilities perspective, to the 2017 undefeated football season!
- Completed many projects for UCFAA this year, including several key projects (on screen) prior to 2017 Football Season
    - Nicholson Field House Temporary HVAC for air conditioned football practices
    - Stadium Concourse VIP area (Stadium Club), including installation of 14,000 linear feet of conduit for power additions (TVs, outlets, foodservice support, etc.), temporary restroom permitting, and temporary walk-in cooler permitting
    - Stadium Premium Seating inspections
    - Stadium South LED scoreboard and flagpole
    - Stadium Spectrum signage (east tower, west tower, north LED Scoreboard)
    - Stadium Rosengren Lounge approvals
    - Stadium South End Zone Field Cabanas, including power for TVs
    - Softball Seating inspection
    - Dixon Athletics Village signage
- We are continuing to work on additional UCFAA projects for this football season including additional premium areas



DEFERRED MAINTENANCE

* Roof replacements, building envelope repair
* Engineering 1 re-roof shown - one of 10 roof projects that we worked on over the last year



DEFERRED MAINTENANCE

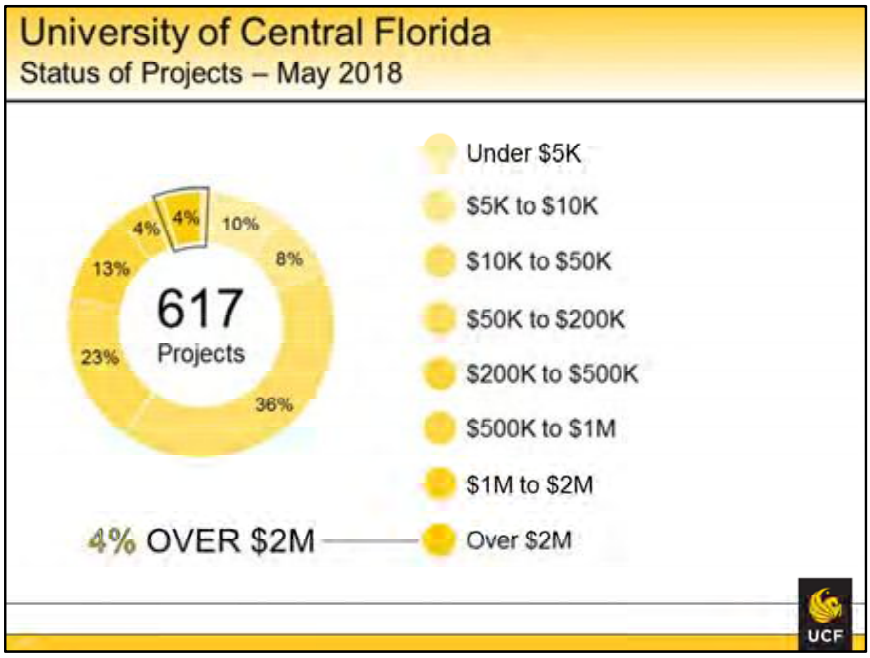
- Libra Housing Boiler Replacement – (Design $17K, Construction $189K)
- Biology Generator – provides backup power to research in the biology building, installed prior to hurricane Irma and functioned well during the event
- Air handler replacements
- Building control systems replacements



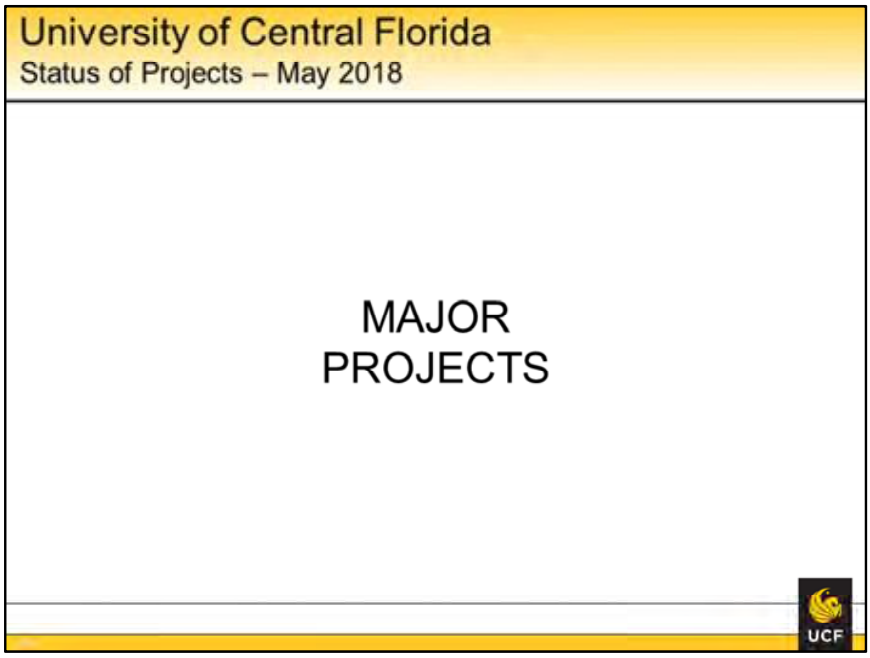
Reflecting Pond replacement

- New fountain system with LED lights and control panel for advanced fountain programs
- New pump and filter system installed in existing Millican vault (formerly transformer vault)
- Opened ahead of schedule, before Spring 2018 Graduation!

<< END OF MINOR PROJECTS SLIDES, CLOSE WITH: >>
PROJECTS SHOWN REPRESENT 4% OF THE MINOR PROJECTS THAT WE WORK ON IN A GIVEN YEAR



The rest – 4% projects over $2M



Shown roughly in order from “completion” to “concept”



*105,000 gsf building (66,000 gsf phase 1, 39,000 gsf phase 2)

- 30 research/incubator labs, 20 materials characterization rooms, conference rooms, offices, ancillary spaces
- Programs include:
    - Materials Characterization Facility
    - NanoSciences Technology Center
    - Sustainable Coastal Systems Cluster
    - Energy Converstion and Propulsion Cluster
    - Resiliant, Intelligent, and Sustainable Energy Systems (RISES) Cluster
    - Cybersecurity and Privacy Cluster
    - Human Augmentation Cluster

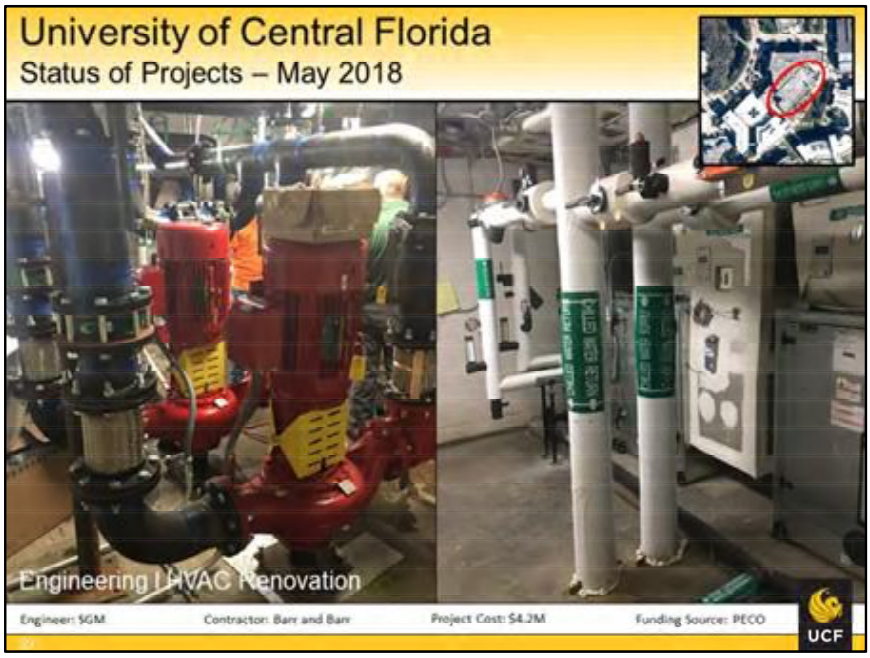


- Challenging project as building was originally designed with “generic labs” as final occupants were unknown (except Materials Characterization on the first floor)
- Occupants were assigned in 2017, with many changes that were incorporated during construction
- Project opened January 2018, building is currently occupied.



FACILITIES AND SAFETY 16F

- Adds additional warehouse capacity for surplus & storage
- Hard drive shredder
- Postal pack & ship in support of surplus program
- Revenue generation – roughly $250K in sales annually
- F&S parking lot renovation in bidding



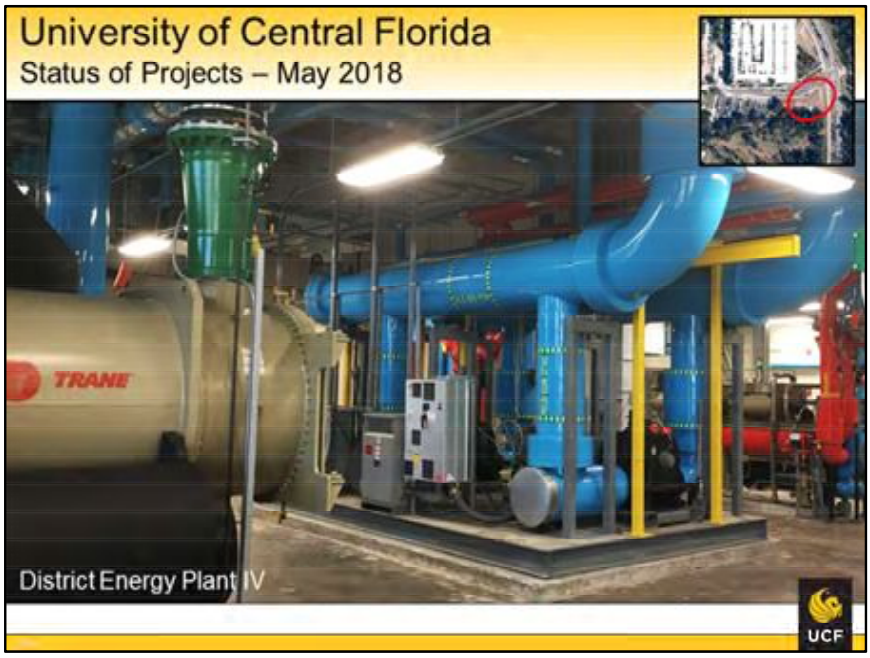
ENGINEERING 1 RENOVATION

- Requested $16M from state, provided $4M
- Replaced 15/16 Air Handlers in the Engineering 1 building
- Life Safety Upgrades – labs, fume hoods, rated walls
- Upgrade Electrical System – MDP 2
- HVAC/Pump work completed Summer 2017
- Life Safety work completed during Fall 2018
- Project currently in final commissioning and close-out



DISTRICT ENERGY PLANT 4

- Adds additional chilled water capacity for future growth and redundancy on the campus
- Adds 2 chillers, with room for expansion for 2 additional chillers
- Project is visible from Gemini road, so must be visibly pleasing
- Project in final commissioning and close-out



DISTRICT ENERGY PLANT 4

- Internal design includes color pipe systems to aid in the explanation of how the project functions, for engineering student groups and peer groups.



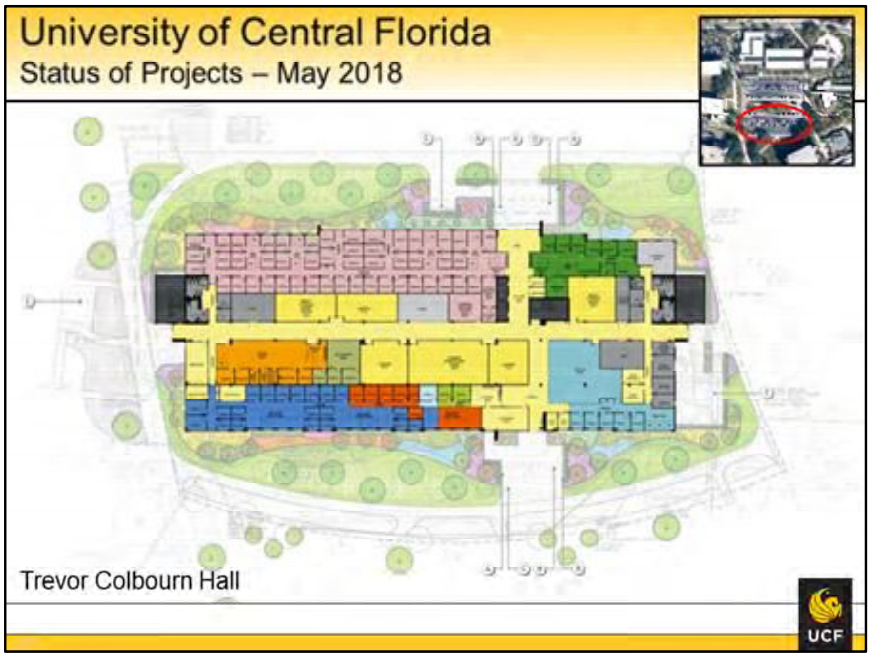
JOHN EULIANO BASEBALL STADIUM EXPANSION

- 100 shaded seats
- 300 seat club with air-conditioned lounge
- Expanded concessions
- Press box relocation to the second floor
- Children's activity area behind third-base line
- Construction throughout baseball season (great partnership with UCFAA and BCO to make this happen)
- Project currently in final commissioning and closeout



TREVOR COLBOURN HALL

- 135,000 gsf new construction
- Houses current Occupants of Colbourn Hall
    - English
    - Writing & Rhetoric
    - History
    - Modern Languages
    - Texts and Technology
    - Judaic Studies
    - College of Arts and Humanities Advising Office
    - University Writing Center
    - Center for Humanities and Digital Research
    - Graduate Student Center
    - 7 classrooms
    - Conference rooms, ancillary space
- Additional Programs
    - Student Development and Enrollment Services
- Substantial Completion – July 31, 2018
- Move-In – August, 2018, prior to Fall 2018 term



TREVOR COLBOURN HALL

- Plan includes a main concourse which has many study and waiting spaces.
- Gained Light Officing concept in many parts of the building



CREOL BUILDING EXPANSION

- 13,500 gsf addition
- 8 new labs, multiple offices, shell auditorium on the ground floor
- Construction in progress
- Construction of the adjacent Bus Loop has been included by the contractor due to the parallel construction schedule



WAYNE DENSCH SPORTS CENTER EXPANSION

- Expanded and consolidated offices for Athletics staff
- Support spaces for Athletics programs
- Initial design – shell construction only - $2.4M; sitework only - $2.0M. Shell does NOT INCLUDE - HVAC, electrical, second floor, sprinklers, or any infrastructure…COLD DARK SHELL ONLY.
- Interior build-out - including HVAC, electrical, second floor, sprinklers, infrastructure - $7.2M
- Shell project under construction, but delayed pending UCFAA design changes to structure/shell
- Interior project has completed Schematic design, recently received full funding for design so the interior design effort will resume soon



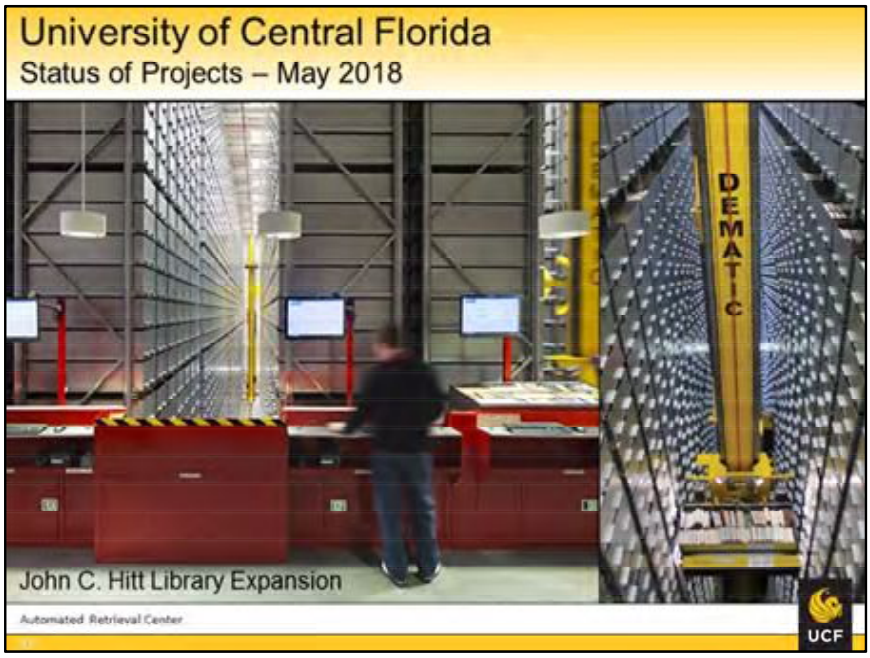
STUDENT ATHLETE NUTRITION CENTER

- Renovation of the UCF Football Recruiting Lounge
- Adds kitchen, serving stations, and restrooms
- Currently in construction
- Targeting Fall 2018 completion



JOHN C. HITT LIBRARY EXPANSION

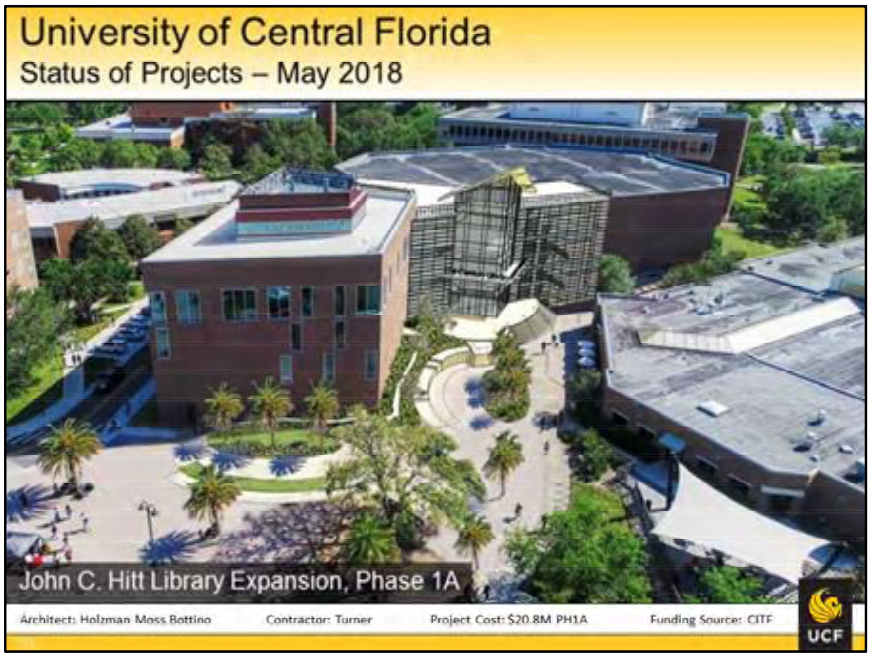
- Phase 1 – stand alone ARC building
- Automatic Retrieval Center (3 aisles of robot)
- Sprinkler existing building
- ADA restroom upgrades to existing building
- Exit stair handrail replacement at existing building
- 7,500 sf renovation of existing library fifth floor for a new study area



JOHN C. HITT LIBRARY EXPANSION

ARC Statistics

- Accommodates 2.25M volumes of material
- Request for materials from any device with internet access
- Automatic crane locates materials and delivers to pick-up station
- 5-10 minutes for entire process



JOHN C. HITT LIBRARY EXPANSION
Phase 1A – Connector building

- Connects ARC back to main library
- Provides new entrance to the north side of the library facing the Student Union
- Finishes fourth floor reading room over ARC
- Upgrades electrical service to building – this part of the project was accelerated and completed over the 2018 winter break
- Construction GMP has been approved and executed, construction progress on site will start in June



JOHN C. HITT LIBRARY EXPANSION

- Interior rendering of the second floor is shown, looking toward new circulation desk and new main entry

Phase 2 – interior renovations of existing library

- Subsequent floors to be renovated one at a time, as CITF funds become available



STUDENT UNION EXPANSION

- Renovates five new foodservice concepts
- Renovates back of house kitchen and dishwasher upgrades
- Adds 700 dining seats in the first two floors of the building expansion
- Adds third floor for student government space



STUDENT UNION EXPANSION

Multi-phased project

- food court renovation under construction targeting Fall 2018 completion
- full building expansion Guaranteed Maximum Price proposal under evaluation



PARTNERSHIP 4 and 5

- Primarily military tenants

Partnership 4

- Schematic Design in progress – concept plan changes and furniture layouts are under review
- Targeting October 2018 occupation for military tenants
- Only 3,000gsf of UCF space in the 83,000gsf building

Partnership 5

- Currently negotiating existing leases with existing tenants to encourage their relocation
- 4th floor SCIF under design, working in conjunction with the military for design and construction



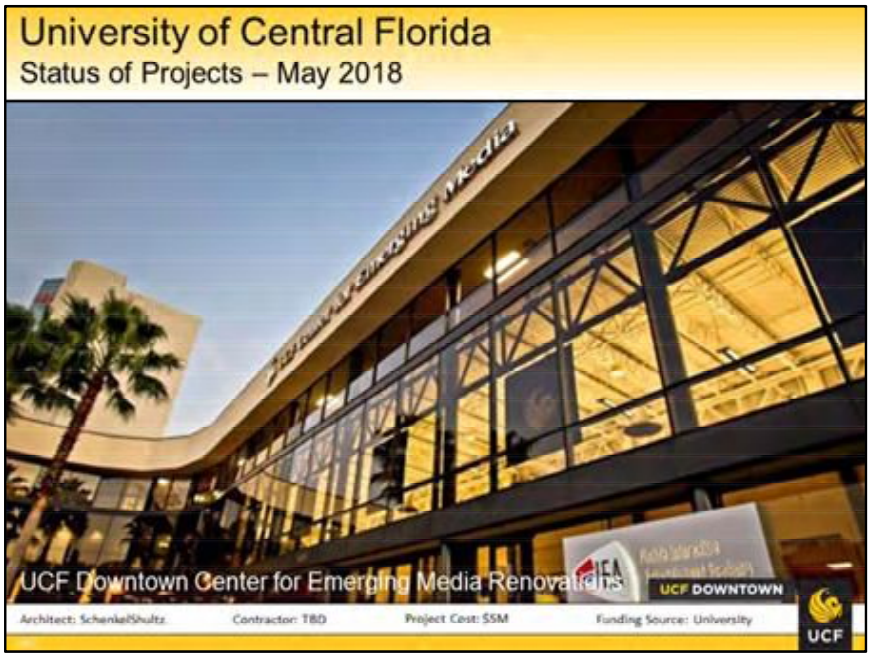
UCF HOTEL AND CONFERENCE CENTER

- Enhancement to existing academic facilities
- Desirable service component to the campus
- Designed, constructed, and operated by a private developer
- Construction started April 2018



UCF HOTEL AND CONFERENCE CENTER

- Current rendering shown


University of Central Florida
Status of Projects – May 2018
UCF Downtown Center for Emerging Media Renovations
UCF DOWNTOWN
Architect: SchenkelShultz
Contractor: TBD
Project Cost: $5M
Funding Source: University
UCF

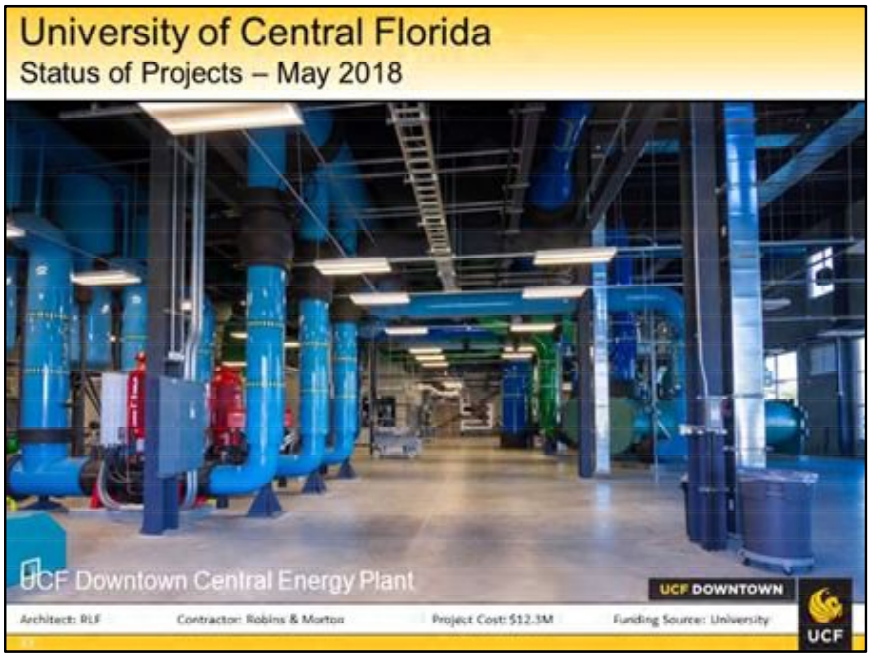
Allen


University of Central Florida
Status of Projects – May 2018
Dr. Phillips Academic Commons
UCF DOWNTOWN
Architect: SchenkelShultz and RAMSA
Contractor: Skanska
Project Cost: $60M
Funding Source: University, PECO, and Donor
UCF

Allen


University of Central Florida
Status of Projects – May 2018
UCF Downtown Parking Garage
UCF DOWNTOWN
Architect: Walker Parking and CT Hsu
Contractor: PCL Construction
Project Cost: $13.5M
Funding Source: University
UCF

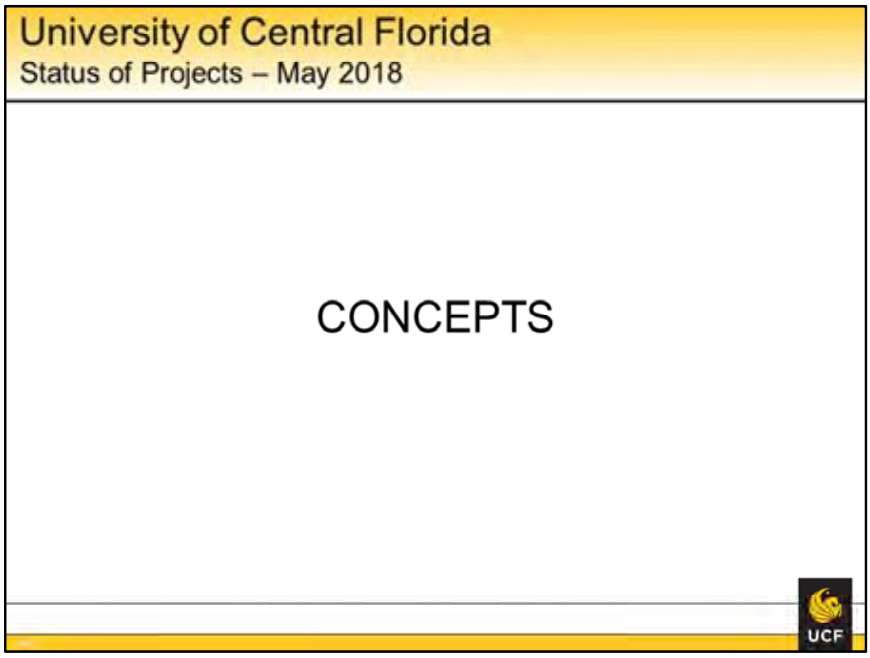
Allen


University of Central Florida
Status of Projects – May 2018
UCF Downtown Central Energy Plant
UCF DOWNTOWN
Architect: RLF
Contractor: Robins & Morton
Project Cost: $12.3M
Funding Source: University
UCF

Allen

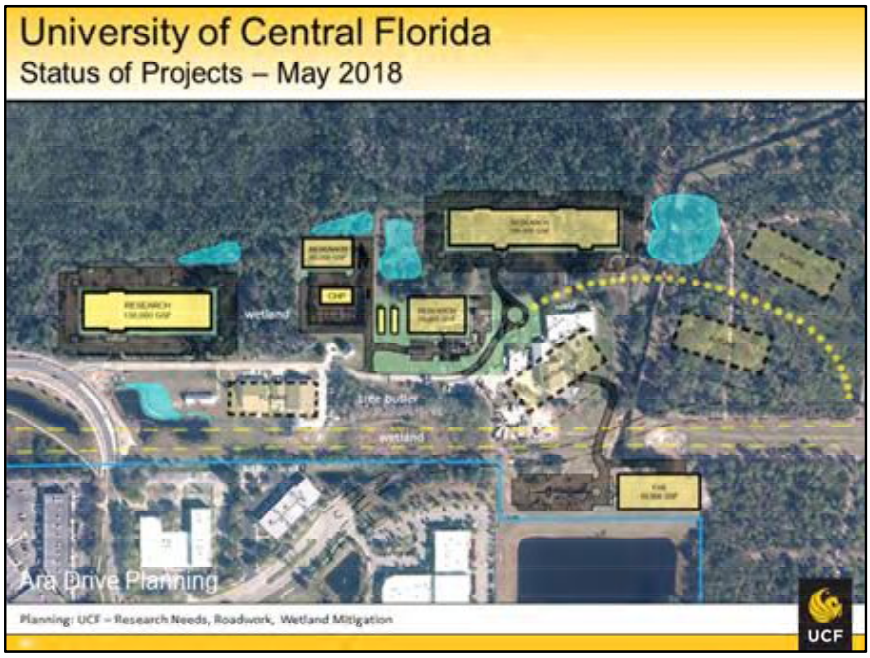

University of Central Florida
Status of Projects – May 2018
PRIVATELY OWNED
STUDENT HOUSING
UnionWest at Creative Village
UCF DOWNTOWN
Architect: BBA and CannonDesign
Contractor: Batson-Cook
Project Cost: N/A
Funding Source: Privately Owned
UCF

Allen



In addition to design and construction, there are many planning efforts underway with Facilities Planning and Construction

- Facilities Budget Committee Support
- Concept Planning Efforts
- Gearing up for the 2020 masterplan



ARA DRIVE

- The next Research area of campus – “Discovery Park”



ACADEMIC HEALTH SCIENCES CENTER

- Health Sciences and College of Nursing Building
- Parking Garage and temporary parking

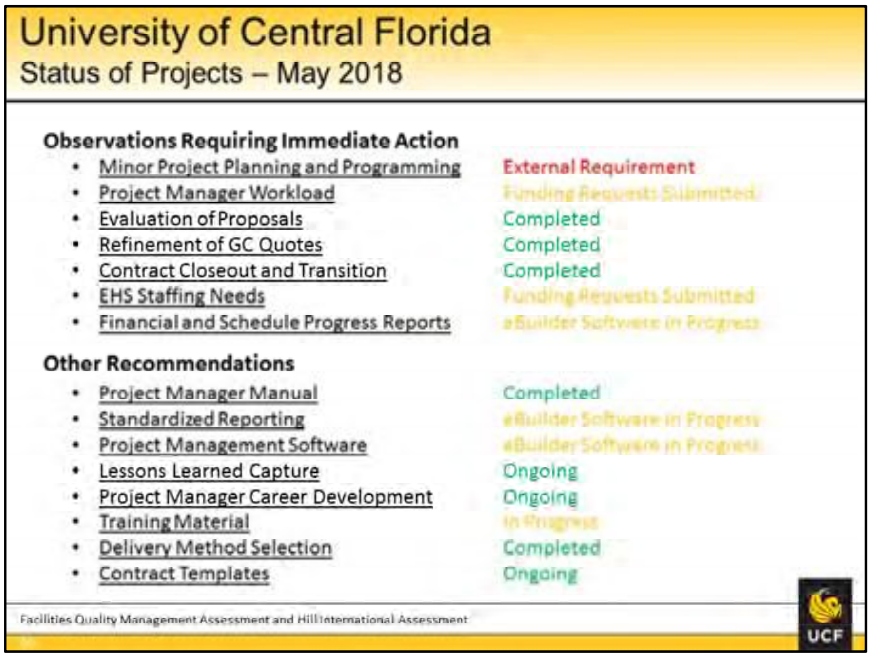


ROSEN COLLEGE OF HOSPITALITY MANAGEMENT

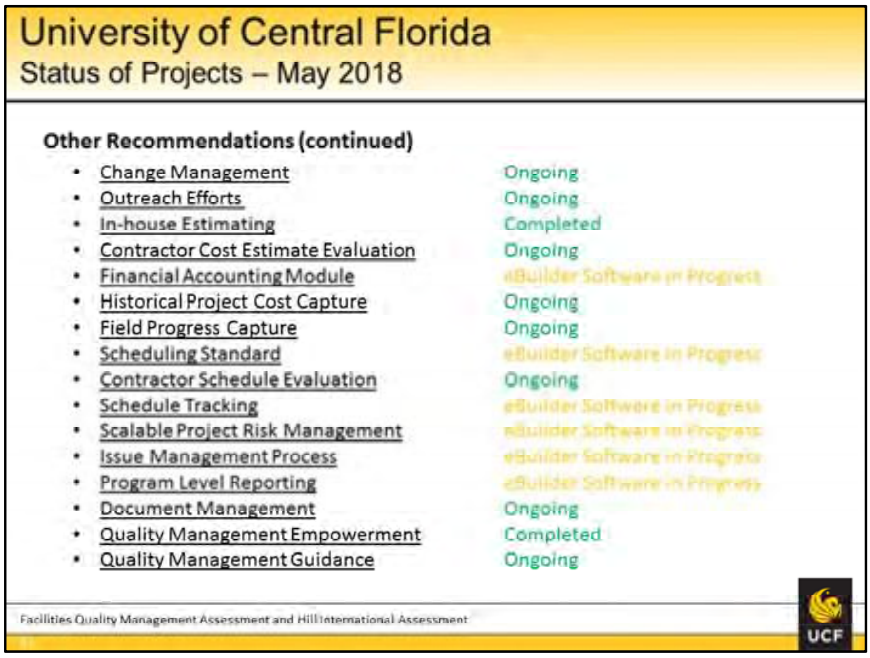
- Rosen Educational Facility
- Parking Garage



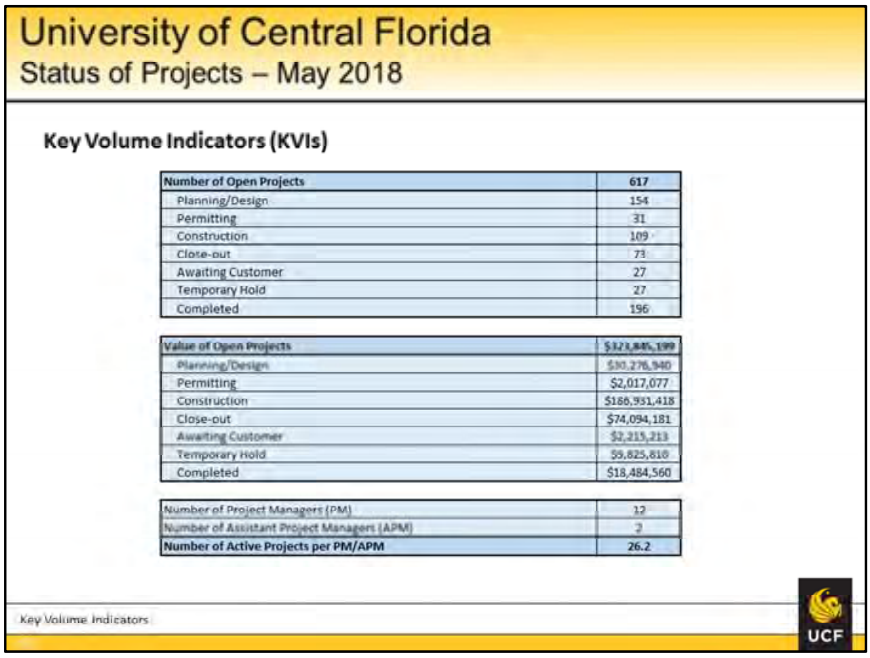
- Internal Assessment by Facilities & Safety's Quality Management and Improvement
- External Assessment by Hill International
    - Identification of gaps and risks with leading industry and peer institution practices
    - Development of organizational and process improvement recommendations
    - Prioritization of recommendations based on resources required for implementation, and impact
    - Development of a high-level plan to implement the improvement recommendations
- UCF Audit – Bidding and Selection Procedures



- Observations Requiring Immediate Action
- Other Recommendations

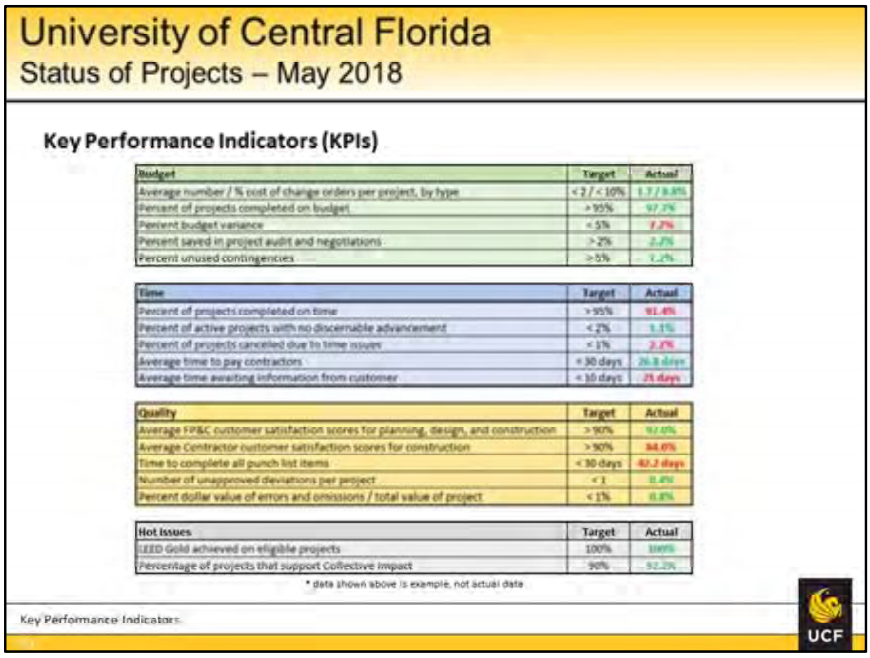


- Other Recommendations



KEY VOLUME INDICATORS

- Track volume of workload
    - Number of Open Projects
    - Value of Open Projects
    - Number of Projects per Project Manager
- eBuilder will allow us to track and capture these and other key metrics



KEY PERFORMANCE INDICATORS

- Draft list of KPIs on this slide. Should keep to 15-20 maximum and focus them on what is important to help meet University goals.
- Many others can be considered – will be discussing specific indicators to track with university leadership
- Data will be populated over the coming year as projects migrate fully to eBuilder
- Hot topics can come and go for tracking


University of Central Florida
Status of Projects – May 2018
UCF Status of Projects Update
May 2018
Facilities Planning and Construction
UCF

Research I

Originally titled the Interdisciplinary Research and Incubator Facility (IRIF), Research I is a 105,775gsf building containing 79 labs with a NFPA 45 rating, 84 offices, conference rooms, break rooms, and support rooms. Due to project budget constraints, the project was designed and constructed in two phases. Mid-construction, many changes were made to the plans, requiring re-design efforts and an extension to the project schedule – but this allowed for both phases to be completed at the same time, greatly simplifying the commissioning process. Project management efforts for Research I earned FP&C the top award in 2018 from the Construction Owners Association of America (COAA). UCF and Michigan State were the only universities to be awarded the COAA Gold Project Leadership Award, recognizing UCF's excellence in project delivery.





←Back to Projects (../)

(../)

RECENT UPDATES (HTTP://FP.UCF.EDU/UPDATES/)

CONTACT US

3528 Perseus Loop, Orlando, FL 32816-3020 (http://fp.ucf.edu/about-us/office-location/)

407-823-5270

Contact Our Team (http://fp.ucf.edu/about-us/staff-directory/)

Project Tracker (https://secure.fs.ucf.edu/ProjectTracker) |
PT Editable Access (https://secure.fs.ucf.edu/ProjectTrackerPM)



(https://compliance.ucf.edu/)



Research I Has The Power


Fiji G2

UCF's award winning (https://lnkd.in/eHuhgqx (https://lnkd.in/eHuhgqx)) Research I building opened in January 2018, but projects continue inside the building as research needs evolve. Below are pictures of just a few labs with high-tech research equipment needing power, gas, air, process chilled water or other infrastructure needs. Our latest power support project was installed in 10 days from the time our team assigned the project to completion – a very fast turn-around for scoping the project, receiving a quote, obtaining approval/funding, issuing a Purchase Order, DOING THE WORK, and getting inspections complete. Thanks to our UCF PM Trey Beck, and to Ballentine Electric for this very fast turn-around to support the research needs of the University! For more UCF Facilities Planning and Construction Recent News, see the link below!
http://www.fp.ucf.edu/news/ (http://www.fp.ucf.edu/news/)

RECENT UPDATES (HTTP://FP.UCF.EDU/UPDATES/)

CONTACT US

3528 Perseus Loop, Orlando, FL 32816-3020 (http://fp.ucf.edu/about-us/office-location/)

407-823-5270

Contact Our Team (http://fp.ucf.edu/about-us/staff-directory/)

Project Tracker (https://secure.fs.ucf.edu/ProjectTracker) |
PT Editable Access (https://secure.fs.ucf.edu/ProjectTrackerPM)



(https://compliance.ucf.edu/)



COLLEGES & CAMPUS NEWS

Newest UCF Research Building Coming Online

BY ZENAIDA KOTALA | JANUARY 19, 2018



Credit: Karen Norum

The long-awaited Research I building located between Engineering and CREOL is just about ready for business.

Faculty members from various colleges and centers will begin moving into the 105,775-square-foot facility this month. They will share three floors of wet labs, conference rooms, lecture halls and offices.

The building was built to provide the infrastructure, atmosphere and culture necessary to enhance the work of interdisciplinary teams already at UCF and to spark new collaborations and programs in research, technology transfer and commercialization.

Among the new tenants will be faculty, students and staff associated with programs in nanoscience technology, advanced materials processing and analysis, lasers and photonics, energy research, and the Faculty Cluster Initiative .

The new building, which adds much needed research space to the main campus, is expected to help create a bridge between technology development and technology transfer and commercialization. These enterprises in turn help drive economic development activities in the region and state.

To get an update on progress of the move in, click here.

August 16, 2019

MORE TOPICS

Office of Research and Commercialization

UNIVERSITY OF CENTRAL FLORIDA

4000 Central Florida Blvd. Orlando, Florida, 32816 | 407.823.2000
© University of Central Florida





University of Central Florida

Fixed Capital Outlay Budget Request

2013-2018

University of Central Florida

Office of the President

July 27, 2012

Mr. Tim Jones
Chief Financial Officer
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399-0400

Dear Mr. Jones:

In accordance with your request to the Council of Presidents dated April 20, 2012, enclosed is the University of Central Florida's (UCF) Five-Year Fixed Capital Improvements Plan for the years 2013-2018. This list revises UCF's primary priorities of previous years in accordance with the funding allocated by the Board of Governors (BOG) and includes facilities consistent with recent program developments and needs of the university. Utilization was considered in the prioritization of UCF's projects. The order of projects numbered one through five and eight through 28 reflect the priority given in the BOG instructions. Projects 6, 7, and 8 are prioritized differently to reflect the specific needs of the University of Central Florida as follows:

6. Interdisciplinary Research and Incubator Facility was previously funded for planning in 2011-12, but had to be reverted for the construction of Classroom II Building and ROTC. This facility is a critical STEM need for UCF.

7. The $7.5 million for UCF-VC Classroom Building is required for shared space in Osceola County, which is an underserved area in the state.

8. The Arts Complex Phase II (Performance) will meet a critical need for theatre and music performance space at UCF. Currently, UCF has no concert or proscenium theatre space, which negatively impacts the Theatre and Music programs.

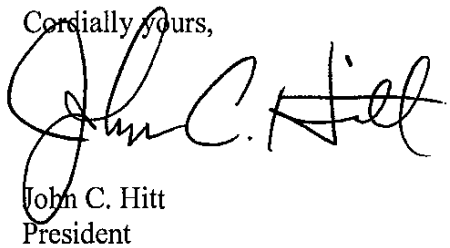
The UCF Five-Year Fixed Capital Improvements Plan was reviewed and approved by the University Board of Trustees (BOT) on July 26, 2012. The BOT requests that the Math & Physics Building be renamed the Math Sciences Building.

P.O. Box 160002 • Orlando, FL 32816-0002 • (407) 823-1823 • Fax: (407) 823-2264 • jhitt@mail.ucf.edu

An Equal Opportunity and Affirmative Action Institution

Please have members of your staff contact Lee Kernek or Gina Seabrook if they have questions or need additional information related to this request.

Cordially yours,



John C. Hitt
President

Attachments

c: Lee Kernek
William F. Merck II
Gina Seabrook
UCF Facilities Planning

STATE UNIVERSITY SYSTEM
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request
Fiscal Years 2013-14 through 2017-18

University of Central Florida

PECO-ELIGIBLE PROJECT REQUESTS

Priority No	Project Title	2013-14 Year 1	2014-15 Year 2	2015-16 Year 3	2016-17 Year 4	2017-18 Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Educational Plant Survey Recommended Date/Rec No.	Approved by Law - Include GAA reference
1	CLASSROOM BUILDING II (E)	$1,317,262					Total Campus	63643	79998	23084659	$ 289	February-11	HB 5001 Section 10
2	ENGINEERING BUILDING I RENOVATION (C,E)	$13,954,277	$925,000				Clge of Engineeri	118186	130885	18500000	$ 141	February-11	HB 5001 Section 2
3	MATH SCIENCES BUILDING, REMODELING AND RENOVATION (C,E)	$9,422,105	$700,000				CAS-CHPA	100368	108523	14000000	$ 131	February-11	HB 5001 Section 2
4	UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL AND ROOFS (P,C)	$11,994,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000	Total Campus	N/A		67994197	#DIV/0!	February-11	
5	LIBRARY RENOVATION PHAESE II(P,C,E)	$3,500,000	$29,500,000	$3,500,000			Total Campus	109560	150000	36500000	$ 243	February-11	
6	INTERDISCIPLINARY RESEARCH AND INCUBATOR FAC. (P,C,E)	$5,924,183	$33,852,470	$5,924,183			Engrg-Arts Scien	78676	118013	45700836	$ 387	February-11	
7	UCF VC CLASSROOM BUILDING (C,E)	$7,500,000					Total Campus	26904	40356	7500000	$ 186	February-11	
8	ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,000,000	$40,000,000	$5,000,000			Total Campus	100396	150594	50000000	$ 332	February-11	
9	MILLICAN HALL RENOVATION (P,C,E)		$349,418	$6,363,058	$349,418		Total Campus	87730	87742	7061894	$ 80	February-11	
10	BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$9,475,843	$494,001			Clge of Business	119489	121074	9969844	$ 82	February-11	
11	CHEMISTRY RENOVATION (P,C,E)		$539,843	$9,815,338	$539,843		Clge Arts Scienc	43265	49073	10695024	$ 90	February-11	
12	FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$4,856,238			Total Campus	17400	26100	4856238	$ 186	February-11	
13	VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,000,000	$24,000,000	$3,000,000	Clge Arts Scienc	79373	85000	24972637	$ 294	February-11	
14	MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)		$2,779,189	$22,233,512	$2,779,189		Total Campus	47310	75384	27791690	$ 369	February-11	
	TOTAL	$33,918,380	$130,496,763	$75,186,330	$41,668,450	$17,000,000							

CITF PROJECT REQUESTS

Priority No	Project Title	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Committee Approval Date
1	UCF LIBRARY PHASE I (P,C,E)	$23,968,850					Total Campus	28000	42000	23968850	$ 571	05/16/12
2	RECREATION AND WELLNESS CENTER - OUTDOOR IMPROVEMENTS (	$5,000,000					Total Campus		N/A	5000000	#DIV/0!	05/16/12
3	CREATIVE SCHOOL FOR CHILDREN	$6,000,000					Total Campus	12000	18000	6000000	$ 333	05/16/12
4	STUDENT UNION II	$14,000,000					Total Campus	25200	37800	14000000	$ 370	05/16/12
	TOTAL	$48,968,850	$0	$0	$0	$0						

REQUESTS FROM OTHER STATE SOURCES

Priority No	Project	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)
15	COLLEGE OF NURSING			$4,467,964	$35,719,710	$4,464,964	Clge of Nursing	109560	161121	44,649,638	$ 277
16	HOWARD PHILLIPS HALL RENOVATION (P,C,E)			$6,564,966	$642,249		Total Campus	58000	64619	7,207,215	$ 112
17	COLBOURN HALL RENOVATION (P,C,E)			$7,665,978	$410,075		Clge Arts Scienc	73500	83957	8,276,053	$ 99
18	FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)			$5,704,054			Total Campus	19014	28520	5,704,054	$ 200
19	TECHNOLOGY COMMONS I RENOVATION (P,C,E)			$739,968			Total Campus	1717	2575	739,968	$ 287
20	TECHNOLOGY COMMONS II RENOVATION (P,C,E)			$147,348	$2,679,049	$147,348	Total Campus	9372	10779	2,973,745	$ 276
21	COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)			$151,897	$2,913,663	$151,897	Clge Arts Scienc	49580	54644	3,217,457	$ 59
22	REHEARSAL HALL RENOVATION (P,C,E)			$61,650	$1,120,910	$61,650	Clge HFA	9322	10743	1,244,210	$ 116
23	THEATER BUILDING RENOVATION (P, C,E)			$169,037	$3,073,406	$169,037	Clge Arts Scienc	22064	29469	3,411,480	$ 116
24	SOUTH CAMPUS RENOVATION (P,C,E)			$1,476,648			Total Campus	10581	11857	1,476,648	$ 125
25	CLASSROOM BUILDING III (P,C,E)			$2,400,000	$19,200,000	$2,400,000	Total Campus	63643	61464	24,000,000	$ 390
26	FACILITIES BUILDING AT LAKE NONA (P,C,E)			$600,000	$4,800,000	$600,000	Total Campus	21053	31579	6,000,000	$ 190
27	RECYCLING CENTER (P,C)			$2,300,000	$18,400,000	$2,300,000	Total Campus	80702	121053	23,000,000	$ 190
28	HUMANITIES AND FINE ARTS II (P,C,E)			$2,772,353	$17,060,631	$2,772,353	Clge Arts Sci	58362	87543	22,605,337	$ 258
29	SIMULATION AND TRAINING BUILDING (P,C,E)				$2,370,336	$16,410,374	Clge of Engr	39950	59924	23,151,046	$ 386
30	BUSINESS ADMIN. III BUILDING (P,C,E)				$1,584,527	$12,307,012	Clge of Business	41118	61677	15,476,066	$ 251
31	EDUCATION BUILDING II (P,C,E)				$2,062,348	$15,594,083	Clge Education	51479	77219	19,718,779	$ 255
32	BAND BUILDING (P,C,E)				$455,045	$2,800,279	Total Campus	10024	13529	3,710,369	$ 274
33	ARTS COMPLEX III (P,C,E)				$1,210,857	$7,627,447	Total Campus	25447	38171	10,049,162	$ 263
34	PARTERSHIP IV (P,C,E)				$2,450,000	$19,600,000	Clge H&PA	78294	117442	24,500,000	$ 209
35	INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,370,336	$17,330,596	Engrg-Arts Scien	40543	60815	22,071,268	$ 363
36	SUSTAINABILITY CENTER (P,C,E)				$5,000,000		Total Campus	17544	26316	5,000,000	$ 190
37	CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)				$6,360,339		Total Campus	16544	24816	6,360,339	$ 256
	TOTAL	$0	$0	$30,953,899	$94,163,771	$102,272,076						

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT

Project	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Expected Source of Funding (If known)	Master Plan Approval Date
ATHLETIC ACADEMIC PERFORMANCE CENTER (P,C,E)	14000000					Total Campus	33181	49772	14,000,000	$ 281	PRIVATE	November-09
CREATIVE VILLAGE GARAGE (P,C,)	15000000					Total Campus	N/A	402000	15,000,000	$ 37	BONDS	November-09
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		1160667	14508333	1741000		Clge of Engrg	49570	72656	17,410,000	$ 240	PRIVATE	November-09
CREATIVE SCHOOL (P,C,E)			1500000			Total Campus	6271	18000	1,500,000	$ 83	BONDS	November-09
PARKING GARAGE VII			20000000			Total Campus	N/a	447000	20,000,000	$ 45	BONDS	November-09
SUSTAINABILITY CENTER (P,C,E)			250000	4000000	250000	Total Campus	17544	26316	4,500,000	$ 171	PRIVATE	November-09
SPECIAL PURPOSE HOUSING AND PARKING GARAGE I (P,C,E)	25000000					Total Campus	N/A	168000	25,000,000	$ 149	BONDS	November-09
SPECIAL PURPOSE HOUSING II (P,C,E)	8000000					Total Campus	42857	60000	8,000,000	$ 133	BONDS	November-09
PARKING DECKS (P,C,E)	17000000					Total Campus	N/a	168000	17,000,000	$ 101	BONDS	November-09
GRADUATE HOUSING (P,C,E)	50000000					Total Campus	107142	150000	50,000,000	$ 333	BONDS	November-09
REFINANCE UCF FOUNDATION PROPERTIES (P,C,E)	37410000					Total Campus	N/A	432250	37,410,000	$ 87	PRIVATE	November-09
STUDENT HOUSING (P,C,E)	50000000					Total Campus	160000	224000	50,000,000	$ 223	BONDS	November-09
GARAGE EXPANSION (P,C)	5000000					Total Campus	N/A	50637	5,000,000	$ 98	BONDS	November-09
CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)	23475601					Clge Medicine	620976	91464	23,475,601	$ 257	PRIVATE	November-09
FACILITIES BUILDING, LAKE NONA (P,C,E)	6000000		$600,000	$4,800,000	$600,000	Total Campus	21053	31579	12,000,000	$ 380	BONDS	November-09
EXPO CENTER HOUSING (P,C,E)	16000000					Total Campus	73571	103000	16,000,000	$ 155	BONDS	November-09
REGIIONAL CAMPUSES MULTI-PURPOSE BUILDINGS (P,C,E)	28000000					Total Campus	133333	200000	28,000,000	$ 140	PRIVATE	November-09
PARTNERSHIP GARAGE (P,C,E)	7000000					Total Campus	N/A	60000	7,000,000	$ 117	BONDS	November-09
PARKING DECK (ATHLETIC COMPLEX) (P,C,E)	5000000					Total Campus	N/A	168000	5,000,000	$ 30	BONDS	November-09
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	1700000					Total Campus	N/A	5700	1,700,000	$ 298	PRIVATE	November-09
BASEBALL CLUBHOUSE EXPANSION/RENOVATION (P,C,E)	1000000					Total Campus	5000	7000	1,000,000	$ 143	PRIVATE	November-09
BRIGHT HOUSE NETWORKS STADIUM EXPANSION PHASE I (P,C,E)	11000000					Total Campus	15240	21337	11,000,000	$ 516	PRIVATE	November-09
WAYNE DENSCH SPORTS CENTER EXPANSION/RENOVATION (P,C,E)	1000000					Total Campus	12857	18000	1,000,000	$ 56	PRIVATE	November-09
TENNIS COMPLEX - PHASE I (P,C,E)	1400000					Total Campus	6225	7470	1,400,000	$ 187	PRIVATE	November-09
TENNIS COMPLEX - PHASE II (P,C,E)	1000000					Total Campus	2083	2500	1,000,000	$ 400	PRIVATE	November-09
TENNIS COMPLEX - PHASE III (P,C,E)	2000000					Total Campus		N/A	2,000,000	#DIV/0!	PRIVATE	November-09
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C	112863923					Clge of Medicine	132018	198027	112,863,923	$ 570	PRIVATE	N/a
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)	15000000					Total Campus		402000	15,000,000	$ 37	BONDS	N/a
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)	12800000					Clge of Arts & Sc	21333	32000	12,800,000	$ 400	PRIVATE	N/a
OUTPATIENT CENTER (P,C,E)	75000000					Total Campus	79833	119750	75,000,000	$ 626	PRIVATE	N/a
DENTAL SCHOOL (P,C,E)		73000000				Total Campus	111166	166750	73,000,000	$ 438	PRIVATE	N/a
UTILITY INFRASTRACTURE AND SITE WORK, LAKE NONA CLINICAL FACILITIES (P,C)			10000000			Total Campus		N/A	10,000,000	#DIV/0!	PRIVATE	N/a
PEGASUS HEALTH EXPANSION (P,C,E)			10000000			Total Campus	13333	20000	10,000,000	$ 500	PRIVATE	N/a
TOTAL	541649524	74160667	56858333	10541000	850000			3903308	684059524	175.25		

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2013-2018
DRAFT 2013 FIVE YEAR FIXED CAPITAL IMPROVEMENTS PLAN

PECO PROJECTS REVISED 05-29-2012	2013-14 YR #1	2014-15 YR #2	2015-16 YR #3	2016-17 YR #4	2017-18 YR #5	TOTALS	RANK
CLASSROOM BUILDING II (E)	$1,317,262					$1,317,262	1
ENGINEERING BUILDING I RENOVATION (C,E)	$13,954,277	$925,000				$14,879,277	2
MATH SCIENCES BUILDING REMODELING AND RENOVATION (C,E)	$9,422,105	$700,000				$10,122,105	3
UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL AND ROOFS (P,C)	$11,994,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$67,994,197	4
LIBRARY RENOVATION PHASE II (P,C,E)	$3,500,000	$29,500,000	$3,500,000			$36,500,000	5
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY (C,E)	$5,924,183	$33,852,470	$5,924,183			$45,700,836	6
UCF VC CLASSROOM BUILDING (C,E)	$7,500,000					$7,500,000	7
ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,000,000	$40,000,000	$5,000,000			$50,000,000	8
MILLICAN HALL RENOVATION (P,C,E)		$349,418	$6,363,058	$349,418		$7,061,894	9
BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$9,475,843	$494,001			$9,969,844	10
CHEMISTRY RENOVATION (P,C,E)		$539,843	$9,815,338	$539,843		$10,895,024	11
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$4,856,238			$4,856,238	12
VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,000,000	$24,000,000	$3,000,000	$30,000,000	13
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)		$2,779,189	$22,233,512	$2,779,189		$27,791,890	14
TOTAL	$33,918,380	$130,496,763	$75,186,330	$41,668,450	$17,000,000	$298,269,923	

CITF PROJECT REQUESTS	2013-14 YR #1	2014-15 YR #2	2015-16 YR #3	2016-17 YR #4	2017-18 YR #5	TOTALS	RANK
UCF LIBRARY PHASE I (P,C,E)	$23,968,850					$23,968,850	1
RECREATION AND WELLNESS CENTER - OUTDOOR IMPROVEMENTS (P,C)	$5,000,000					$5,000,000	2
CREATIVE SCHOOL FOR CHILDREN (P,C,E)	$6,000,000					$6,000,000	3
STUDENT UNION II (P,C,E)	$14,000,000					$14,000,000	4
TOTAL	$48,968,850	$0	$0	$0	$0	$48,968,850	

REQUESTS FROM OTHER STATE SOURCES	2013-14 YR #1	2014-15 YR #2	2015-16 YR #3	2016-17 YR #4	2017-18 YR #5	TOTALS	RANK
COLLEGE OF NURSING (P,C,E)		$4,464,964	$35,719,710	$4,464,964		$44,649,638	15
HOWARD PHILLIPS HALL RENOVATION (P,C,E)			$6,564,966	$642,249		$7,207,215	16
COLBOURN HALL RENOVATION (P,C,E)			$7,865,978	$410,075		$8,276,053	17
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)			$5,704,054			$5,704,054	18
TECHNOLOGY COMMONS I RENOVATION (P,C,E)			$739,968			$739,968	19
TECHNOLOGY COMMONS II RENOVATION (P,C,E)			$147,348	$2,679,049	$147,348	$2,973,745	20
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)			$151,897	$2,913,663	$151,897	$3,217,457	21
REHEARSAL HALL RENOVATION (P,C,E)			$91,458	$1,091,102	$61,650	$1,244,210	22
THEATER BUILDING RENOVATION (P, C,E)			$169,037	$3,073,406	$169,037	$3,411,480	23
SOUTH CAMPUS RENOVATION (P,C,E)			$1,476,648			$1,476,648	24
CLASSROOM BUILDING III (P,C,E)			$2,400,000	$19,200,000	$2,400,000	$24,000,000	25
FACILITIES BUILDING AT LAKE NONA (P,C,E)			$600,000	$4,800,000	$600,000	$6,000,000	26
RECYCLING CENTER (P,C)			$2,300,000	$18,400,000	$2,300,000	$23,000,000	27
HUMANITIES AND FINE ARTS II (P,C,E)			$2,772,353	$17,060,631	$2,772,353	$22,605,337	28
SIMULATION AND TRAINING BUILDING (P,C,E)				$2,370,336	$18,410,374	$20,780,710	29
BUSINESS ADMINISTRATION III BUILDING (P,C,E)				$1,584,527	$12,307,012	$13,891,539	30
EDUCATION II BUILDING (P,C,E)				$2,062,348	$15,594,083	$17,656,431	31
BAND BUILDING (P,C,E)				$455,045	$2,800,279	$3,255,324	32
ARTS COMPLEX III (P,C,E)				$1,210,857	$7,627,447	$8,838,304	33
PARTERSHIP IV (P,C,E)				$2,450,000	$19,600,000	$22,050,000	34
INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,370,336	$17,330,596	$19,700,932	35
SUSTAINABILITY CENTER				$5,000,000		$5,000,000	36
CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)				$6,360,339		$6,360,339	37
TOTAL	$0	$0	$30,983,707	$94,133,963	$102,272,076	$227,389,746	

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT	2013-14 YR #1	2014-15 YR #2	2015-16 YR #3	2016-17 YR #4	2017-18 YR #5	TOTALS	RANK
ATHLETIC ACADEMIC PERFORMANCE CENTER (P,C,E)	$14,000,000					$14,000,000	
CREATIVE VILLAGE GARAGE (P,C,E)	$15,000,000					$15,000,000	
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,160,667	$14,508,333	$1,741,000		$17,410,000	
CREATIVE SCHOOL (P,C,E)			$1,500,000			$1,500,000	
PARKING GARAGE VII (P,C,E)			$20,000,000			$20,000,000	
SUSTAINABILITY CENTER (P,C,E)			$250,000	$2,000,000	$250,000	$2,500,000	
SPECIAL PURPOSE HOUSING AND PARKING GARAGE I (P,C,E)	$25,000,000					$25,000,000	
SPECIAL PURPOSE HOUSING II (P,C,E)	$8,000,000					$8,000,000	
PARKING DECKS (P,C,E)	$17,000,000					$17,000,000	
GRADUATE HOUSING (P,C,E)	$50,000,000					$50,000,000	
REFINANCE UCF FOUNDATION PROPERTIES	$37,410,000					$37,410,000	
STUDENT HOUSING (P,C,E)	$50,000,000					$50,000,000	
GARAGE EXPANSION (P,C,E)	$5,000,000					$5,000,000	
CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)	$23,475,601					$23,475,601	
FACILITIES BUILDING, LAKE NONA (P,C,E)	$6,000,000					$6,000,000	
EXPO CENTER HOUSING (P,C,E)	$16,000,000					$16,000,000	
REGIONAL CAMPUSES MULTI-PURPOSE BUIDLINGS (P,C,E)	$28,000,000					$28,000,000	
PARTNERSHIP GARAGE (P,C,E)	$7,000,000					$7,000,000	
PARKING DECK (ATHLETIC COMPLEX)	$5,000,000					$5,000,000	
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	$1,700,000					$1,700,000	
BASEBALL CLUBHOUSE EXPANSION/RENOVATION	$1,000,000					$1,000,000	
BRIGHT HOUSE NETWORKS STADIUM EXPANSION PHASE I (P,C,E)	$11,000,000					$11,000,000	
WAYNE DENSCH SPORTS CENTER EXPANSION/RENOVATION (P,C,E)	$1,000,000					$1,000,000	
TENNIS COMPLEX - PHASE I (P,C,E)	$1,400,000					$1,400,000	
TENNIS COMPLEX - PHASE II (P,C,E)	$1,000,000					$1,000,000	
TENNIS COMPLEX - PHASE III (P,C,E)	$2,000,000					$2,000,000	
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)	$112,863,923					$112,863,923	
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)	$15,000,000					$15,000,000	
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)	$12,800,000					$12,800,000	
OUTPATIENT CENTER (P,C,E)	$75,000,000					$75,000,000	
DENTAL SCHOOL (P,C,E)		$73,000,000				$73,000,000	
UTILITY INFRASTRUCTURE AND SITE WORK LAKE NONA CLINICAL FACILITIES (P,C)			$10,000,000			$10,000,000	
PEGASUS HEALTH EXPANSION (P,C,E)			$10,000,000			$10,000,000	
TOTAL	$541,649,524	$74,160,667	$56,258,333	$3,741,000	$250,000	$676,059,524	
GRAND TOTAL	$624,536,754	$204,657,430	$162,428,370	$139,543,413	$119,522,076	$1,250,688,043	

Projects to be programmed
Projects with approved building programs

Remodeling denotes **change** in space usage.
Renovation denotes **no change** space usage.

STATE UNIVEF SYSTEM
Fixed Capital Outlay Projects Requi.. g Board of Governors Approval
to be Constructed, Acquired and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Special Purpose Housing and Parking Garage I	160,000	425 beds and 500 parking spaces	UCF, Orlando	$ 25,000,000	Rental income	July	$2,400,000	General Revenue
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	UCF, Orlando	$ 8,000,000	Rental income	July	$480,000	General Revenue
UCF	Parking Garage VII	447,000	1,600 spaces	UCF, Orlando	$ 20,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$6,705,000	General Revenue
UCF	Parking decks	168,000	1,800 spaces	UCF, Orlando	$ 17,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	General Revenue
UCF	Graduate housing	150,000	Land and 600 beds	UCF, Orlando	$ 50,000,000	Rental and retail income	July	$2,250,000	General Revenue
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF foundation properties	UCF, Orlando	$ 37,410,000	Rental and retail income	July	$6,483,750	General Revenue
UCF	Student housing	224,000	800 beds	UCF, Orlando	$ 50,000,000	Rental income	July	$3,360,000	General Revenue
UCF	Garage expansion	50,837	400 additional spaces	UCF, Orlando	$ 5,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$762,555	General Revenue
UCF	Classroom and lab building, Lake Nona	91,464	Classrooms, labs, and offices	UCF, Orlando	$ 23,475,601	Rental and retail income	July	$1,371,960	General Revenue
UCF	Facilities Building, Lake Nona	20,799	Offices, storage, and support space	UCF, Orlando	$ 6,000,000	Rental and retail income	July	$311,985	General Revenue
UCF	Expo Center housing	103,000	400 Beds	UCF, Orlando	$ 16,000,000	Rental and retail income	July	$1,545,000	General Revenue
UCF	Regional Campuses multi-purpose buildings	60,000	Classrooms, labs, and offices	UCF, Orlando	$ 28,000,000	Rental and retail income	July	$900,000	General Revenue
UCF	Partnership Garage	60,000	600 Spaces	UCF, Orlando	$ 7,000,000	Rental and retail income	July	$900,000	General Revenue
UCF	Parking deck (Athletic Complex)	168,000	600 parking spaces	UCF, Orlando	$ 5,000,000	Decal and traffic fines	July	$2,520,000	General Revenue
UCF	Creative Village Garage	402,000	1300 spaces	UCF, Orlando	$ 15,000,000	Decal and traffic fines	July	$6,030,000	General Revenue
UCF	Baseball Stadium Expansion/Renovation	5,700	200 Seats, new press box	UCF, Orlando	$ 1,700,000	Donations and debt	July	$85,500	General Revenue
UCF	Baseball Clubhouse Expansion/Renovation		New playing field, chair backs, audio and lighting upgrade	UCF, Orlando	$ 1,000,000	Donations and debt	July	$0	General Revenue
UCF	Bright House Networks Stadium Expansion Phase I	21,337	Additional club seating, suites and operational booths	UCF, Orlando	$ 11,000,000	Donations and debt	July	$320,055	General Revenue
UCF	Wayne Densch Sports Center Expansion/Renovation	18,000	Renovate and expand football facilities, larger locker room, weight room, equipment room	UCF, Orlando	$ 1,000,000	Donations and debt	July	$270,000	General Revenue
UCF	Tennis Complex - Phase I	7,470	12 championship caliber outdoor courts, 864 grand stand seats	UCF, Orlando	$ 1,400,000	Donations and debt	July	$112,050	General Revenue
UCF	Tennis Complex - Phase III	2,500	Club house with locker room for men and women's programs, offices, conference room	UCF, Orlando	$ 1,000,000	Donations and debt	July	$37,500	General Revenue
UCF	Tennis Complex - Phase III		6 covered courts	UCF, Orlando	$ 2,000,000	Donations and debt	July	$0	General Revenue
UCF	Multi-Purpose Medical Research and Incubator Facility	200,000	Classrooms, labs, and offices	UCF, Orlando	$ 112,863,923	Donations, debt, Partnerships	July	$3,000,000	General Revenue
UCF	Health Sciences Campus Parking Garage	402,000	1300 Spaces	UCF, Orlando	$ 15,000,000	Decal and traffic fines	July	$6,030,000	General Revenue
UCF	Bio-Medical Annex Renovation and Expansion	32,000	Classrooms, labs, and offices	UCF, Orlando	$ 12,800,000	Donations, debt, Partnerships	July	$480,000	General Revenue
UCF	Outpatient Center	119,750	Health care facilities, offices, 38 beds	UCF, Orlando	$ 75,000,000	Donations, debt, Partnerships	July	$1,796,250	General Revenue
UCF	Dental School	166,750	Classrooms, labs, auditorium, health care facilities, offices	UCF, Orlando	$ 73,000,000	Donations, debt, Partnerships	July	$2,501,250	General Revenue
UCF	Utility Infrastructure and Site Work Lake Nona Clinical Facilities		3080 Spaces	UCF, Orlando	$ 10,000,000	Decal and traffic fines	July		General Revenue
UCF	Pegasus Health Expansion	20,000	Labs, offices	UCF, Orlando	$ 10,000,000	Donations, debt, Partnerships	July	$300,000	General Revenue

STATE UNIVE. .Y SYSTEM
Fixed Capital Outlay Projects that may Require Legislative Authorization
and General Revenue Funds to Operate and Maintain
BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Classroom Building II	91,464	Classroom, office	UCF	$23,475,601	PECO	$1,371,960	General Revenue
UCF	Morgridge International Reading Center	16,726	Classroom, office, auditorium	UCF	$5,200,000	Match and private	$250,890	General Revenue
UCF	Innovative Center	13,896	Offices	UCF		E&G	$208,440	General Revenue
UCF	University Tech Center	(24,416)	Offices	UCF		E&G	($366,240)	General Revenue
UCF	University Tower	(2,924)	Offices	UCF	$7,550,000	E&G	($43,860)	General Revenue
UCF	Research Pavillion	1,164	Offices	UCF	$7,450,000	E&G	$17,460	General Revenue
UCF	Orlando Tech Center	25,925	Offices	UCF	$16,830,000	E&G	$388,875	General Revenue


Status of UCF Projects Update
April 27, 2012



Located at Parking Garage B.

Engineer- Matern Engineering Construction - Dioko Energy Solar Installers Inc.

Project Cost: $775,504.12

Funding Source: PEF Grant / UCF - SEM



Gross Square Feet (GSF): N/A - outdoor project

Progress Energy's Sunsence School Program funded the majority of the solar project installation. The Garage B 107.52 kW DC Solar PV install consists (448) 240-Watt Solar World Sunmodeule FSEC certified panels across the north and south arrays located on the south lawn of Parking Garage B. This project was completed in January of 2012 and is currently producing solar power generation of ~ 450kWH -550kWh per day. This project is expected to produce 157,000 kWH's (almost half of the total power consumed in this facility annually) and will save the parking garage an estimated $15K / year in electrical costs. The second component of the project is student outreach and awareness of solar power generation. This Progress Energy grant also covered four educational kiosks that will be located at facilities TBD in the next couple months. These kiosks will display the solar generation of the project, trends, weather and provide touch screen interaction to view the data however the student desires.

Status of Project: Completed in January 2012.

Met all required deadlines set forth by the grant. Progress Energy will reimburse UCF in the amount of $645,092 due March-April 2012.



Expansion of Existing on North side of campus

Architect – DLR Construction – Skanska

Project Cost: Phase I - $586,394

Funding Source: Athletics



Phase I – Expanded the upper and lower bowl grandstands by adding 775 new seats. Expanded the restrooms to accommodate the additional occupancy load.

Status of Project: Final completion - April 2012.



LNR has completed more than 30 campus enhancements, both large and small, this fiscal year. The bigger projects include: planting live oaks on Memory Mall, major renovation of the landscape at the Student Union, and developing landscape plans for renovating the focal area between Millican Hall and the Reflecting Pool. Smaller projects include: landscape enhancements around the University Blvd entrance, renovation of the atrium at the Chemistry building, and landscape improvements around Millican Hall. Other major enhancements planned for this fiscal year include planting oak trees along Orion Blvd at the edge of the VIP tailgating area, and installing irrigation and landscape material to enhance the median at the north entrance to the University on Orion Blvd.



Located on Neptune Drive

Delivery Method: Minor Project

Construction - Clancy and Theys Architect - KZF Orlando Engineer – Matern Engineering

Project Cost: $2,025,000

Funding Source: Funded jointly by College of Engineering and Computer Sciences, Provost, ORC, and Utilities Infrastructure (Lee Kernek)



Gross Square Feet (GSF): bldg 4,200 sf; Open Air Lab 2,314 sf

Research will be conducted by MMAE faculty and their graduate students, with research associates and post-docs involved where appropriate. The research will be on wide range of leading-edge topics such as combustion-generation pollution, combustion and propulsion, plasma processing of nano-ceramics, flame-vortex interactions, solid oxide fuel cells, catalytically-active thin films, manufacturing of ceramic laminates, ultra-high temperature ceramic composites, aerodynamics and heat transfer for gas turbines, etc.

Includes:

- External pad and canopy
- 1 Class A Research Lab – Most hazardous chemicals and limited square footage.
- 4 Class B Research Labs

Status of Project: Building complete, TCO issued except for room 111 Clean room lab. Clean room is onsite; CM awaits PO for installation of clean room and equipment. Need CM final pay application for bldg construction to release contingency funds, which will fund the clean room and equipment installation.

Estimated Completion Date: Cleanroom May 2012

LEED Status (Silver, Gold): anticipate Silver

Is project on track (if not why?) Cleanroom late due to funding source. CM has one outstanding invoice for a subcontractor. C&T hopes to have it by April 13, so they can submit final pay application for the building construction. Since the cleanroom (and associated equipment) is to be funded by contingency $$, we cannot get a PO issued until contingency is released.



Located on Gemini at Libra

Architect - Schenkel Schulz Construction – Clancy & Theys

Project Cost: $12,135,633.12

Funding Source: University Loan



Gross Square Feet (GSF): 5,000

Natural gas engine/plant will generate approximately 33% of power needed for main campus, reducing UCF's environmental impact by 30%. Savings of $2.5M per year are projected. Will also create chilled water for HVAC utility plant.

Status of Project: Bldg construction nearly complete. Pre-commissioning began April 9; motor to be tested week of April 16. Expect full power-up and CO by end of May 2012.

Estimated Completion Date: May 31, 2012

LEED Status (Silver, Gold): N/A unoccupied building



Engine during test in Japan.



Located In Buildings 29 and 13

Project Name: Technology Commons (CCI/CCII 1st Floor Renovation)

Architect – HKS Construction - CPPI

Project Cost: $695,654- CCI; $1,423,415- CCII

Funding Source: Tech Fees and CS&T



Gross Square Feet (GSF): 4,534 at CCI; 11,280 at CCII

This renovation will greatly improve the aesthetics of 1st floor spaces which will serve as a comprehensive technology center for students, with state-of-the-art computer labs, collaboration rooms, wireless study lounges, a computer store, computer repair center, cafe/coffee shop, video editing & podcast room, and 2 large furnished project rooms. Courtyard landscaping will be addressed with this renovation. CCI renovation includes all 1st floor space; CCII renovation includes all 1st floor spaces except offices 101 & 102 (Statistics) and a large stockroom.

Status of Project: CCI renovation completed, Certificate of Occupancy issued 12-28-11. CCII opened with a Temporary CO. 2nd floor fire alarm modifications have been completed and mass notification system is installed; both to be tested by May 1. Certificate of Occupancy and final pay application expected mid-May.

Estimated Completion Date: CCII is open for use, punchlist nearly complete. Patio furniture resolution by June 1.



Located in Uptown Retail north of Gemini Blvd.

Architect – Borrelli and Partners Construction - Welbro

Project Cost: $1,174,184

Funding Source: CITF



Gross Square Feet (GSF): 8,840

Buildout of existing Uptown retail space by Recreation / Wellness Center for student exercise facility. Contains space for two cardio studios, fitness studio, mind and body studio, restrooms, showers, and lockers.

Status of Project: Plans in for permitting

Estimated Completion Date: October 2012



Located north of Physical Sciences Building.

Minor Project

Construction - Wharton-Smith, Inc.

Project Cost: $1.5M

Funding Source: Utilities Infrastructure (unanticipated)



Structural repairs needed to correct concrete-spalled foundation walls. Utilities must be relocated to other walls to make repairs. A new ~14 x 14 building will be constructed adjacent to the south corner of building 20 to house switchgear for BioScience. At present, switchgear is in the basement; this location does not comply with current building codes. New switchgear will be purchased to replace existing.

Status of Project: Funded. Plans submitted 3/7/12 to BCO/SFM for review; Permit ready. PO issued April 23; tentative start date early May.

Estimated Completion Date: December 2012



Located on Libra Drive in former Police Department building

Minor Project

Architect - KZF Orlando Construction - Wharton Smith, Inc.

Project Cost: $1,000,000

Funding Source: Interest as approved by BOG



Gross Square Feet (GSF): 7,043

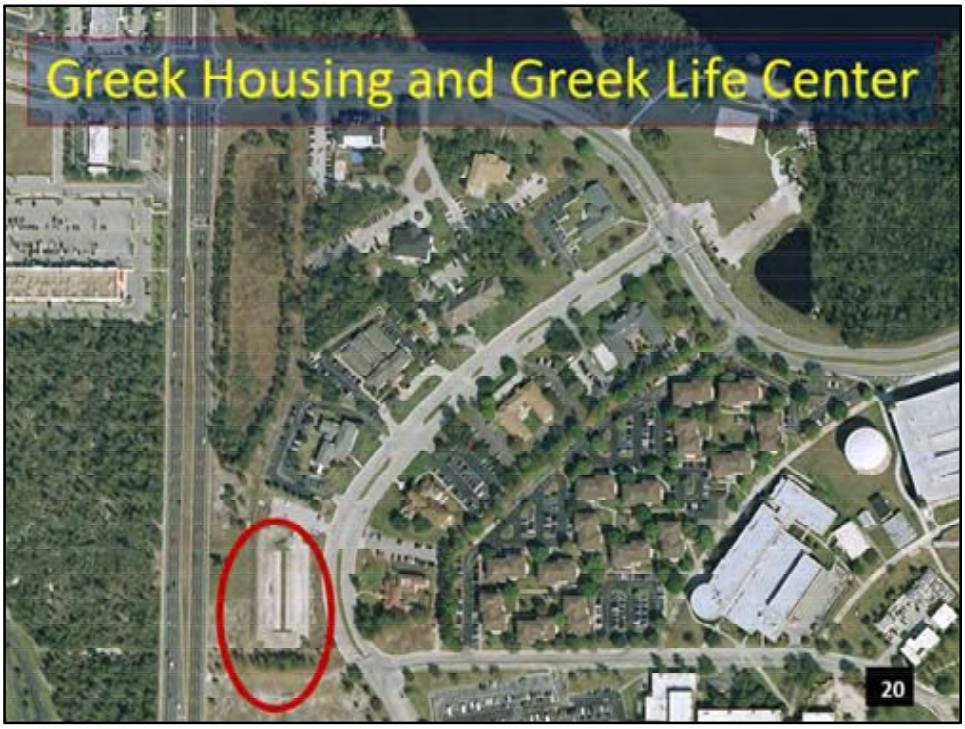
Includes:

- Building hardening
- HVAC and Roof replacement
- Interior Renovation:
    - EOC/conference/training rooms
    - Media room
    - Break-out rooms
    - Offices

Status of Project: 95% complete plans to BCO/SFM 3/14/12 for review and permitting (prior to code change). Awaiting Standards deviation approvals to finalize MEP plans. Construction GMP proposal funded.

Scheduled completion – December 2012

LEED Status (Silver, Gold): N/A



Location – Between Alafaya and Greek Park Drive at Aquarius Agora

Architect – Powell Design Group Construction - Welbro

Project Cost: $6,828,993

Funding Source: House B and Resident Life Center is Bond Finance. House A funds provided by Housing.



Gross Square Feet (GSF): 31,950

Description:

- Two 2-story Greek Houses (13,625 sf each) and a Greek Life Center (4700 sf)
- Life center – gateway to Greek Park
- Shared access road for future development
- Landscape buffer by Alafaya

Two sororities will be occupying the houses:

- Kappa Kappa Gamma
- Chi Omega

11 groups currently housed on campus, the two new houses will bring this number to 13. Houses will sleep 40 students a piece, thus will be an additional 80 bed spaces in Greek Park. Total number of bed spaces in Greek Park will increase to a total of 462.

Status of Project: GMP received / reviewed. Bid opening on 3/29/12

Estimated Completion Date: 1/7/2013

LEED Status (Silver, Gold): Silver



Houses Include:

- 40 beds each, suite style
- Self-serve kitchen
- Dining/meeting/multiuse space
- 1st integrated concrete form:
    - Reinforced concrete core ≈8” thick
    - Covered with layer of 1 ½” Styrofoam on either side
    - The 2 Styrofoam layers make up the formwork for the concrete, which is poured into the form during installation
    - Bound together by steel reinforcing

Advantage:

- Reinforced concrete wall with resistance value R-30
- Dry wall on inside and stucco or other on outside



Greek Life Center includes:

- 2 multi-purpose rooms
- Kitchen
- Grand hall
- Offices
- Meeting place for fraternity and sorority professional staff and governing council



Located adjacent to Classroom I on Memory Mall at the 800’ radius.

Architect – Schenkel Schultz Construction - Clancy & Theys Construction

Project Cost: $23,475,601

Funding Source: PECO



Gross Square Feet (GSF): 79,556 gsf

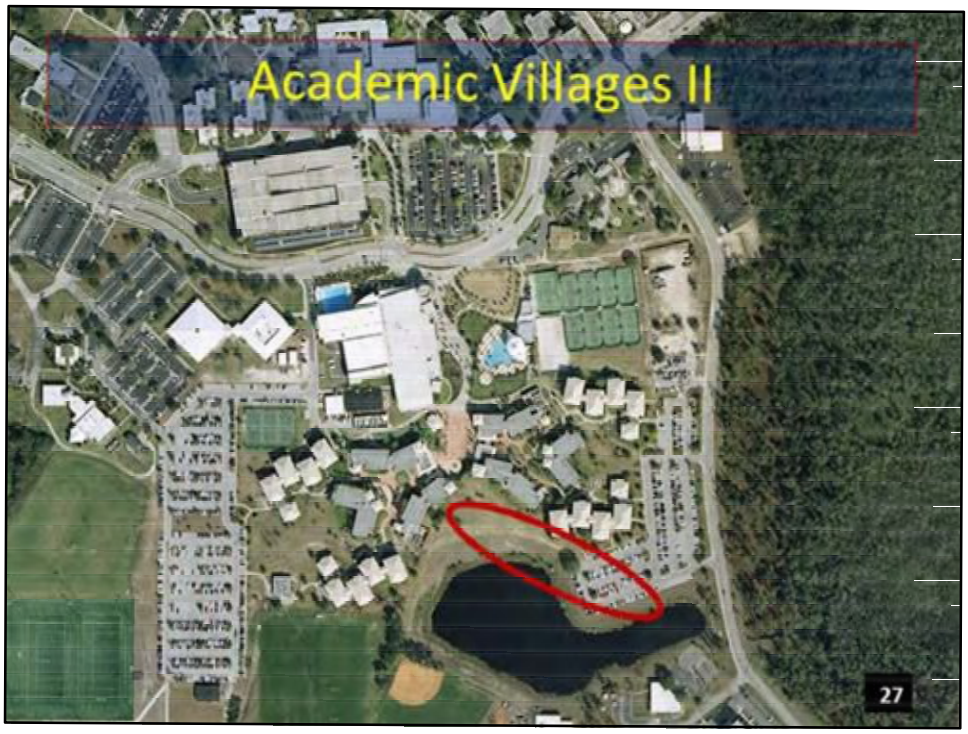
Two-story classroom building featuring seven (7) large lecture halls ranging from 125 to 450 seats, wide pre-function student areas with seating and computer access, and an outdoor area connecting the new classroom building with Classroom I. The project also includes a three-story element which will house the Army and Air Force ROTC programs. The ROTC entrance, which will front Memory Mall, will feature a rotunda and be clad in cast stone. The first floor will feature a military history library, multipurpose room, and recruiting offices. A virtual battle lab will be included on the second floor, along with the Air Force ROTC. The third floor of the facility will be home to the Army ROTC.

Status of Project: GMP presented to UCF on March 19, 2012. Contractor is addressing GMP review comments for resubmission. Original study record: $16m. The $5.9M approved for Interdisciplinary Research and Incubator Facility has been reappropriated for the 2012-2013 fiscal year to Classroom Building II. $1.3M of that is for F&E.

Estimated Completion Date: June 2013

LEED Status (Silver, Gold): Anticipate Silver


26



Located off Libra Drive

Architect - Gilchrist, Ross & Crowe Architects

Construction - Jack Jennings & Sons

Project Cost: $37,442,178.00

Funding Source – Bond Finance



Gross Square Feet (GSF): 205,100 SF Housing, 8,972 SF Utility

Includes:

- Housing: Towers 1, 2, 3
  - Food Vendor (not yet determined)
  - Student mail and package pick up
  - Common multipurpose room
  - 60 seat classroom
  - Study rooms
  - Public social living rooms on each floor of each building
- Utility:
  - Cooling Tower
  - Backup Generator
  - Locksmith and Key control
  - Maintenance workshop
  - Business service offices
  - IT equipment storage, workgroup and offices
  - Accounting and Administration offices
- 665 bed student housing
- +/- 750 LF Lakeside seawall
- Landscape and hardscape green space for the students
- 3-5 stories
- Mediterranean architecture

100% Construction Documents submitted April 18, 2012. Early Site Bid Package #1 in bidding stage and due on April 9th. Remaining Project Bid Package #2 released for bidding and is due on May 14th.

Estimated Completion Date: July 2013

LEED Status: Silver

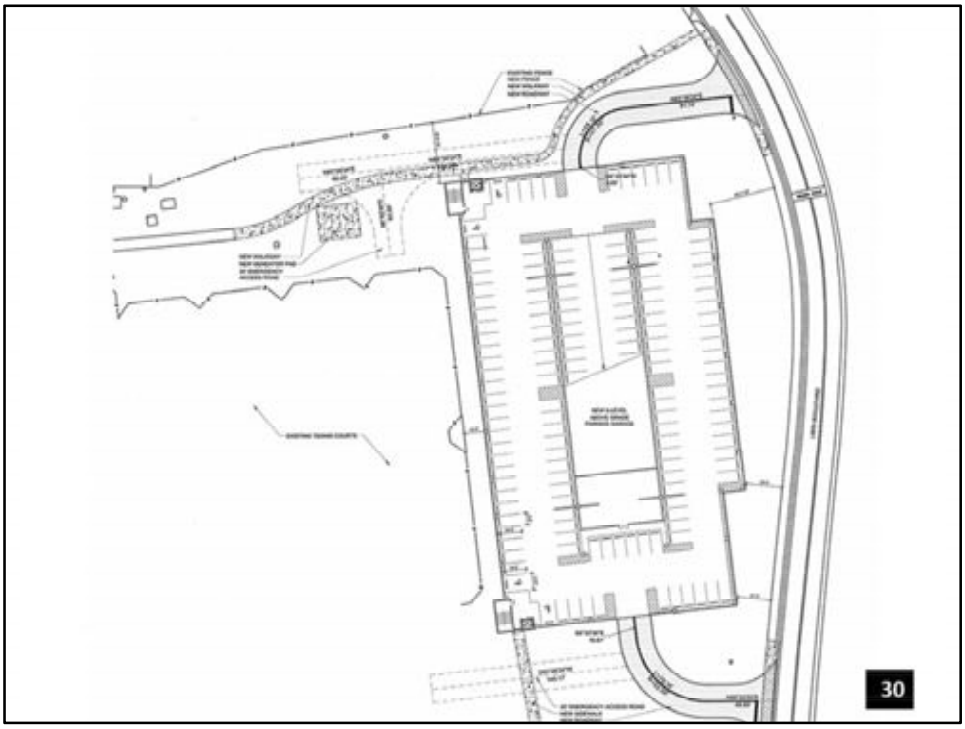


Located on Libra Drive

Architect - PGAL Construction – James A. Cummings

Project Cost: $11m

Funding Source: Bond Finance



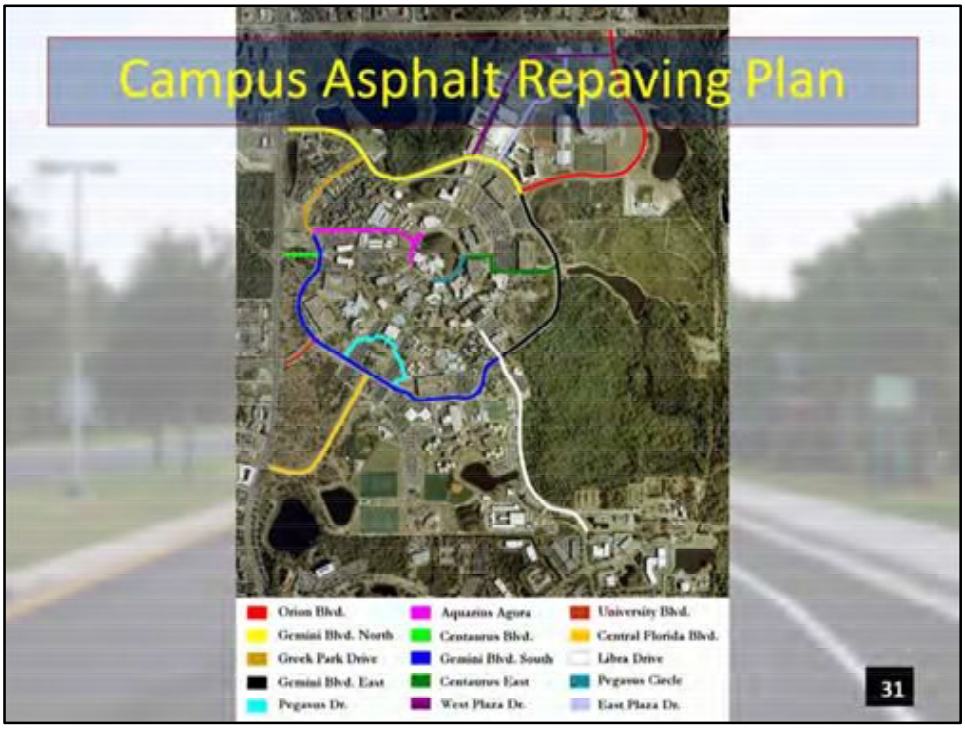
Gross Square Feet (GSF): 344,888

1,050 space garage for Academic villages occupants. 6 parking decks. Shuttle bus turn-around feature at entry. Dual elevators.

Status of Project: Project is in Design Development. Construction Start – August 2012

Estimated Completion Date: August 2013

LEED Status (Silver, Gold): N/A since is unoccupied but are using sustainable methods.



Engineer - Harris Engineering Construction – bids will be taken shortly

Project Cost: $1.4 m (approx)

Funding Source: Utilities/Infrastructure

Repair / Replace / Improve campus pavement in various locations to include LYNX bus depot, Greek Park Drive, Gemini / Alafaya turn lane extension.

Priorities are:

- Gemini East (north to Orion)
- Libra
- Centaurus West
- Greek Park Drive
- Orion (north to McCullough)
- Gemini West
- Gemini South
- Gemini North (East Plaza Dr. to Orion)
- University Blvd. (Alafaya to Gemini)

Status of Project: Harris Eng. will advertise bid package on May 7, 2012.

Estimated Completion Date: TBD



Located at Building 81

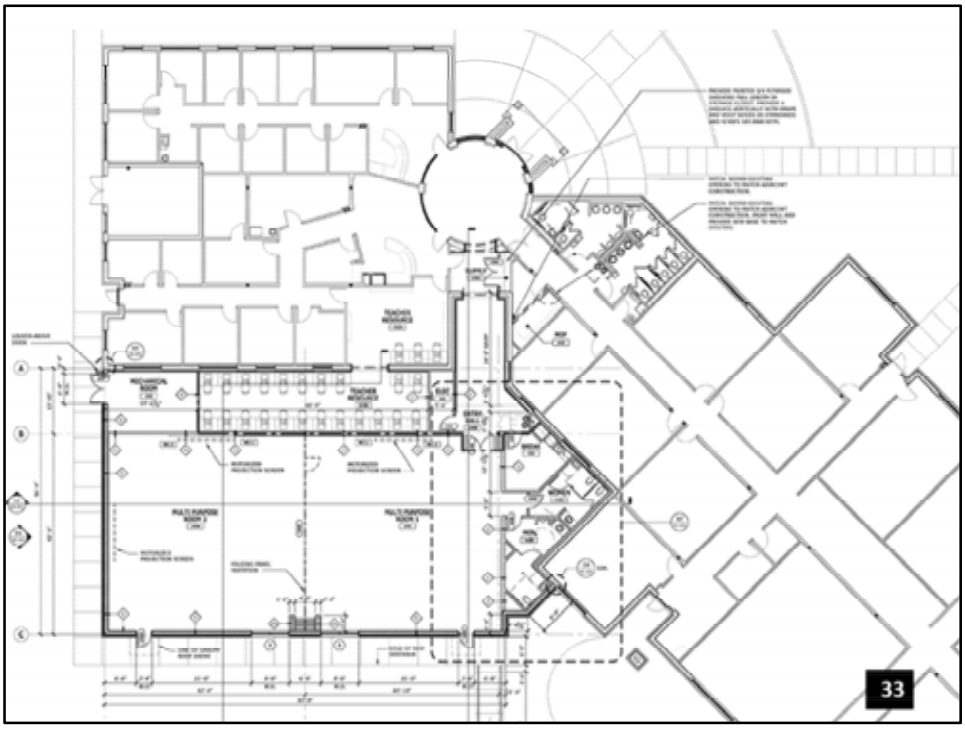
Architect - Baker Barrios Company Constr.

Engineer - TLC Engineering

Construction - Williams

Project Cost: $1,250,000

Funding Source: Auxillary



Gross Square Feet (GSF): ~5,000

This expansion will accommodate the increase in international students attending the Intensive English program. The expansion will allow for a large meeting room used for orientation, certificate ceremonies, large group testing, guest speakers, and other group functions. This additional space will also serve as classrooms, providing needed space as more courses are scheduled. A kitchen area and restrooms are included in this project. Status of Project: Construction Docs to BCO/SFM March 7 for review and permitting. GMP submitted on April 23, 2012. Awaiting final BOT approval and CDA.

Estimated Completion Date: TBD

Status of Project: Construction Docs to BCO/SFM March 7 for review and permitting. The expansion was approved at the April 18 F&F Committee meeting and will go to the full board for approval on May 24. GMP proposal due late April 2012. Awaiting final BOT approval and CDA.

LEED Status (Silver, Gold): Anticipating Silver

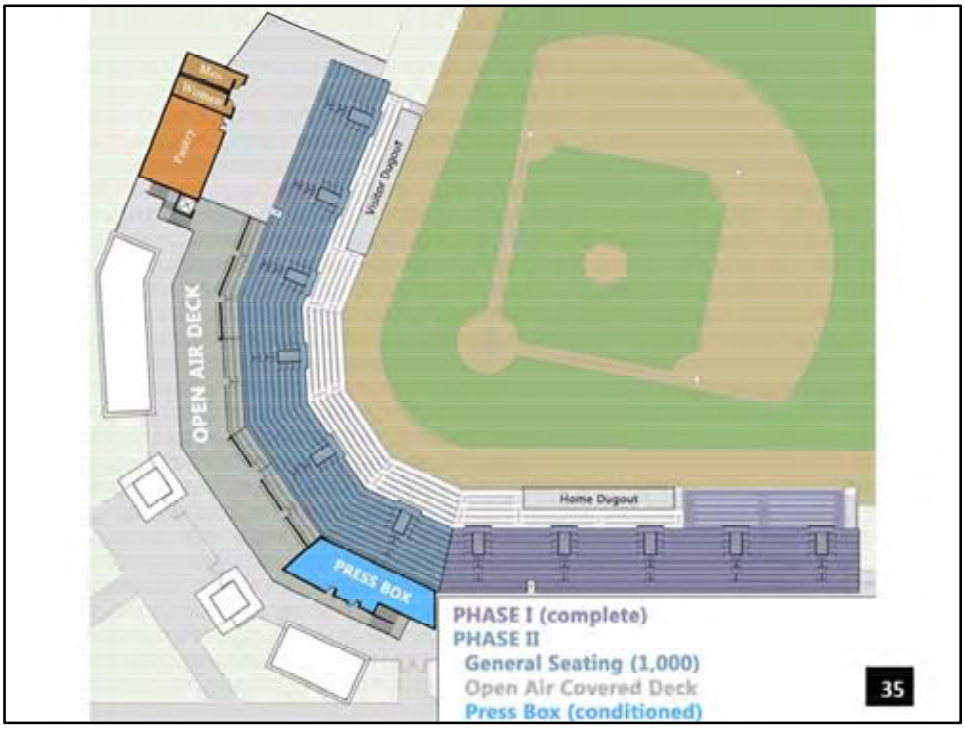


Expansion of Existing on North side of campus

Architect – DLR Construction – Skanska

Project Cost: Phase II - $2,800,000

Funding Source: TBD



Scope:

- Continuation of elevated seating (above concourse) to 3rd base dugout
  - ~ 1,000 additional seats (benchback)
- Remove existing press box
- Construct elevated deck
  - New press box
  - Premium open-air lounge and seating (~300).
- Children's activity area behind 3rd base dugout
- Additional concessions space and restrooms
- Add chair back seats in sections 101 & 102. Replace existing chairs with new in section 100.
- Distributed sound system adjacent to seating areas (eliminate large horns that currently exist in center field)
- New seating capacity: 3,200

Estimated Completion Date: February 2014



Located on Orion, South of Garage, East of Tower 4

Architect – Populous Construction - Wharton-Smith

Project Cost: $6,500,000 (have communicated $6.0mm to DB team)



Gross Square Feet (GSF): 24,000 square feet (two-story)

Scope:

Academic Center
- Tutor & mentor rooms
- Technology center
- Advisor offices (12 FT staff)
- Resource center
- Classroom/convocation space (capacity for 50)
- Conference Room

Center for Student Services and Career Advisement
- Career advisement rooms
- Resource center/classroom (space for 30)
- Office space for Student Services and Career Advisement

NCAA Compliance
- Student-athlete resource center
- Staff offices (5 FT staff)

Status: Working with Foundation on Fundraising

Estimated Completion Date: September 2014

LEED – Silver+



Expansion to existing library

Architect – Holtzman Moss Architects Construction – Turner

Project Cost: $62m

Funding Options: TBD



Gross Square Footage (GSF): 235,000

3 Phases:

- Automated retrieval system
- Expansion
- Renovation
- Addition of 3264 new seats

Includes:

- Technology station
- Study rooms
- Instructional rooms
- Digital Initiatives Spaces
- Graduate Student Commons
- Open Seating



- 1.5M volumes can be housed in 8800 gsf vs. 113K gsf of open shelving
- Request for materials from any device with internet access
- Automatic crane locates materials and delivers to pick-up station
- 5-10 minutes for entire process



Location – Gemini and Centaurus

Architect – HKS with Duda-Paine Construction – Balfour Beatty

Project Cost: $67.5M

Funding Source: TBD (Phase I PECO)



Scope: Includes approximately 600 seat concert hall and an approximately 520 seat proscenium theater. Seat numbers could change as design is refined and finalized. Should Courtelis match become available, it would be applied to wings 2 and 3 which includes a black box theater, recital hall, and support spaces.

ITEM: FIN-4

University of Central Florida
Board of Trustees

SUBJECT: Five-year capital improvement plan

DATE: July 23, 2009

PROPOSED BOARD ACTION

Approval of the capital improvement plan for 2010-11 through 2014-15.

BACKGROUND INFORMATION

Each year, the university must submit an updated capital improvement plan to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay (PECO) list, identifies projects that may be included in future Courtelis Facilities Enhancement Challenge Grant lists, and provides information to the State Board of Education for its request for capital project funding for 2010-11.

The capital improvement plan must be submitted to the Board of Governors' staff by August 1, 2009. The attached schedules include the following:

- projects that are proposed for inclusion in the five-year capital improvement plan
- items to be included in the 2010-11 Appropriations Authorization Bill, including projects funded by bonds, projects of direct support organizations, and projects requiring general revenue to operate
- projects tentatively funded by matching funds from the Facilities Enhancement Challenge Grant program

We request approval to submit the 2010-11 Capital Improvement Plan with the projects listed in the attached schedules.

Supporting documentation:

2010 Five-Year Plan List (DCU) (Attachment A)
2010-11 Fixed Capital Outlay Projects Requiring Legislative Approval to Sell Bonds (Attachment B)
2010-11 Fixed Capital Outlay Projects Requiring Legislative Approval to be Financed and Constructed by a DSO (Attachment C)
2010-11 Fixed Capital Outlay Projects Requiring Legislative Authorization and General Revenue Funds to Operate and Maintain (Attachment D)

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

038

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2010-2015
2010 FIVE YEAR PLAN LIST

PECO PROJECTS (REVISED FOR 2010-2015)	2010-11	2011-12	2012-13	2013-14	2014-15	TOTALS	RANK
UTILITIES, INFRASTRUCTURE (P,C)	$5,231,102	$11,685,748	$9,003,372	$14,000,000	$14,000,000	$53,920,222	1
PHYSICAL SCIENCES PHASE II (E)	$1,077,500	$637,000				$1,714,500	2
PARTNERSHIP III (E)	$546,750	$1,332,355				$1,879,105	3
CLASSROOM BUILDING II (P,C,E)		$5,039,088	$18,436,513			$23,475,601	4
MATH AND PHYSICS BLDG. REMODELING AND RENOVATION (P,C,E)			$1,544,527	$6,211,263		$7,755,790	5
MAIN UTILITY PLANT RENOVATION (P,C)			$879,756			$879,756	6
ENGINEERING BUILDING I RENOVATION (P,C,E)			$753,110	$6,488,335		$7,241,445	7
INTERDISC. RESEARCH AND INCUBATOR FAC. (P,C,E)				$5,924,183	$33,852,470	$39,776,653	8
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)				$2,268,726	$23,254,438	$25,523,164	9
BUSINESS ADMINISTRATION RENOVATION (P,C,E)				$7,118,804		$7,118,804	10
LIBRARY RENOVATION (P,C,E)				$14,212,564		$14,212,564	11
CHEMISTRY RENOVATION (P,C,E)				$2,864,067		$2,864,067	12
ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)					$6,750,000	$6,750,000	13
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)					$4,856,238	$4,856,238	14
VISUAL ARTS RENOVATION (P,C,E)					$4,724,007	$4,724,007	15
HOWARD PHILLIPS HALL RENOVATION (P,C,E)					$3,551,427	$3,551,427	16
COLLEGE OF NURSING (P,C,E)					$3,476,712	$3,476,712	17
COLBOURN HALL RENOVATION (P,C,E)					$4,968,246	$4,968,246	18
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)					$5,418,854	$5,418,854	19
COMPUTER CENTER I RENOVATION (P,C,E)					$489,218	$489,218	20
LIBRARY EXPANSION (P,C,E)					$44,114,399	$44,114,399	21
MILLICAN HALL RENOVATION (P,C,E)					$802,291	$802,291	22
COMPUTER CENTER II RENOVATION (P,C,E)					$123,161	$123,161	23
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)					$317,437	$317,437	24
REHEARSAL HALL RENOVATION (P,C,E)					$48,007	$48,007	25
THEATER BUILDING RENOVATION (P, C,E)					$142,801	$142,801	26
FACILITIES BUILDING AT LAKE NONA (P,C,E)					$600,000	$600,000	27
SOUTH CAMPUS RENOVATION (P,C,E)					$551,385	$551,385	28
RECYCLING CENTER (P,C)					$2,300,000	$2,300,000	29
HUMANITIES AND FINE ARTS II (P,C,E)					$2,772,353	$2,772,353	30
FILM - ARTS AND HUMANITIES II BUILDING (P,C,E))					$1,107,260	$1,107,260	31
SIMULATION AND TRAINING BUILDING (P,C,E)					$2,370,336	$2,370,336	32
BUSINESS ADMIN. III BUILDING (P,C,E)					$1,584,527	$1,584,527	33
EMERGENCY OPERATIONS CENTER (EOC) RENOVATION (P,C,E)					$49,076	$49,076	34
MORGRIDGE INTERNATIONAL READING CENTER II (EDUCATION) (P,C,E)					$2,062,348	$2,062,348	35
BAND BUILDING (P,C,E)					$455,045	$455,045	36
ARTS COMPLEX III (P,C,E)					$1,210,857	$1,210,857	37
INTERDISC. RESEARCH BUILDING II (P,C,E)					$2,370,336	$2,370,336	38
SUSTAINABILITY CENTER					$5,000,000	$5,000,000	39
CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)					$6,360,339	$6,360,339	40
TOTAL (PECO)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	

039

Attachment A
Page 1 of 2

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2010-2015
2010 FIVE YEAR PLAN LIST

LABORATORY INSTRUCTION BUILDING PHASE I (P,C,E)	$9,483,350	$9,407,634			* Donated	$18,890,984	1
BURNETT BIO-MEDICAL SCIENCE CTR (C,E)	$2,528,605				* Donated	$2,528,605	2
ARTS COMPLEX II ENHANCEMENT (P,C)	$500,000				* Donated	$500,000	3
MEDICAL SCHOOL LIBRARY (P,C,E)	$4,000,000				* Donated	$4,000,000	4
MORGRIDGE INTERNATIONAL READING CENTER (P,C,E)	$2,064,149				* Donated	$2,064,149	5
PSYCHOLOGY BUILDING (E)	$80,540				* Donated	$80,540	6
ENGINEERING III ENHANCEMENT (E)	$1,284,970	$1,099,493			* Donated	$2,384,463	7
ALUMNI CENTER, JOHN AND MARTHA HITT LIBRARY (E)	$7,049				* Donated	$7,049	8
OPTICS AND PHOTONICS ENHANCEMENT (E)	$69,085				* Donated	$69,085	9
RESEARCH LAB, LAKE NONA	$6,412,845	$97,268,758	$9,180,000		* Donated	$112,861,603	10
CARACOL in BELIZE		$350,000			* Donated	$350,000	11
COLLEGE OF NURSING		$3,871			* Donated	$3,871	12
BURNETT BIO-MEDICAL SCIENCE CTR INFRASTRUCTURE (C,E)		$7,500,000				$7,500,000	13
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,160,667	$14,508,333	$1,741,000	* Donated	$17,410,000	14
ORLANDO REPERTORY THEATRE III RENOVATIONS (C,)		$75,000	$75,000	$75,000	* Donated	$225,000	15
CREATIVE SCHOOL EXPANSION (P,C,E)			$1,500,000		* Donated	$1,500,000	16
SUSTAINABILITY CENTER (P,C,E)			$250,000	$2,000,000	$250,000	$2,500,000	17
ATHLETIC ACADEMIC PERFORMANCE CENTER (P,C,E)		$12,000,000			* Donated	$12,000,000	18
TOTAL							
GRAND TOTAL							

Projects to be programmed
Projects with approved building programs

Remodeling denotes **change** in space usage.
Renovation denotes **no change** space usage.
* Donated Funds for Courtelis Match

040

Attachment A
Page 2 of 2

STATE UNIVERSITY SYSTEM

2010-11 Fixed Capital Outlay Projects Requiring Legislative Approval to SELL BONDS

Univ.	Project Title	GSF	Brief Description of Project	Project Amount	Project Location (City/County)	Revenue Source to be Pledged
UCF	Special Purpose Housing and Parking Garage I	160,000	425 beds and 500 parking spaces	$ 25,000,000	UCF, Orlando	Rental Income
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	$ 8,000,000	UCF, Orlando	Rental Income
UCF	Parking Garage VII	364,000	1,600 spaces	$ 20,000,000	UCF, Orlando	Decal fees, Traffic fines, and Transportation Access Fee
UCF	Parking Decks	168,000	1,800 spaces	$ 17,000,000	UCF, Orlando	Decal fees, Traffic fines, and Transportation Access Fee
UCF	Library Expansion	164,554	Library and offices	$ 113,472,690	UCF, Orlando	Auxiliary Income
UCF	Strategic Land and Property Purchases	N/A	Land and various buildings	$ 50,000,000	Orlando/Orange	Rental and Retail Income
UCF	Graduate Housing	150,000	Land and 600 beds	$ 50,000,000	Orlando/Orange	Rental and Retail Income
UCF	Refinance UCF Foundation Properties	432,250	Consolidation and refinancing of existing UCF foundation properties	$ 37,410,000	Orlando/Orange	Rental and Retail Income
UCF	Visitor Information Building	3,300	Offices	$ 900,000	Orlando/Orange	Auxiliary Income
UCF	Bookstore expansion	30,000	Retail	$ 8,000,000	Orlando/Orange	Auxiliary income
UCF	Academic Center	68,127	Offices and retail	$ 12,000,000	Orlando/Orange	Auxiliary income
UCF	Student Housing	224,000	800 beds	$ 50,000,000	Orlando/Orange	Rental Income
UCF	Brighthouse Networks Tower Expansion	21,337	Athletic stadium tower expansion	$ 5,000,000	Orlando/Orange	Ticket sales
UCF	Athletics Facilities Expansion		Facilities for track, soccer, tennis, softball, baseball, basketball, and practice	$ 10,000,000	Orlando/Orange	Ticket sales
UCF	Garage Expansion	50,837	400 additional spaces	$ 5,000,000	Orlando/Orange	Decal fees, Traffic fines, and Transportation Access Fee
UCF	Research Lab, Lake Nona	198,027	Labs and offices	$ 112,861,603	Orlando/Orange	Rental and Retail Income
UCF	Classroom and Lab Building, Lake Nona	91,464	Classrooms, labs, and offices	$ 23,475,601	Orlando/Orange	Rental and Retail Income
UCF	Life Sciences Incubator, Lake Nona	55,000	Labs and offices	$ 30,000,000	Orlando/Orange	Rental and Retail Income
UCF	Facilities Building, Lake Nona	20,799	Offices, storage, and support space	$ 6,000,000	Orlando/Orange	Rental and Retail Income
UCF	Expo Center Housing	103,000	400 Beds	$ 16,000,000	Orlando/Orange	Rental and Retail Income
UCF	Regional Campuses Multi-purpose Buildings	60,000	Classrooms, labs, and offices	$ 28,000,000	Orlando/Orange	Rental and Retail Income

041

Attachment B

FLORIDA DEPARTMENT OF EDUCATION
DIVISION OF COLLEGES & UNIVERSITIES
2010-2011 Fixed Capital Outlay Projects Requiring Legislative Approval Projects to be Financed and Constructed by a DSO

Univ.	Project Title	GSF	Brief Description of Project	Project Amount	Project Location (City/County)	Revenue Source to be Pledged
UCF	Special Purpose Housing and Parking Garage I	160,000	425 beds and 500 parking spaces	$ 25,000,000	Orange/Orlando	Rental Income
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	$ 8,000,000	Orange/Orlando	Rental Income
UCF	Parking Deck (Athletic Complex)	168,000	600 parking spaces	$5,000,000	Orlando/Orange	Decal and traffic fines
UCF	Library Expansion	164,554	Library and offices	$113,472,690	Orlando/Orange	Auxiliary Income
UCF	Strategic Land and Property Purchases	N/A	Land and various buildings	$50,000,000	Orlando/Orange	Rental and Retail Income
UCF	Graduate Housing	150,000	Land and 600 Beds	$50,000,000	Orlando/Orange	Rental and Retail Income
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF Foundation properties	$37,410,000	Orlando/Orange	Rental and Retail Income
UCF	N.E. campus property mixed use development	200,000	Mixed use development of niche housing, meeting space, offices and retail	$50,000,000	Orlando/Seminole	Rental and Retail Income
UCF	Academic Center	68,127	Offices and retail	$12,000,000	Orlando/Orange	Auxiliary income
UCF	Student Housing	224,000	800 beds	$50,000,000	Orlando/Orange	Rental Income
UCF	Brighthouse Networks Stadium Tower Expansion	21,337	Athletic stadium tower expansion	$5,000,000	Orlando/Orange	Ticket sales
UCF	Athletics Facilities Expansion		Facilities for track, soccer, tennis, softball, baseball, basketball, and practice	$10,000,000	Orlando/Orange	Ticket sales
UCF	Research Lab, Lake Nona	198,027	Labs and offices	$112,861,603	Orlando/Orange	Rental and Retail Income
UCF	Classroom and Lab Building, Lake Nona	91,464	Classrooms/labs/offices	$23,475,601	Orlando/Orange	Rental and Retail Income
UCF	Life Sciences Incubator, Lake Nona	55,000	Labs and offices	$30,000,000	Orlando/Orange	Rental and Retail Income
UCF	Expo Center Housing	103,000	400 Beds	$16,000,000	Orlando/Orange	Rental and Retail Income

042

Attachment C

STATE UNIVERSITY SYSTEM
2010-11 Fixed Capital Outlay Projects Requiring Legislative Authorization
and General Revenue Funds to Operate and Maintain

University	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Physical Sciences Building II	57,000	Office, Labs, and Classrooms	UCF	$30,773,704	PECO	$456,000	General Revenue
UCF	University Tower	103,000	Office	UCF	$7,550,000	Private	$824,000	General Revenue
UCF	Bio-Molecular Annex	16,000	Office, Labs, and Classrooms	UCF	$1,690,000	Private	$128,000	General Revenue
UCF	Career Services & Experiential Learning	52,321	Offices, Labs, and Library Resource Center	UCF	$10,970,000	CITF and Private Donations	$418,568	General Revenue
UCF	Bio-Medical Enhancement	30,000	Offices and Labs	UCF	$15,000,000	Private Donations	$240,000	General Revenue
UCF	Laboratory Instruction Building	120,000	Offices and Labs	UCF	$39,000,000	Donor and Match	$960,000	General Revenue
UCF	Biological Transgenic Green House	5,000	Greenhouse	UCF	$150,000	Private	$40,000	General Revenue
UCF	Bennett Building	47,983	Labs, Offices, and Conference Room	UCF	$6,750,000	Debt	$383,864	General Revenue
UCF	Visitor Information Building	3,300	Offices	UCF	$900,000	Debt	$26,400	General Revenue
UCF	Medical Library	10,000	Library and Offices	UCF	$8,000,000	Debt	$80,000	General Revenue
UCF	Honors Living and Learning Center	3,158	Classrooms and Library	UCF	$800,000	Debt	$25,264	General Revenue
UCF	Bio-Medical Science Center	195,325	Office, Labs, and Classrooms	UCF	$113,472,690	PECO, Donor, and Match	$1,562,600	General Revenue
UCF	Research Pavilion	133,296	Offices and Labs	UCF	$7,450,000	Debt	$1,066,368	General Revenue
UCF	University Tech Center (Suites 300, 360, 390, & 200)	147,686	Offices and Labs	UCF	-	n/a	$1,181,488	General Revenue
UCF	Orlando Tech Center	43,495	Offices and Labs	UCF	$16,830,000	Debt	$347,960	General Revenue
UCF	Academic Center	68,127	Offices and Retail	UCF	$12,000,000	Donations	$545,016	Auxiliary income
UCF	AMPAC Building	8,000	Offices and Labs	UCF	$1,296,900	Grants	$64,000	General Revenue
UCF	Wild Animal Facility	4,000	Offices and Labs	UCF	$600,000	Grants	$32,000	General Revenue
UCF	Engineering Field House Expansion	7,432	Offices and Labs	UCF	$765,993	CITF and Private Donations	$59,456	General Revenue

043

Attachment D

044

ITEM: FIN-2, FP-2

University of Central Florida
Board of Trustees

SUBJECT: Five-year capital improvement plan

DATE: July 22, 2010

PROPOSED BOARD ACTION

Approval of the capital improvement plan for 2011-12 through 2015-16.

BACKGROUND INFORMATION

Each year, the university must submit an updated capital improvement plan to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay (PECO) list, identifies projects that may be included in future Courtelis Facilities Enhancement Challenge Grant lists, and provides information to the State Board of Education for its request for capital project funding for 2011-12.

The capital improvement plan must be submitted to the Board of Governors' staff by August 2, 2010. The attached schedules include the following:

- projects that are proposed for inclusion in the five-year capital improvement plan
- items to be included in the 2011-12 Appropriations Authorization Bill, including projects funded by bonds, direct support organization projects, and projects requiring general revenue to operate

We request approval to submit the 2011-12 Capital Improvement Plan with the projects listed in the attached schedules.

Supporting documentation:

2011 Five-Year Plan List (DCU) (Attachment A)
2011-12 Fixed Capital Outlay Projects Requiring Legislative Approval to Sell Bonds (Attachment B)
2011-12 Fixed Capital Outlay Projects Requiring Legislative Approval to be Financed and Constructed by a DSO (Attachment C)
2011-12 Fixed Capital Outlay Projects Requiring Legislative Authorization and General Revenue Funds to Operate and Maintain (Attachment D)

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance And Chief Financial Officer

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2011-2016
2011 FIVE YEAR PLAN LIST

PECO PROJECTS REVISED 07-06-2010	2011-12 YR #1	2012-2013 YR #2	2013-14 YR #3	2014-15 YR #4	2015-16 YR #5	TOTALS	RANK
UTILITIES, INFRASTRUCTURE (P,C)	$9,716,393	$9,003,372	$14,000,000	$14,000,000	$14,000,000	$60,719,765	1
CLASSROOM BUILDING II (C,E)	$7,241,445					$7,241,445	2
INTERDISC. RESEARCH AND INCUBATOR FAC. (C,E)	$33,852,470	$5,924,183				$39,776,653	3
ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,000,000	$40,000,000	$5,000,000			$50,000,000	4
ENGINEERING BUILDING I RENOVATION (P,C,E)	$1,850,000	$15,725,000	$925,000			$18,500,000	5
MATH AND PHYSICS BLDG. REMODELING AND RENOVATION (P,C,E)	$1,400,000	$11,900,000	$700,000			$14,000,000	6
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)		$2,268,726	$23,254,438	$2,268,726		$27,791,890	7
BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$7,118,804				$7,118,804	8
LIBRARY RENOVATION (P,C,E)		$3,500,000	$28,000,000	$3,500,000		$35,000,000	9
MILLICAN HALL RENOVATION (P,C,E)		$960,589	$7,684,709	$960,589		$9,605,887	10
CHEMISTRY RENOVATION (P,C,E)			$2,864,067			$2,864,067	11
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)				$4,856,238		$4,856,238	12
VISUAL ARTS RENOVATION (P,C,E)				$4,724,007		$4,724,007	13
HOWARD PHILLIPS HALL RENOVATION (P,C,E)				$3,551,427		$3,551,427	14
COLLEGE OF NURSING (P,C,E)				$3,476,712	$27,813,698	$31,290,410	15
COLBOURN HALL RENOVATION (P,C,E)				$4,968,246		$4,968,246	16
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)				$5,418,854		$5,418,854	17
COMPUTER CENTER I RENOVATION (P,C,E)				$489,218		$489,218	18
COMPUTER CENTER II RENOVATION (P,C,E)				$123,161	$985,286	$1,108,447	19
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)				$317,437	$2,539,494	$2,856,931	20
REHEARSAL HALL RENOVATION (P,C,E)				$48,007	$384,055	$432,062	21
THEATER BUILDING RENOVATION (P, C,E)				$142,801	$1,142,404	$1,285,205	22
FACILITIES BUILDING AT LAKE NONA (P,C,E)				$600,000	$4,800,000	$5,400,000	23
SOUTH CAMPUS RENOVATION (P,C,E)				$551,385		$551,385	24
RECYCLING CENTER (P,C)				$2,300,000	$18,400,000	$20,700,000	25
HUMANITIES AND FINE ARTS II (P,C,E)				$2,772,353	$17,060,631	$19,832,984	26
FILM - ARTS AND HUMANITIES II BUILDING (P,C,E))				$1,107,260	$8,600,076	$9,707,336	27
SIMULATION AND TRAINING BUILDING (P,C,E)				$2,370,336	$18,410,374	$20,780,710	28
BUSINESS ADMIN. III BUILDING (P,C,E)				$1,584,527	$12,307,012	$13,891,539	29
MORGRIDGE INTERNATIONAL READING CENTER II (EDUCATION) (P,C,E)				$2,062,348	$15,594,083	$17,656,431	30
BAND BUILDING (P,C,E)				$455,045	$2,800,279	$3,255,324	31
ARTS COMPLEX III (P,C,E)				$1,210,857	$7,627,447	$8,838,304	32
PARTERSHIP IV (P,C,E)				$2,450,000	$19,600,000	$22,050,000	33
INTERDISC. RESEARCH BUILDING II (P,C,E)				$2,370,336	$17,330,596	$19,700,932	34
JOINT USE FACILITY				$1,000,000	$9,000,000	$10,000,000	35
SUSTAINABILITY CENTER				$5,000,000		$5,000,000	36
CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)				$6,360,339		$6,360,339	37
TOTAL (PECO)	$59,060,308	$96,400,674	$82,428,214	$81,040,209	$198,395,435	$517,324,840	
OTHER PROJECTS							
LABORATORY INSTRUCTION BUILDING PHASE I (P,C,E)	$15,120,787	$3,770,197			* Donated	$18,890,984	1
MORGRIDGE INTERNATIONAL READING CENTER (P,C,E)	$2,068,685				* Donated	$2,068,685	2
ARTS COMPLEX II ENHANCEMENT (P,C)	$500,000				* Donated	$500,000	3
PERFORMING ARTS FUND(C)	$129,806				* Donated	$129,806	4
BURNETT BIO-MEDICAL SCIENCE CTR (C,E)	$2,528,605				* Donated	$2,528,605	5
CAREER SERVICES & EXPERIENTIAL LEARNING (E)	$196,660				* Donated	$196,660	6
PHYSICAL SCIENCES BUILDING (E)	$1,150				* Donated	$1,150	7
CARACOL in BELIZE	$350,000				* Donated	$0	8
OPTICS AND PHOTONICS ENHANCEMENT (E)	$69,085				* Donated	$69,085	9
PSYCHOLOGY BUILDING (E)	$86,540				* Donated	$86,540	10
ALUMNI CENTER, JOHN AND MARTHA HITT LIBRARY (E)	$7,049				* Donated	$7,049	11
ENGINEERING III ENHANCEMENT (E)	$2,384,463				* Donated	$2,384,463	12
RESEARCH LAB, LAKE NONA	$6,412,845	$97,268,758	$9,180,000		* Donated	$112,861,603	13
MEDICAL SCHOOL LIBRARY (P,C,E)	$4,000,000				* Donated	$4,000,000	14
COLLEGE OF NURSING		$3,871			* Donated	$3,871	15
BURNETT BIO-MEDICAL SCIENCE CTR INFRASTRUCTURE (C,E)		$7,500,000				$7,500,000	16
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,160,667	$14,506,333	$1,741,000	* Donated	$17,410,000	17
ORLANDO REPERTORY THEATRE III RENOVATIONS (C,)		$75,000	$75,000	$75,000	* Donated	$225,000	18
CREATIVE SCHOOL (P,C,E)			$1,500,000		* Donated	$1,500,000	19
SUSTAINABILITY CENTER (P,C,E)			$250,000	$2,000,000	$250,000	$2,500,000	20
ATHLETIC ACADEMIC PERFORMANCE CENTER (P,C,E)		$12,000,000			* Donated	$12,000,000	21
TOTAL	$33,855,675	$121,778,493	$25,513,333	$3,816,000	$250,000	$184,863,501	
GRAND TOTAL	$92,915,983	$218,179,167	$107,941,547	$84,856,209	$198,645,435	$702,538,341	

Projects to be programmed
Projects with approved building programs

Remodeling denotes change in space usage.
Renovation denotes no change space usage.
* Donated Funds for Courtelis Match

Attachment A

029

STATE UNIVERSITY SYSTEM

2011-2012 Fixed Capital Outlay Projects Requiring Legislative Approval to SELL BONDS

Univ.	Project Title	GSF	Brief Description of Project	Project Amount	Project Location (City/County)	Revenue Source to be Pledged
UCF	Special Purpose Housing and Parking Garage I	160,000	425 beds and 500 parking spaces	$ 25,000,000	UCF, Orlando	Rental Income
UCF	Special Purpose Housing II	32,000	Fraternity, sorority and organization housing	$ 8,000,000	UCF, Orlando	Rental Income
UCF	Parking Garage VII	364,000	1,600 spaces	$ 20,000,000	UCF, Orlando	Decal fees, Traffic fines and Transportation
UCF	Parking Decks	168,000	1,800 spaces	$ 17,000,000	UCF, Orlando	Decal fees, Traffic fines and Transportation
UCF	Strategic Land and Property Purchases	N/A	Land and various buildings	$ 50,000,000	Orlando/Orange	Rental and Retail Income
UCF	Graduate Housing	150,000	Land and 600 beds	$ 50,000,000	Orlando/Orange	Rental and Retail Income
UCF	Refinance UCF Foundation Properties	432,250	Consolidation and refinancing of existing UCF foundation properties	$ 37,410,000	Orlando/Orange	Rental and Retail Income
UCF	Bookstore Expansion	30,000	Retail	$ 8,000,000	Orlando/Orange	Auxiliary income
UCF	Academic Center	68,127	Offices and retail	$ 12,000,000	Orlando/Orange	Auxiliary income
UCF	Student Housing	224,000	800 beds	$ 50,000,000	Orlando/Orange	Rental Income
UCF	Brighthouse Networks Tower Expansion	21,337	Athletic stadium tower expansion	$ 5,000,000	Orlando/Orange	Ticket sales
UCF	Athletics Facilities Expansion		Facilities for track, soccer, tennis, softball, baseball, basketball, and practice	$ 10,000,000	Orlando/Orange	Ticket sales
UCF	Garage Expansion	50,837	400 additional spaces	$ 5,000,000	Orlando/Orange	Decal fees, Traffic fines and Transportation Access Fee
UCF	Research Lab, Lake Nona	198,027	Labs and offices	$112,861,603	Orlando/Orange	Rental and Retail Income
UCF	Classroom/Lab Building, Lake Nona	91,464	Classrooms, labs and offices	$ 23,475,601	Orlando/Orange	Rental and Retail Income
UCF	Life Sciences Incubator, Lake Nona	55,000	Labs and offices	$ 30,000,000	Orlando/Orange	Rental and Retail Income
UCF	Facilities Building, Lake Nona	20,799	Offices, storage and support space	$ 6,000,000	Orlando/Orange	Rental and Retail Income
UCF	Expo Center Housing	103,000	400 Beds	$ 16,000,000	Orlando/Orange	Rental and Retail Income
UCF	Regional Campuses Multi-purpose Buildings	60,000	Classrooms, labs and offices	$ 28,000,000	Orlando/Orange	Rental and Retail Income
UCF	Partnership Garage	60,000	600 Spaces	$ 7,000,000	Orlando/Orange	Rental and Retail Income

030

Attachment B

FLORIDA DEPARTMENT OF EDUCATION
DIVISION OF COLLEGES & UNIVERSITIES
2011-2012 Fixed Capital Outlay Projects Requiring Legislative Approval Projects to be Financed and Constructed by a DSO

Univ.	Project Title	GSF	Brief Description of Project	Project Amount	Project Location (City/County)	Revenue Source to be Pledged
UCF	Special Purpose Housing and Parking Garage I	160,000	425 beds and 500 parking spaces	$ 25,000,000	Orange/Orlando	Rental Income
UCF	Special Purpose Housing II	32,000	Fraternity, sorority and organization housing	$ 8,000,000	Orange/Orlando	Rental Income
UCF	Parking Deck (Athletic Complex)	168,000	600 parking spaces	$5,000,000	Orlando/Orange	Decal and traffic fines
UCF	Strategic Land and Property Purchases	N/A	Land and various buildings	$50,000,000	Orlando/Orange	Rental and Retail Income
UCF	Graduate Housing	150,000	Land and 600 Beds	$50,000,000	Orlando/Orange	Rental and Retail Income
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF Foundation properties	$37,410,000	Orlando/Orange	Rental and Retail Income
UCF	N.E. campus property mixed use development	200,000	Mixed use development of niche housing, meeting space, offices and retail	$50,000,000	Orlando/Seminole	Rental and Retail Income
UCF	Academic Center	68,127	Offices and retail	$12,000,000	Orlando/Orange	Auxiliary income
UCF	Student Housing	224,000	800 beds	$50,000,000	Orlando/Orange	Rental Income
UCF	Brighthouse Networks Stadium Tower Expansion	21,337	Athletic stadium tower expansion	$5,000,000	Orlando/Orange	Ticket sales
UCF	Athletics Facilities Expansion		Facilities for track, soccer, tennis, softball, baseball, basketball, and	$10,000,000	Orlando/Orange	Ticket sales
UCF	Research Lab, Lake Nona	198,027	Labs and offices	$112,861,603	Orlando/Orange	Rental and Retail Income
UCF	Classroom and Lab Building, Lake Nona	91,464	Classrooms/labs/offices	$23,475,601	Orlando/Orange	Rental and Retail Income
UCF	Life Sciences Incubator, Lake Nona	55,000	Labs and offices	$30,000,000	Orlando/Orange	Rental and Retail Income
UCF	Expo Center Housing	103,000	400 Beds	$16,000,000	Orlando/Orange	Rental and Retail Income

031

Attachment C

STATE UNIVERSITY SYSTEM
2011-2012 Fixed Capital Outlay Projects Requiring Legislative Authorization
and General Revenue Funds to Operate and Maintain

University	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Bio-Medical Science Center II	195,325	Office, Labs and Classrooms	UCF	$113,472,690	PECO,Donor and Match	$1,562,600	General Revenue
UCF	MMAE LAB (Mechanical, Material and Aerospace Engineering)	6,000	Labs, Offices and Exterior space	UCF	$1,600,000	Private	$48,000	General Revenue
UCF	Pegasus Health	22,109	Offices, Labs and Conference Rooms	UCF	$7,200,000	Private	$176,872	General Revenue
UCF	Biology Field Research Center	8,000	Classrooms, Labs, Support	UCF	$655,302	E&G	$64,000	General Revenue

032

Attachment D

ITEM: FF-1

University of Central Florida
Board of Trustees

SUBJECT: Five-year Capital Improvement Plan

DATE: July 25, 2013

PROPOSED BOARD ACTION

Approval of the capital improvement plan for 2014-15 through 2018-19.

BACKGROUND INFORMATION

Each year, the university must submit an updated capital improvement plan to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay (PECO) list, and it provides information to the State Board of Education for its request for capital project funding for 2014-15.

The capital improvement plan must be submitted to the Board of Governors' staff by August 1, 2013. The attached schedules include the following:

- projects that are proposed for inclusion in the five-year capital improvement plan
- items to be included in the 2014-15 Appropriations Authorization Bill, including projects funded by bonds, direct support organization projects, and projects requiring general revenue to operate.

We request approval to submit the 2014-15 Capital Improvement Plan with the projects listed in the attached schedules.

Supporting documentation:

2014 Five-Year Plan List (DCU) (Attachment A)
2014-15 Fixed Capital Outlay Projects Requiring Legislative Approval to be Constructed, Acquired and Financed by a University or a University Direct Support Organization with Approved Debt (Attachment B)
2014-15 Fixed Capital Outlay Projects Requiring Legislative Authorization and General Revenue Funds to Operate and Maintain (Attachment C)

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance,

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2014-2019
2014 FIVE YEAR FIXED CAPITAL IMPROVEMENTS PLAN

DRAFT

PECO PROJECTS REVISED 06/10/2013	2014-15 YR #1	2015-16 YR #2	2016-17 YR #3	2017-18 YR #4	2018-19 YR #5	TOTALS	RANK
ENGINEERING BUILDING I RENOVATION (C,E)	$13,954,277	$925,000				$14,879,277	1
MATHEMATICAL SCIENCES BUILDING REMODELING AND RENOVATION (C,E)	$9,422,105	$700,000				$10,122,105	2
UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL AND ROOFS (P,C)	$11,994,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$67,994,197	3
LIBRARY RENOVATION PHASE II (P,C,E)	$3,500,000	$29,500,000	$3,500,000			$36,500,000	4
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY (C,E)	$5,924,183	$33,852,470	$5,924,183			$39,776,653	5
UCF VC CLASSROOM BUILDING (C,E)	$7,500,000					$7,500,000	6
ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,000,000	$40,000,000	$5,000,000			$50,000,000	7
MILLICAN HALL RENOVATION (P,C,E)		$349,418	$6,363,058	$349,418		$7,061,894	8
BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$9,475,843	$494,001			$9,969,844	9
CHEMISTRY RENOVATION (P,C,E)		$539,843	$9,815,338	$539,843		$10,895,024	10
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$4,856,238			$4,856,238	11
VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,000,000	$24,000,000	$3,000,000	$30,000,000	12
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)		$2,779,189	$22,233,512	$2,779,189		$27,791,890	13
COLLEGE OF NURSING (P,C,E)		$4,464,964	$35,719,710	$4,464,964		$44,649,638	14
PARTNERSHIP IV (P,C,E)	$2,450,000	$19,600,000	$2,450,000			$24,500,000	15
TOTAL	$59,744,762	$156,186,727	$113,356,040	$46,133,414	$17,000,000	$392,420,943	

CITF PROJECT REQUESTS	2014-15 YR #1	2015-16 YR #2	2016-17 YR #3	2017-18 YR #4	2018-19 YR #5	TOTALS	RANK
UCF LIBRARY PHASE I (P,C,E)	$20,199,358					$20,199,358	1
RECREATION AND WELLNESS CENTER - OUTDOOR IMPROVEMENTS (P,C)	$5,000,000					$5,000,000	2
TOTAL	$25,199,358	$0	$0	$0	$0	$25,199,358	

REQUESTS FROM OTHER STATE SOURCES	2014-15 YR #1	2015-16 YR #2	2016-17 YR #3	2017-18 YR #4	2018-19 YR #5	TOTALS	RANK
HOWARD PHILLIPS HALL RENOVATION (P,C,E)			$6,564,966	$642,249		$7,207,215	1
COLBOURN HALL RENOVATION (P,C,E)			$7,865,978	$410,075		$8,276,053	2
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)			$5,704,054			$5,704,054	3
TECHNOLOGY COMMONS I RENOVATION (P,C,E)			$739,968			$739,968	4
TECHNOLOGY COMMONS II RENOVATION (P,C,E)			$147,348	$2,679,049	$147,348	$2,973,745	5
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)			$151,897	$2,913,663	$151,897	$3,217,457	6
REHEARSAL HALL RENOVATION (P,C,E)			$61,650	$1,120,910	$61,650	$1,244,210	7
THEATER BUILDING RENOVATION (P, C,E)			$169,037	$3,073,406	$169,037	$3,411,480	8
CLASSROOM BUILDING III (P,C,E)			$2,400,000	$19,200,000	$2,400,000	$24,000,000	9
FACILITIES BUILDING AT LAKE NONA (P,C,E)			$600,000	$4,800,000	$600,000	$6,000,000	10
RECYCLING CENTER (P,C)			$2,300,000	$18,400,000	$2,300,000	$23,000,000	11
HUMANITIES AND FINE ARTS II (P,C,E)			$2,772,353	$17,060,631	$2,772,353	$22,605,337	12
SIMULATION AND TRAINING BUILDING (P,C,E)				$2,370,336	$18,410,374	$20,780,710	13
BUSINESS ADMINISTRATION III BUILDING (P,C,E)				$1,584,527	$12,307,012	$13,891,539	14
EDUCATION BUILDING II (P,C,E)				$2,062,348	$15,594,083	$17,656,431	15
BAND BUILDING (P,C,E)				$455,045	$2,800,279	$3,255,324	16
ARTS COMPLEX III (P,C,E)				$1,210,857	$7,627,447	$8,838,304	17
SOCIAL SCIENCES FACILITY			$2,400,000	$19,200,000	$2,400,000	$24,000,000	18
COASTAL BIOLOGY STATION			$2,500,000			$2,500,000	19
INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,370,336	$17,330,596	$19,700,932	20
SUSTAINABILITY CENTER				$5,000,000		$5,000,000	21
CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)				$6,360,339		$6,360,339	22
TOTAL	$0	$0	$34,377,251	$110,913,771	$85,072,076	$230,363,098	

Attachment A

016

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT	2014-15 YR #1	2015-16 YR #2	2016-17 YR #3	2017-18 YR #4	2018-19 YR #5	TOTALS	RANK
WAYNE DENSCH CENTER FOR STUDENT ATHLETIC LEADERSHIP (P,C,E)	$14,000,000					$14,000,000	
ROSEN STORAGE SHED	$225,000					$225,000	
ROSEN EDUCATIONAL FACILITY	$17,000,000					$17,000,000	
CREATIVE VILLAGE GARAGE (P,C,E)	$15,000,000					$15,000,000	
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,160,667	$14,508,333	$1,741,000		$17,410,000	
CREATIVE SCHOOL (P,C,E)			$1,500,000			$1,500,000	
PARKING GARAGE VII (P,C,E)			$20,000,000			$20,000,000	
SUSTAINABILITY CENTER (P,C,E)			$250,000	$2,000,000	$250,000	$2,500,000	
SPECIAL PURPOSE HOUSING AND PARKING GARAGE (P,C,E)	$25,000,000					$25,000,000	
SPECIAL PURPOSE HOUSING II (P,C,E)	$8,000,000					$8,000,000	
PARKING DECKS (P,C,E)	$17,000,000					$17,000,000	
GRADUATE HOUSING (P,C,E)	$50,000,000					$50,000,000	
REFINANCE UCF FOUNDATION PROPERTIES	$37,410,000					$37,410,000	
STUDENT HOUSING (P,C,E)	$50,000,000					$50,000,000	
GARAGE EXPANSION (P,C,E)	$5,000,000					$5,000,000	
CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)	$23,475,601					$23,475,601	
FACILITIES BUILDING, LAKE NONA (P,C,E)	$6,000,000					$6,000,000	
EXPO CENTER HOUSING (P,C,E)	$16,000,000					$16,000,000	
REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS (P,C,E)	$28,000,000					$28,000,000	
PARTNERSHIP GARAGE (P,C,E)	$7,000,000					$7,000,000	
PARKING DECK (ATHLETIC COMPLEX)	$5,000,000					$5,000,000	
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	$1,700,000					$1,700,000	
BASEBALL CLUBHOUSE EXPANSION/RENOVATION	$1,000,000					$1,000,000	
BRIGHT HOUSE NETWORKS STADIUM EXPANSION PHASE I (P,C,E)	$11,000,000					$11,000,000	
WAYNE DENSCH SPORTS CENTER EXPANSION/RENOVATION (P,C,E)	$1,000,000					$1,000,000	
TENNIS COMPLEX - PHASE I (P,C,E)	$1,400,000					$1,400,000	
TENNIS COMPLEX - PHASE II (P,C,E)	$1,000,000					$1,000,000	
TENNIS COMPLEX - PHASE III (P,C,E)	$2,000,000					$2,000,000	
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)	$112,863,923					$112,863,923	
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)	$15,000,000					$15,000,000	
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)	$12,800,000					$12,800,000	
OUTPATIENT CENTER (P,C,E)	$75,000,000					$75,000,000	
DENTAL SCHOOL (P,C,E)		$73,000,000				$73,000,000	
UTILITY INFRASTRUCTURE AND SITE WORK LAKE NONA CLINICAL FACILITIES (P,C)			$10,000,000			$10,000,000	
COASTAL BIOLOGY STATION			$2,500,000			$2,500,000	
MULTI-CULTURAL EXPANSION	$1,644,300					$1,644,300	
PEGASUS HEALTH EXPANSION (P,C,E)			$10,000,000			$10,000,000	
TOTAL	**$560,518,824**	**$74,160,667**	**$58,758,333**	**$3,741,000**	**$250,000**	**$697,428,824**	
GRAND TOTAL	**$645,462,944**	**$230,347,394**	**$206,491,624**	**$160,788,185**	**$102,322,076**	**$1,345,412,223**	

Projects to be programmed
Projects with approved building programs

Remodeling denotes **change** in space usage.
Renovation denotes **no change** space usage.

Attachment A

016a

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects Requiring Board of Governors Approval
to be Constructed, Acquired and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Special Purpose Housing and Parking Garage	160,000	425 beds and 500 parking spaces	UCF, Orlando	$ 25,000,000	Rental income	July	$2,400,000	General Revenue
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	UCF, Orlando	$ 8,000,000	Rental income	July	$480,000	General Revenue
UCF	Parking Garage VII	447,000	1,600 spaces	UCF, Orlando	$ 20,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$6,705,000	General Revenue
UCF	Parking decks	168,000	1,800 spaces	UCF, Orlando	$ 17,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	General Revenue
UCF	Graduate housing	150,000	Land and 600 beds	UCF, Orlando	$ 50,000,000	Rental and retail income	July	$2,250,000	General Revenue
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF foundation properties	UCF, Orlando	$ 37,410,000	Rental and retail income	July	$6,483,750	General Revenue
UCF	Student housing	224,000	800 beds	UCF, Orlando	$ 50,000,000	Rental income	July	$3,360,000	General Revenue
UCF	Garage expansion	50,837	400 additional spaces	UCF, Orlando	$ 5,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$762,555	General Revenue
UCF	Classroom and lab building, Lake Nona	91,464	Classrooms, labs, and offices	UCF, Orlando	$ 23,475,601	Rental and retail income	July	$1,371,960	General Revenue
UCF	Facilities Building, Lake Nona	20,799	Offices, storage, and support space	UCF, Orlando	$ 6,000,000	Rental and retail income	July	$311,985	General Revenue
UCF	Expo Center housing	103,000	400 Beds	UCF, Orlando	$ 16,000,000	Rental and retail income	July	$1,545,000	General Revenue
UCF	Regional Campuses multi-purpose buildings	60,000	Classrooms, labs, and offices	UCF, Orlando	$ 28,000,000	Rental and retail income	July	$900,000	General Revenue
UCF	Partnership Garage	60,000	600 Spaces	UCF, Orlando	$ 7,000,000	Rental and retail income	July	$900,000	General Revenue
UCF	Parking deck (Athletic Complex)	168,000	600 parking spaces	UCF, Orlando	$ 5,000,000	Decal and traffic fines	July	$2,520,000	General Revenue
UCF	Creative Village Garage	402,000	1300 spaces	UCF, Orlando	$ 15,000,000	Decal and traffic fines	July	$6,030,000	General Revenue
UCF	Baseball Stadium Expansion/Renovation	5,700	200 Seats, new press box	UCF, Orlando	$ 1,700,000	Donations and debt	July	$85,500	General Revenue
UCF	Baseball Clubhouse Expansion/Renovation		New playing field, chair backs, audio and lighting upgrade	UCF, Orlando	$ 1,000,000	Donations and debt	July	$0	General Revenue
UCF	Bright House Networks Stadium Expansion Phase I	21,337	Additional club seating, suites and operational booths	UCF, Orlando	$ 11,000,000	Donations and debt	July	$320,055	General Revenue
UCF	Wayne Densch Sports Center Expansion/Renovation	18,000	Renovate and expand football facilities, larger locker room, weight room, equipment room	UCF, Orlando	$ 1,000,000	Donations and debt	July	$270,000	General Revenue
UCF	Tennis Complex - Phase I	7,470	12 championship caliber outdoor courts, 864 grand stand seats	UCF, Orlando	$ 1,400,000	Donations and debt	July	$112,050	General Revenue
UCF	Tennis Complex - Phase III	2,500	Club house with locker room for men and women's programs, offices, conference room	UCF, Orlando	$ 1,000,000	Donations and debt	July	$37,500	General Revenue
UCF	Tennis Complex - Phase III		6 covered courts	UCF, Orlando	$ 2,000,000	Donations and debt	July	$0	General Revenue
UCF	Multi-Purpose Medical Research and Incubator Facility	200,000	Classrooms, labs, and offices	UCF, Orlando	$ 112,863,923	Donations, debt, Partnerships	July	$3,000,000	General Revenue
UCF	Health Sciences Campus Parking Garage	402,000	1300 Spaces	UCF, Orlando	$ 15,000,000	Decal and traffic fines	July	$6,030,000	General Revenue
UCF	Bio-Medical Annex Renovation and Expansion	32,000	Classrooms, labs, and offices	UCF, Orlando	$ 12,800,000	Donations, debt, Partnerships	July	$480,000	General Revenue
UCF	Outpatient Center	119,750	Health care facilities, offices, 38 beds	UCF, Orlando	$ 75,000,000	Donations, debt, Partnerships	July	$1,796,250	General Revenue
UCF	Dental School	166,750	Classrooms, labs, auditorium, health care facilities, offices	UCF, Orlando	$ 73,000,000	Donations, debt, Partnerships	July	$2,501,250	General Revenue
UCF	Utility Infrastructure and Site Work Lake Nona Clinical Facilities		3080 Spaces	UCF, Orlando	$ 10,000,000	Decal and traffic fines	July		General Revenue
UCF	Pegasus Health Expansion	20,000	Labs, offices	UCF, Orlando	$ 10,000,000	Donations, debt, Partnerships	July	$300,000	General Revenue

Attachment B

017

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects that may Require Legislative Authorization
and General Revenue Funds to Operate and Maintain
BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Intersil Building	(101,000)	Laboratory - Research Building	UCF	$13,000,000	Donations	($1,527,807)	General Revenue
UCF	Dr Phillips Performing Arts Center	5928	Auditorium - Gallery - Support Spaces	UCF - Orlando		Donations	$88,920	General Revenue
UCF	Mennello Museum of American Art	9000	Gallery - Offices -Library - Exhibition	UCF - Orlando		Donations	$135,000	General Revenue
UCF	Rosen Educational Facility	52000	Office Classrooms Multi-Purpose	UCF - Orlando	$17,000,000	Donations	$780,000	General Revenue
UCF	Warehouse Support Building	5940	Offices and Warehouse space	UCF	$1,999,999	Donations	$89,100	General Revenue
UCF	Multi-Lingual Multi-Cultural Expansion	5481	Offices	UCF	$1,644,300	Donations	$82,215	General Revenue
UCF	Facilities Zone Maintenance Building	6400	Offices - support space	UCF	$960,000	Donations	$96,000	General Revenue
UCF	SCPS Student Museum	21000	Gallery - Offices	UCF - Sanford	$4,000,000	Donations	$315,000	General Revenue

Attachment C

018

ITEM: FF-1

University of Central Florida
Board of Trustees

SUBJECT: Five-year Capital Improvement Plan

DATE: July 31, 2014

PROPOSED BOARD ACTION

Approval of the capital improvement plan for 2015-16 through 2019-20.

BACKGROUND INFORMATION

Each year, the university must submit an updated capital improvement plan to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay list and provides information to the State Board of Education for its request for capital project funding for 2015-16.

The capital improvement plan must be submitted to the Board of Governors' staff by August 1, 2014. The attached schedules include the following:

- projects that are proposed for inclusion in the five-year capital improvement plan, and
- items to be included in the 2015-16 Appropriations Authorization Bill, including projects funded by bonds, direct support organization projects, and projects requiring general revenue to operate.

We request approval to submit the 2015-16 Capital Improvement Plan with the projects listed in the attached schedules.

Supporting documentation:

2015 Five-Year Fixed Capital Improvement Plan (Attachment A)
Fixed Capital Outlay Projects Requiring Board of Governors Approval to be Constructed, Acquired, and Financed by a University or a University Direct Support Organization with Approved Debt (Attachment B)
Fixed Capital Outlay Projects That May Require Legislative Authorization and General Revenue Funds to Operate and Maintain (Attachment C)

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Attachment A

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2015-2020
2015 **FIVE** YEAR FIXED CAPITAL IMPROVEMENTS **PLAN**

PECO PROJECTS REVISED 07/28/2014	2015-16 YR #1	2016-17 YR #2	2017-18 YR #3	2018-19 YR #4	2019-20 YR #5	TOTALS	RANK
UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL, AND ROOFS (P,C)	$11,994,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$67,994,197	1
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILTIY (P,C,E)	$6,042,667	$34,529,519	$6,042,667			$46,614,853	2
COLBOURN HALL RENOVATION (P,C,E)	$1,952,455	$15,619,643	$1,952,455			$19,524,553	3
ENGINEERING BUILDING I RENOVATION (C,E)	$13,954,277	$925,000				$14,879,277	4
MATHEMATICAL SCIENCES BUILDING REMODELING AND RENOVATION (C,E)	$9,422,105	$700,000				$10,122,105	5
TREVOR COLBOURN HALL (P,C,E)	$26,175,387					$26,175,387	6
JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)	$3,570,000	$30,090,000	$3,570,000			$37,230,000	7
UCF VC CLASSROOM BUILDING (C,E)	$7,500,000					$7,500,000	8
ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,100,000	$40,800,000	$5,100,000			$51,000,000	9
MILLICAN HALL RENOVATION (P,C,E)		$356,406	$6,490,319	$356,406		$7,203,132	10
BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$9,665,360	$503,881			$10,169,241	11
CHEMISTRY RENOVATION (P,C,E)		$550,640	$10,011,645	$550,640		$11,112,924	12
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$4,953,363			$4,953,363	13
VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,060,000	$24,480,000	$3,060,000	$30,600,000	14
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)		$2,834,773	$22,678,182	$2,834,773		$28,347,728	15
COLLEGE OF NURSING (P,C,E)		$4,554,263	$36,434,104	$4,554,263		$45,542,631	16
TOTAL	$85,711,088	$154,625,605	$114,796,616	$46,776,082	$17,060,000	$418,969,390	

CITF PROJECT REQUESTS	2015-16 YR #1	2016-17 YR #2	2017-18 YR #3	2018-19 YR #4	2019-20 YR #5	TOTALS	RANK
JOHN C. HITT LIBRARY RENOVATION PHASE I (P,C,E)	$18,344,027					$18,344,027	1
JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)		$37,230,000				$37,230,000	2
TOTAL	$18,344,027	$37,230,000	$0	$0	$0	$55,574,027	

REQUESTS FROM OTHER STATE SOURCES	2015-16 YR #1	2016-17 YR #2	2017-18 YR #3	2018-19 YR #4	2019-20 YR #5	TOTALS	RANK
PARTNERSHIP IV (P,C,E)	$46,920,000	$6,120,000				$53,040,000	1
HOWARD PHILLIPS HALL RENOVATION (P,C,E)			$6,696,265	$655,094		$7,351,359	2
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)			$5,818,135			$5,818,135	3
TECHNOLOGY COMMONS I RENOVATION (P,C,E)			$754,767			$754,767	4
TECHNOLOGY COMMONS II RENOVATION (P,C,E)			$150,295	$2,732,630	$150,295	$3,033,220	5
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)			$154,935	$2,971,936	$154,935	$3,281,806	6
REHEARSAL HALL RENOVATION (P,C,E)			$62,883	$1,143,328	$62,883	$1,269,094	7
THEATER BUILDING RENOVATION (P, C,E)			$172,418	$3,134,874	$172,418	$3,479,710	8
CLASSROOM BUILDING III (P,C,E)			$2,448,000	$19,584,000	$2,448,000	$24,480,000	9
FACILITIES BUILDING AT LAKE NONA (P,C,E)			$612,000	$4,896,000	$612,000	$6,120,000	10
RECYCLING CENTER (P,C)			$2,346,000	$18,768,000	$2,346,000	$23,460,000	11
HUMANITIES AND FINE ARTS II (P,C,E)			$2,827,800	$17,401,844	$2,827,800	$23,057,444	12
SIMULATION AND TRAINING BUILDING (P,C,E)				$2,417,743	$18,778,581	$21,196,324	13
BUSINESS ADMINISTRATION III BUILDING (P,C,E)				$1,616,218	$12,553,152	$14,169,370	14
EDUCATION BUILDING II (P,C,E)				$2,103,595	$15,905,965	$18,009,560	15
BAND BUILDING (P,C,E)				$464,146	$2,856,285	$3,320,430	16
ARTS COMPLEX III (P,C,E)				$1,235,074	$7,779,996	$9,015,070	17
SOCIAL SCIENCES FACILITY			$2,448,000	$19,584,000	$2,448,000	$24,480,000	18
COASTAL BIOLOGY STATION			$5,100,000			$5,100,000	19
INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,417,743	$17,677,208	$20,094,951	20
SUSTAINABILITY CENTER				$5,100,000		$5,100,000	21
CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)				$6,487,546		$6,487,546	22
TOTAL	$46,920,000	$6,120,000	$29,591,498	$112,713,770	$86,773,518	$282,118,786	

Attachment A

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT	2015-16 YR #1	2016-17 YR #2	2017-18 YR #3	2018-19 YR #4	2019-20 YR #5	TOTALS	RANK
WAYNE DENSCH CENTER FOR STUDENT ATHLETE LEADERSHIP (P,C,E)	$6,030,000					$6,030,000	
ROSEN STORAGE SHED (P,C,E)	$225,000					$225,000	
ROSEN EDUCATIONAL FACILITY (P,C,E)	$17,000,000					$17,000,000	
UCF DOWNTOWN PRESENCE (P,C,E)	$75,000,000					$75,000,000	
UCF DOWNTOWN PRESENCE GARAGE (P,C,E)	$15,000,000					$15,000,000	
USTA AMERICAN TENNIS AT LAKE NONA - COLLEGIATE TENNIS (P,C,E)	$5,100,000					$5,100,000	
HOTEL AND CONFERENCE CENTER (P,C,E)	$76,500,000					$76,500,000	
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,183,880	$14,798,500	$1,775,820		$17,758,200	
CREATIVE SCHOOL (P,C,E)			$1,530,000			$1,530,000	
PARKING GARAGE VII (P,C,E)			$20,400,000			$20,400,000	
SUSTAINABILITY CENTER (P,C,E)			$255,000	$2,040,000	$255,000	$2,550,000	
SPECIAL PURPOSE HOUSING AND PARKING GARAGE (P,C,E)	$25,500,000					$25,500,000	
SPECIAL PURPOSE HOUSING II (P,C,E)	$8,160,000					$8,160,000	
PARKING DECKS (P,C,E)	$17,340,000					$17,340,000	
GRADUATE HOUSING (P,C,E)	$51,000,000					$51,000,000	
REFINANCE UCF FOUNDATION PROPERTIES	$37,410,000					$37,410,000	
STUDENT HOUSING (P,C,E)	$51,000,000					$51,000,000	
GARAGE EXPANSION (P,C,E)	$5,100,000					$5,100,000	
CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)	$23,945,113					$23,945,113	
FACILITIES BUILDING, LAKE NONA (P,C,E)	$6,120,000					$6,120,000	
EXPO CENTER HOUSING (P,C,E)	$16,000,000					$16,000,000	
REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS (P,C,E)	$28,000,000					$28,000,000	
PARTNERSHIP GARAGE (P,C,E)	$7,140,000					$7,140,000	
PARKING DECK (ATHLETIC COMPLEX)	$5,100,000					$5,100,000	
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	$1,700,000					$1,700,000	
BASEBALL CLUBHOUSE EXPANSION AND RENOVATION	$1,020,000					$1,020,000	
BRIGHT HOUSE NETWORKS STADIUM EXPANSION PHASE I (P,C,E)	$11,000,000					$11,000,000	
WAYNE DENSCH SPORTS CENTER EXPANSION/RENOVATION (P,C,E)	$1,020,000					$1,020,000	
TENNIS COMPLEX - PHASE I (P,C,E)	$1,428,000					$1,428,000	
TENNIS COMPLEX - PHASE II (P,C,E)	$1,020,000					$1,020,000	
TENNIS COMPLEX - PHASE III (P,C,E)	$2,040,000					$2,040,000	
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)	$115,121,201					$115,121,201	
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)	$15,300,000					$15,300,000	
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)	$13,056,000					$13,056,000	
OUTPATIENT CENTER (P,C,E)	$76,500,000					$76,500,000	
DENTAL SCHOOL (P,C,E)		$73,000,000				$73,000,000	
UTILITY INFRASTRUCTURE AND SITE WORK LAKE NONA CLINICAL FACILITIES (P,C)			$10,200,000			$10,200,000	
COASTAL BIOLOGY STATION			$5,100,000			$5,100,000	
MULTI-CULTURAL EXPANSION	$1,677,186					$1,677,186	
PEGASUS HEALTH EXPANSION (P,C,E)			$10,200,000			$10,200,000	
TOTAL	$717,552,500	$74,183,880	$62,483,500	$3,815,820	$17,480,000	$858,290,700	
GRAND TOTAL	$868,527,615	$272,159,485	$206,871,614	$163,305,672	$121,313,518	$1,632,177,904	

Projects to be programmed
Projects with approved building programs
Project may be a Joint Use Facility with Valencia College, which would result in shared funding

Remodeling denotes **change** in space usage.
Renovation denotes **no change in** space usage.

Attachment B

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects Requiring Board of Governors Approval
to be Constructed, Acquired, and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Special Purpose Housing and Parking Garage	160,000	425 beds and 500 parking spaces	UCF, Orlando	$ 25,500,000	Rental income	July	$2,400,000	Auxiliary
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	UCF, Orlando	$ 8,160,000	Rental income	July	$480,000	Auxiliary
UCF	Parking Garage VII	447,000	1,600 spaces	UCF, Orlando	$ 20,400,000	Decal fees, traffic fines, and Transportation Access Fee	July	$6,705,000	Auxiliary
UCF	Parking Decks	168,000	1,800 spaces	UCF, Orlando	$ 17,340,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	Auxiliary
UCF	Graduate Housing	150,000	Land and 600 beds	UCF, Orlando	$ 51,000,000	Rental and retail income	July	$2,250,000	Auxiliary
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF foundation properties	UCF, Orlando	$ 37,410,000	Rental and retail income	July	$0	N/A
UCF	Student Housing	224,000	800 beds	UCF, Orlando	$ 51,000,000	Rental income	July	$3,360,000	Auxiliary
UCF	Garage Expansion	50,837	400 additional spaces	UCF, Orlando	$ 5,100,000	Decal fees, traffic fines, and Transportation Access Fee	July	$762,555	Auxiliary
UCF	Classroom and Lab Building, Lake Nona	91,464	Classrooms, labs, and offices	UCF, Orlando	$ 23,945,113	Donations and partnerships	July	$1,371,960	General Revenue
UCF	Facilities Building, Lake Nona	20,799	Offices, storage, and support space	UCF, Orlando	$ 6,130,000	Donations and partnerships	July	$311,985	General Revenue
UCF	Expo Center housing	103,000	400 Beds	UCF, Orlando	$ 16,000,000	Donations and partnerships	July	$1,545,000	Auxiliary
UCF	Regional Campuses Multi-Purpose Buildings	60,000	Classrooms, labs, and offices	UCF, Orlando	$ 28,000,000	Donations and partnerships	July	$900,000	General Revenue
UCF	Partnership Garage	60,000	600 spaces	UCF, Orlando	$ 7,140,000	Decal fees and revenue income	July	$0	Auxiliary
UCF	Parking Deck (Athletic Complex)	168,000	600 parking spaces	UCF, Orlando	$ 5,100,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	Auxiliary
UCF	UCF Downtown Presence Garage	402,000	1300 spaces	UCF, Orlando	$ 15,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$6,030,000	Auxiliary
UCF	Baseball Stadium Expansion and Renovation	5,700	200 seats, new press box	UCF, Orlando	$ 1,700,000	Donations	July	$85,500	DSO
UCF	Baseball Clubhouse Expansion and Renovation		New playing field, chair backs, audio and lighting upgrade	UCF, Orlando	$ 1,020,000	Donations	July	$0	DSO
UCF	Bright House Networks Stadium Expansion and Improvements Phase I	21,337	Additional club seating, suites, and operational booths	UCF, Orlando	$ 11,000,000	Donations	July	$320,055	DSO
UCF	Wayne Densch Sports Center Expansion and Renovation	18,000	Renovation and expansion of the football facilities, larger locker room, weight room, and equipment room	UCF, Orlando	$ 1,020,000	Donations	July	$270,000	DSO
UCF	Tennis Complex Phase I	7,470	12 championship caliber outdoor courts, and 864 grandstand seats	UCF, Orlando	$ 1,428,000	Donations	July	$112,050	DSO
UCF	Tennis Complex Phase II	2,500	Clubhouse with locker room for men's and women's programs, offices, and conference room	UCF, Orlando	$ 1,020,000	Donations	July	$37,500	DSO
UCF	Tennis Complex Phase III		6 covered courts	UCF, Orlando	$ 2,040,000	Donations	July	$0	DSO
UCF	Multi-Purpose Medical Research and Incubator Facility	200,000	Classrooms, labs, and offices	UCF, Orlando	$ 115,121,201	Donations and partnerships	July	$3,000,000	General Revenue
UCF	Health Sciences Campus Parking Garage	402,000	1300 spaces	UCF, Orlando	$ 15,300,000	Decal fees and traffic fines	July	$6,030,000	Auxiliary
UCF	Bio-Medical Annex Renovation and Expansion	32,000	Classrooms, labs, and offices	UCF, Orlando	$ 13,056,000	Donations and partnerships	July	$480,000	General Revenue
UCF	Outpatient Center	119,750	Health care facilities, offices, 38 beds	UCF, Orlando	$ 76,500,000	Donations and partnerships	July	$1,796,250	General Revenue
UCF	Dental School	166,750	Classrooms, labs, auditorium, health care facilities, offices	UCF, Orlando	$ 73,000,000	Donations and partnerships	July	$2,501,250	Revenue
UCF	Utility Infrastructure and Site Work, Lake Nona Clinical Facilities		3080 Spaces	UCF, Orlando	$ 10,200,000	Income and energy savings	July		General Revenue
UCF	Pegasus Health Expansion	20,000	Labs, offices	UCF, Orlando	$ 10,200,000	Donations and partnerships	July	$300,000	General Revenue

Attachment C

STATE UNIVERSITY SYSTEM

Fixed Capital Outlay Projects That May Require Legislative Authorization and General Revenue Funds to Operate and Maintain

BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	SCPS Student Museum	21,000	Gallery - Offices	UCF - Sanford	$4,000,000	Donations	$315,000	General Revenue
UCF	Trevor Colbourn Hall	80,000	Offices, Classrooms	UCF - Orlando	$20,000,000	E&G	$1,200,000	General Revenue
UCF	Optical Materials Lab Addition	5,530	Research Labs	UCF - Orlando	$1,640,000	E&G	$82,950	General Revenue
UCF	Coastal Biology Station	8,500	Research	Melbourne Beach	$2,500,000	E&G	$127,500	General Revenue
UCF	Library Expansion Phase I	8,800	Automatic Retrieval Center	UCF-Orlando	$10,771,963	CITF	$132,000	General Revenue
UCF	Partnership IV	167,000	Office, Research	UCF-Orlando	$60,000,000	PECO	$2,505,000	General Revenue
UCF	Technical Center I and II	65,348	Office, Research	UCF-Orlando	$2,500,000	PECO	$980,220	General Revenue
UCF	Florida Advanced Manufacturing Research Center	100,000	Research Labs, Wet Labs, Colaboration Rooms, Offices	UCF - Osceloa	$75,000,000	E&G	$1,500,000	General Revenue

University of Central Florida

Fixed Capital Outlay Budget Request

2012-2017

University of Central Florida

Office of the President

July 28, 2011

Mr. Tim Jones
Chief Financial Officer
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399-0400

Dear Mr. Jones:

In accordance with your request to the Council of Presidents dated May 10, 2011, enclosed is the University of Central Florida's (UCF) Five-Year Fixed Capital Improvements Plan for the years 2012-2017. This list revises UCF's primary priorities of previous years in accordance with the funding allocated by the Board of Governors and includes additional facilities consistent with recent program developments and needs of the university.

The attached UCF Five-Year Fixed Capital Improvements Plan was reviewed and approved by the University Board of Trustees on July 21, 2011.

Please have members of your staff contact Lee Kernek or Gina Seabrook if they have questions or need additional information related to this request.

Cordially yours,

John C. Hitt
President

Attachments

c: Lee Kernek
William F. Merck II
Gina Seabrook
UCF Facilities Planning

P.O. Box 160002 • Orlando, FL 32816-0002 • (407) 823-1823 • FAX (407) 823-2264 • jhitt@mail.ucf.edu

An Equal Opportunity and Affirmative Action Institution

STATE UNIVERSITY SYSTEM
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request
Period: 2012-2013 through 2016-2017

ersity of Central Florida

Priority No	Project	2012-13	2013-14	2014-15	2015-16	2016-2017	5-Year Total	FECG Project*	Date Bldg Program Approved	Educational Plant Survey Recommended Date/Rec No.	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Primary Space Type(s)	Construction Cost	Project Cost	Const Cost Per GSF (Const. Cost/ GSF)	Project Cost Per GSF (Proj. Cost/ GSF)
1	UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL AND ROOFS (P,C)	$11,994,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$67,994,197		Apr-98	2/2011	Total Campus	N/A			$54,647,789	$60,719,765		
2	CLASSROOM BUILDING II (C,E)	$7,241,445					$7,241,445			2/2011	Total Campus	63643	61464	Classrooms/Offic	$19,233,476	$23,084,659	312.92	375.58
3	INTERDISC. RESEARCH AND INCUBATOR FAC. (C,E)	$33,852,470	$5,924,183				$39,776,653			2/2011	Engrg-Arts Sciences	78676	118013	Labs/Offices	$33,852,470	$43,585,056	286.85	369.32
4	UCF VCC CLASSROOM BUILDING (C,E)	$7,500,000					$7,500,000			2/2011	Total Campus	26904	40356	Classrooms/Offic	$6,000,000	$7,500,000	148.68	185.85
5	ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,000,000	$40,000,000	$5,000,000			$50,000,000			2/2011	Total Campus	100396	150594	Offices/Auditoriur	$40,000,000	$50,000,000	265.61	332.02
6	ENGINEERING BUILDING I RENOVATION (P,C,E)	$1,850,000	$15,725,000	$925,000			$18,500,000			2/2011	Clge of Engineering	118186	130885	Istr. Labs/Offices	$15,725,000	$18,500,000	120.14	141.35
7	MATH AND PHYSICS BLDG. REMODELING AND RENOVATION (P,C,E)	$1,400,000	$11,900,000	$700,000			$14,000,000			2/2011	CAS-CHPA	100368	106523	Res. Lab/Offices	$11,900,000	$14,000,000	111.71	131.43
8	MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)		$2,779,189	$22,233,512	$2,779,189		$27,791,890			2/2011	Total Campus	47310	75384	Res. Lab/Off/clas	$23,254,438	$27,791,890	308.48	368.67
9	LIBRARY RENOVATION (P,C,E)		$3,500,000	$29,500,000	$3,500,000		$36,500,000			2/2011	Total Campus	100000	150000	Offices/Stud Supi	$28,000,000	$35,000,000	186.67	233.33
10	MILLICAN HALL RENOVATION (P,C,E)		$960,589	$8,106,969	$960,589		$10,028,147			2/2011	Total Campus	28151	42226	Offices	$7,684,709	$9,605,887	181.99	227.49
11	COLLEGE OF NURSING (P,C,E)		$4,464,964	$35,719,710	$4,464,964		$44,649,638			2/2011	Clge Nursing	109560	161121	Classrooms/Offic	$27,813,698	$34,767,122	172.63	215.78
12	BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$7,495,564				$7,495,564			2/2011	Clge of Business	24978	37676	Classrooms/Offic	$6,050,983	$7,118,804	160.61	188.95
13	CHEMISTRY RENOVATION (P,C,E)		$3,014,807				$3,014,807			2/2011	Clge Arts Sciences	10049	15074	Offices/Labs	$2,434,457	$2,864,067	161.50	190.00
14	FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$4,856,238			$4,856,238			2/2011	Total Campus	17039	25559	Offices	$4,127,802	$4,856,238	161.50	190.00
15	VISUAL ARTS RENOVATION (P,C,E)			$6,972,637	$16,000,000	$2,000,000	$24,972,637			2/2011	Clge Arts Sciences	16575	24863	Classrooms/Offic	$4,015,406	$4,724,007	161.50	190.00
16	HOWARD PHILLIPS HALL RENOVATION (P,C,E)			$3,738,347			$3,738,347				Total Campus	12461	18692	Classrooms/Offic	$3,018,713	$3,551,427	161.50	190.00
17	COLBOURN HALL RENOVATION (P,C,E)			$5,807,816			$5,807,816				Clge Arts Sciences	73511	83957	Classrooms/Offic	$9,569,775	$11,983,770	113.98	142.74
18	FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)			$5,704,054			$5,704,054				Total Campus	19014	28520	Auditorium/Office	$4,505,026	$5,418,854	157.96	190.00
19	COMPUTER CENTER I RENOVATION (P,C,E)			$739,968			$739,968				Total Campus	1717	2575	Office Study	$391,374	$489,218	151.99	189.99
20	COMPUTER CENTER II RENOVATION (P,C,E)			$123,161	$1,626,106	$123,160	$1,872,427				Total Campus	4321	6482	Office Study	$985,286	$1,231,607	152.00	190.00
21	COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)			$317,437	$4,209,564	$317,436	$4,844,437				Clge Arts Sciences	11138	16707	Classrooms/Offic	$2,539,494	$3,174,867	152.00	190.03
22	REHEARSAL HALL RENOVATION (P,C,E)			$48,007	$634,325	$48,006	$730,338				Clge HFA	1684	2527	Auditorium/Office	$384,055	$480,066	151.98	189.97
23	THEATER BUILDING RENOVATION (P, C,E)			$142,801	$1,437,094	$142,800	$1,722,695				Clge Arts Sciences	22064	29469	Auditorium/Office	$1,142,404	$1,428,006	38.77	48.46
24	FACILITIES BUILDING AT LAKE NONA (P,C,E)			$600,000	$4,800,000	$600,000	$6,000,000				Total Campus	21053	31579	Offices	$4,800,000	$6,000,000	152.00	190.00
25	CLASSROOM BUILDING III (P,C,E)			$2,400,000	$19,200,000	$2,400,000	$24,000,000				Total Campus	63643	61464	Classrooms/Offices				
26	SOUTH CAMPUS RENOVATION (P,C,E)			$841,405			$841,405				Total Campus	1935	2902	Offices	$468,677	$551,385	161.50	190.00
27	RECYCLING CENTER (P,C)			$2,300,000	$18,400,000	$2,300,000	$23,000,000				Total Campus	80702	121053	Support Services	$18,400,000	$20,700,000	152.00	171.00
28	HUMANITIES AND FINE ARTS II (P,C,E)			$2,772,353	$17,060,631	$2,772,353	$22,605,337				Clge Arts Sci	58362	87543	Classrooms/Offic	$17,060,631	$21,965,563	194.88	250.91
29	FILM - ARTS AND HUMANITIES II BUILDING (P,C,E))				$1,107,260	$8,600,076	$9,707,336				Clge Arts Sci	27364	41045	Classrooms/Offic	$8,372,348	$10,484,290	203.98	255.43
30	SIMULATION AND TRAINING BUILDING (P,C,E)				$2,370,336	$18,410,374	$20,780,710				Clge of Engr	39950	59924	Res. Lab/Offices	$17,922,871	$22,443,952	299.09	374.54
31	BUSINESS ADMIN. III BUILDING (P,C,E)				$1,584,527	$12,307,012	$13,891,539				Clge of Business	41118	61677	Classrooms/Offic	$11,981,125	$15,003,387	194.26	243.26
32	MORGRIDGE INTERNATIONAL READING CENTER II (EDUCATION) (P,C,E)				$2,062,348	$15,594,083	$17,656,431				Clge Education	51479	77219	Classrooms/Offic	$15,775,023	$19,718,779	204.29	255.36
33	BAND BUILDING (P,C,E)				$455,045	$2,800,279	$3,255,324				Total Campus	10024	13529	Gym/Offices	$2,800,279	$3,605,359	206.98	266.49
34	ARTS COMPLEX III (P,C,E)				$1,210,857	$7,627,447	$8,838,304				Total Campus	25447	38171	Offices	$7,627,447	$9,866,585	199.82	258.48
35	PARTERSHIP IV (P,C,E)				$2,450,000	$19,600,000	$22,050,000				Clge H&PA	78294	117442	Res. Lab/Office	$20,867,727	$26,084,659	177.69	222.11
36	INTERDISC. RESEARCH BUILDING II (P,C,E)				$2,370,336	$17,330,596	$19,700,932				Engrg-Arts Sciences	40543	60815	Res. Lab/Office	$17,330,596	$22,071,268	284.97	362.92
37	SUSTAINABILITY CENTER				$5,000,000		$5,000,000				Total Campus	17544	26316	Offices	$4,000,000	$5,000,000	152.00	190.00
38	CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)				$6,360,339		$6,360,339				Total Campus	16544	24816	Offices	$5,088,271	$6,360,339	205.04	256.30
39	LABORATORY INSTRUCTION BUILDING PHASE I (P,C,E)	$15,372,777	$3,518,207				$18,890,984				Clge Arts Sci	49415	74122	Lab/Off	$17,392,899	$23,000,000	234.65	310.30
40	MORGRIDGE INTERNATIONAL READING CENTER (P,C,E)	$2,297,170					$2,297,170	*6/1/2011			Clge Education	12419	18628	Classroom/Office	$3,700,000	$5,200,000	198.63	279.15
41	ARTS COMPLEX II ENHANCEMENT (P,C)	$500,000					$500,000	*6/1/2011			Clge Arts Sci	22216	30624	Lab/Off/aud	$4,537,200	$6,000,000	148.16	195.92
42	PERFORMING ARTS FUND (C)	$144,652					$144,652	*6/1/2011			Clge Arts Sci	N/A	N/A	Lab/Off/aud				
43	BURNETT BIO-MEDICAL SCIENCE CTR (C,E)	$2,528,605					$2,528,605	*6/1/2011			Clge Arts Sci	N/A	N/A	Res. Lab				
44	CAREER SERVICES & EXPERIENTIAL LEARNING (E)	$196,728					$196,728	*6/1/2011			Total Campus	17750	26325	Off/Support	$3,540,204	$4,500,000	134.48	170.94
45	PHYSICAL SCIENCES BUILDING (E)	$1,162					$1,162	*6/1/2011			Engrg-Arts Sciences	N/A	N/A	Lab/Classrooms				
46	CARACOL in BELIZE	$350,000					$350,000	*6/1/2011			N/A	1537	2305	N/A	$700,000	$700,000	303.69	303.69
47	OPTICS AND PHOTONICS ENHANCEMENT (E)	$69,085					$69,085	*6/1/2011			Clge Optics Photonic	N/A	N/A	Res. Lab/Offices	$68,970	$68,970		
48	PSYCHOLOGY BUILDING (E)	$86,540					$86,540	*6/1/2011			Clge Arts Sci	N/A	N/A	Res.Lab/Office				
49	ALUMNI CENTER, JOHN AND MARTHA HITT LIBRARY (E)	$7,349					$7,349	*6/1/2011			Total Campus	13291	17983	Office/Study	$3,772,802	$4,959,864	209.80	275.81
50	ENGINEERING III ENHANCEMENT (E)	$2,394,463					$2,394,463	*6/1/2011			Clge of Engr	N/A	N/A	Lab/Off/Class				
51	ATHLETIC ACADEMIC PERFORMANCE CENTER (P,C,E)	$14,000,000					$14,000,000	*6/1/2011										
52	MEDICAL SCHOOL LIBRARY (P,C,E)	$4,000,000					$4,000,000	*6/1/2011			Total Campus	11670	16338	Library/Study	$3,200,000	$4,000,000	195.86	244.83
53	RESEARCH LAB, LAKE NONA		$9,180,000	$94,501,603	$9,180,000		$112,861,603	*6/1/2011			Clge Arts Sci	27364	41045	Res. Lab/Office			0.00	0.00
54	COLLEGE OF NURSING		$3,871				$3,871	*6/1/2011			Clge of Nursing	109560	161121	Classrooms/Offic	$32,515,560	$34,767,122	201.81	215.78
55	BURNETT BIO-MEDICAL SCIENCE CTR INFRASTRUCTURE (C,E)		$7,500,000				$7,500,000	*6/1/2011			Total Campus	N/A	N/A	Total Campus	$7,500,000	$15,000,000		
56	CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,160,667	$14,508,333	$1,741,000		$17,410,000	*6/1/2011			Clge of Engr	49570	72555	Res. Lab/Offices	$14,631,359	$17,410,000	201.66	239.96
57	ORLANDO REPERTORY THEATRE III RENOVATIONS (C,)		$75,000	$75,000	$75,000		$225,000	*6/1/2011			Clge Arts Sci	N/A	N/A	Teach. Lab/Class	$750,000	$545,000		
58	CREATIVE SCHOOL EXPANSION (P,C,E)			$1,500,000			$1,500,000				Total Campus	6271	9407	Class/Office	$1,500,000	$1,500,000	159.46	159.46
59	SUSTAINABILITY CENTER (P,C,E)			$250,000	$2,000,000	$250,000	$2,500,000				Total Campus	33181	49772	Class/Off./Lab	$9,600,150	$12,000,000	192.88	241.10
	TOTAL	$110,786,643	$131,202,041	$264,384,351	$147,039,510	$127,223,622	$780,636,167											

FECGP = Facility Enhancement Challenge Grant Program
***If project is a FECGP project, report only the state share and cite date that the matching requirement is expected to be received.**

CIP2

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTION 2012-2017
2012 FIVE YEAR FIXED CAPITAL IMPROVEMENTS PLAN

PECO PROJECTS REVISED 06-24-2011	2012-2013 YR #1	2013-14 YR #2	2014-15 YR #3	2015-16 YR #4	2016-17 YR #5	TOTALS	RANK
UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL AND ROOFS (P,C)	$11,994,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$67,994,197	1
CLASSROOM BUILDING II (C,E)	$7,241,445					$7,241,445	2
INTERDISCIPLINARY RESEARCH AND INCUBATOR FAC. (C,E)	$33,852,470	$5,924,183				$39,776,653	3
UCF VCC CLASSROOM BUILDING (C,E)	$7,500,000					$7,500,000	4
ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,000,000	$40,000,000	$5,000,000			$50,000,000	5
ENGINEERING BUILDING I RENOVATION (P,C,E)	$1,850,000	$15,725,000	$925,000			$18,500,000	6
MATH AND PHYSICS BLDG. REMODELING AND RENOVATION (P,C,E)	$1,400,000	$11,900,000	$700,000			$14,000,000	7
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)		$2,779,189	$22,233,512	$2,779,189		$27,791,890	8
LIBRARY RENOVATION (P,C,E)		$3,500,000	$29,500,000	$3,500,000		$36,500,000	9
MILLICAN HALL RENOVATION (P,C,E)		$960,589	$8,106,969	$960,589		$10,028,147	10
COLLEGE OF NURSING (P,C,E)		$4,464,964	$35,719,710	$4,464,964		$44,649,638	11
BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$7,495,564				$7,495,564	12
CHEMISTRY RENOVATION (P,C,E)		$3,014,807				$3,014,807	13
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$4,856,238			$4,856,238	14
VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$6,972,637	$16,000,000	$2,000,000	$24,972,637	15
HOWARD PHILLIPS HALL RENOVATION (P,C,E)			$3,738,347			$3,738,347	16
COLBOURN HALL RENOVATION (P,C,E)			$5,807,816			$5,807,816	17
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)			$5,704,054			$5,704,054	18
COMPUTER CENTER I RENOVATION (P,C,E)			$739,968			$739,968	19
COMPUTER CENTER II RENOVATION (P,C,E)			$123,161	$1,626,106	$123,160	$1,872,427	20
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)			$317,437	$4,209,564	$317,436	$4,844,437	21
REHEARSAL HALL RENOVATION (P,C,E)			$48,007	$634,325	$48,006	$730,338	22
THEATER BUILDING RENOVATION (P, C,E)			$142,801	$1,437,094	$142,800	$1,722,695	23
FACILITIES BUILDING AT LAKE NONA (P,C,E)			$600,000	$4,800,000	$600,000	$6,000,000	24
CLASSROOM BUILDING III (C,E)			$2,400,000	$19,200,000	$2,400,000	$24,000,000	25
SOUTH CAMPUS RENOVATION (P,C,E)			$841,405			$841,405	26
RECYCLING CENTER (P,C)			$2,300,000	$18,400,000	$2,300,000	$23,000,000	27
HUMANITIES AND FINE ARTS II (P,C,E)			$2,772,353	$17,060,631	$2,772,353	$22,605,337	28
FILM - ARTS AND HUMANITIES II BUILDING (P,C,E))				$1,107,260	$8,600,076	$9,707,336	29
SIMULATION AND TRAINING BUILDING (P,C,E)				$2,370,336	$18,410,374	$20,780,710	30
BUSINESS ADMINISTRATION III BUILDING (P,C,E)				$1,584,527	$12,307,012	$13,891,539	31
MORGRIDGE INTERNATIONAL READING CENTER II (EDUCATION) (P,C,E)				$2,062,348	$15,594,083	$17,656,431	32
BAND BUILDING (P,C,E)				$455,045	$2,800,279	$3,255,324	33
ARTS COMPLEX III (P,C,E)				$1,210,857	$7,627,447	$8,838,304	34
PARTERSHIP IV (P,C,E)				$2,450,000	$19,600,000	$22,050,000	35
INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,370,336	$17,330,596	$19,700,932	36
SUSTAINABILITY CENTER				$5,000,000		$5,000,000	37
CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)				$6,360,339		$6,360,339	38
TOTAL (PECO)	$68,838,112	$109,764,296	$153,549,415	$134,043,510	$126,973,622	$593,168,955	
OTHER PROJECTS							
LABORATORY INSTRUCTION BUILDING PHASE I (P,C,E)	$15,372,777	$3,518,207			* Donated	$18,890,984	1
MORGRIDGE INTERNATIONAL READING CENTER (P,C,E)	$2,297,170				* Donated	$2,297,170	2
ARTS COMPLEX II ENHANCEMENT (P,C)	$500,000				* Donated	$500,000	3
PERFORMING ARTS FUND(C)	$144,652				* Donated	$144,652	4
BURNETT BIO-MEDICAL SCIENCE CTR (C,E)	$2,528,605				* Donated	$2,528,605	5
CAREER SERVICES & EXPERIENTIAL LEARNING (E)	$196,728				* Donated	$196,728	6
PHYSICAL SCIENCES BUILDING (E)	$1,162				* Donated	$1,162	7
CARACOL in BELIZE	$350,000				* Donated	$350,000	8
OPTICS AND PHOTONICS ENHANCEMENT (E)	$69,085				* Donated	$69,085	9
PSYCHOLOGY BUILDING (E)	$86,540				* Donated	$86,540	10
ALUMNI CENTER, JOHN AND MARTHA HITT LIBRARY (E)	$7,349				* Donated	$7,349	11
ENGINEERING III ENHANCEMENT (E)	$2,394,463				* Donated	$2,394,463	12
ATHLETIC ACADEMIC PERFORMANCE CENTER (P,C,E)	$14,000,000				* Donated	$14,000,000	13
MEDICAL SCHOOL LIBRARY (P,C,E)	$4,000,000				* Donated	$4,000,000	14
RESEARCH LAB, LAKE NONA		$9,180,000	$94,501,603	$9,180,000	* Donated	$112,861,603	15
COLLEGE OF NURSING		$3,871			* Donated	$3,871	16
BURNETT BIO-MEDICAL SCIENCE CTR INFRASTRUCTURE (C,E)		$7,500,000				$7,500,000	17
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,160,667	$14,508,333	$1,741,000	* Donated	$17,410,000	18
ORLANDO REPERTORY THEATRE III RENOVATIONS (C,)		$75,000	$75,000	$75,000	* Donated	$225,000	19
CREATIVE SCHOOL (P,C,E)			$1,500,000		* Donated	$1,500,000	20
SUSTAINABILITY CENTER (P,C,E)			$250,000	$2,000,000	$250,000	$2,500,000	21
TOTAL	$41,948,531	$21,437,745	$110,834,936	$12,996,000	$250,000	$187,467,212	
GRAND TOTAL	$110,786,643	$131,202,041	$264,384,351	$147,039,510	$127,223,622	$780,636,167	

Projects to be programmed
Projects with approved building programs

Remodeling denotes **change** in space usage.
Renovation denotes **no change** space usage.
* Donated Funds for Courtelis Match

STATE UNIVERSITY SYSTEM
2012-13 Fixed Capital Outlay Projects Requiring Legislative Authorization and General Revenue Funds to Operate and Maintain

University	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Flexible Residential Test Structure 1 and 2	4,000	Labs, support	UCF	$300,847	E&G	$32,000	General Revenue
UCF	Applications Test Facility	3,750	Labs	UCF	$722,221	E&G	$30,000	General Revenue
UCF	Classroom Building II	91,464	Classroom, office	UCF	$23,475,601	PECO	$731,712	General Revenue
UCF	Morgridge International Reading Center	16,726	Classroom, office, auditorium	UCF	$5,200,000	Match and private	$133,808	General Revenue

FLORIDA DEPARTM. .T OF EDUCATION
DIVISION OF COLLEGES & UNIVERSITIES
2012-13 Fixed Capital Outlay Projects Requiring Legislative Approval Projects to be Financed and Constructed by a DSO

Univ.	Project Title	GSF	Brief Description of Project	Project Amount	Project Location (City/County)	Revenue Source to be Pledged
UCF	Special Purpose Housing and Parking Garage I	160,000	425 beds and 500 parking spaces	$ 25,000,000	Orange/Orlando	Rental income
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	$ 8,000,000	Orange/Orlando	Rental income
UCF	Parking deck (Athletic Complex)	168,000	600 parking spaces	$ 5,000,000	Orlando/Orange	Decal and traffic fines
UCF	Graduate housing	150,000	Land and 600 beds	$ 50,000,000	Orlando/Orange	Rental and retail income
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF Foundation properties	$ 37,410,000	Orlando/Orange	Rental and retail income
UCF	North East campus property mixed use development	200,000	Mixed use development of niche housing, meeting space, offices and retail	$ 50,000,000	Orlando/Seminole	Rental and retail income
UCF	Student housing	224,000	800 beds	$ 50,000,000	Orlando/Orange	Rental income
UCF	Research Lab, Lake Nona	198,027	Labs and offices	$ 112,861,603	Orlando/Orange	Rental and retail income
UCF	Classroom and lab building, Lake Nona	91,464	Classrooms, labs, offices	$ 23,475,601	Orlando/Orange	Rental and retail income
UCF	Life Sciences Incubator, Lake Nona	55,000	Labs and offices	$ 30,000,000	Orlando/Orange	Rental and retail income
UCF	Expo Center housing	103,000	400 Beds	$ 16,000,000	Orlando/Orange	Rental and retail income

STATE UNIVI TY SYSTEM

2012-13 Fixed Capital Outlay Projects Requiring Legislative Approval to SELL BONDS

Univ.	Project Title	GSF	Brief Description of Project	Project Amount	Project Location (City/County)	Revenue Source to be Pledged
UCF	Special Purpose Housing and Parking Garage I	160,000	425 beds and 500 parking spaces	$ 25,000,000	UCF, Orlando	Rental income
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	$ 8,000,000	UCF, Orlando	Rental income
UCF	Parking Garage VII	364,000	1,600 spaces	$ 20,000,000	UCF, Orlando	Decal fees, traffic fines, and Transportation Access Fee
UCF	Parking decks	168,000	1,800 spaces	$ 17,000,000	UCF, Orlando	Decal fees, traffic fines, and Transportation Access Fee
UCF	Graduate housing	150,000	Land and 600 beds	$ 50,000,000	Orlando/Orange	Rental and retail income
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF foundation properties	$ 37,410,000	Orlando/Orange	Rental and retail income
UCF	Bookstore expansion	30,000	Retail	$ 8,000,000	Orlando/Orange	Auxiliary income
UCF	Student housing	224,000	800 beds	$ 50,000,000	Orlando/Orange	Rental income
UCF	Garage expansion	50,837	400 additional spaces	$ 5,000,000	Orlando/Orange	Decal fees, traffic fines, and Transportation Access Fee
UCF	Research Lab, Lake Nona	198,027	Labs and offices	$ 112,861,603	Orlando/Orange	Rental and retail income
UCF	Classroom and lab building, Lake Nona	91,464	Classrooms, labs, and offices	$ 23,475,601	Orlando/Orange	Rental and retail income
UCF	Life Sciences Incubator, Lake Nona	55,000	Labs and offices	$ 30,000,000	Orlando/Orange	Rental and retail income
UCF	Facilities Building, Lake Nona	20,799	Offices, storage, and support space	$ 6,000,000	Orlando/Orange	Rental and retail income
UCF	Expo Center housing	103,000	400 Beds	$ 16,000,000	Orlando/Orange	Rental and retail income
UCF	Regional Campuses multi-purpose buildings	60,000	Classrooms, labs, and offices	$ 28,000,000	Orlando/Orange	Rental and retail income
UCF	Partnership Garage	60,000	600 Spaces	$ 7,000,000	Orlando/Orange	Rental and retail income

University of Central Florida

Office of the President

July 31, 2013

Mr. Tim Jones
Chief Financial Officer
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399-0400

Dear Mr. Jones:

In accordance with your request dated June 10, 2013, to the Council of Presidents, enclosed is the University of Central Florida's Five-Year Fixed Capital Improvements Plan for the years 2014-19. This list revises UCF's primary priorities of previous years in accordance with the funding allocated by the Board of Governors, and it also includes facilities consistent with recent program developments and needs of the university. Utilization was considered in the prioritization of UCF's projects. The order of projects reflects the priority given in the Board of Governors' instructions.

The UCF Five-Year Fixed Capital Improvements Plan was reviewed and approved by the University Board of Trustees on July 25, 2013.

Please have members of your staff contact Lee Kernek at (407) 823-3812 or Gina Seabrook at (407) 823-2166 if they have questions or need additional information related to this request.

Cordially yours,

John C. Hitt
President

Attachments

c: Lee Kernek
William F. Merck II
Gina Seabrook
UCF Facilities Planning & Construction

P.O. Box 160002 • Orlando, FL 32816-0002 • (407) 823-1823 • Fax: (407) 823-2264 • jhitt@mail.ucf.edu

An Equal Opportunity and Affirmative Action Institution

STATE UNIVERSITY SYSTEM
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request
Fiscal Years 2014-15 through 2018-19

University of Central Florida

PECO-ELIGIBLE PROJECT REQUESTS

Priority No	Project Title	2014-15 Year 1	2015-16 Year 2	2016-17 Year 3	2017-18 Year 4	2018-19 Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Educational Plant Survey Recommended Date/Rec No.	Approved by Law - Include GAA reference
1	ENGINEERING BUILDING I RENOVATION (C,E)	$13,954,277	$925,000				Clge of Engineering	116188	130885	18500000	$ 141	February-11	HB 5001 Section 2
2	MATH SCIENCES BUILDING REMODELING AND RENOVATION (C,E)	$9,422,105	$100,000				CAS-CHPA	100368	108523	14000000	$ 131	February-11	HB 5001 Section 2
3	UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL AND ROOFS (P,C)	$11,964,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000	Total Campus N/A			67994197	#DIV/0!	February-11	
4	LIBRARY RENOVATION PHAESE II(P,C,E)	$3,500,000	$29,500,000	$3,500,000			Total Campus	106560	150000	36500000	$ 243	February-11	
5	INTERDISCIPLINARY RESEARCH AND INCUBATOR FAC. (P,C,E)	$5,924,183	$33,852,470	$5,924,183			Engrg-Arts Sciences	78616	116013	45706838	$ 387	February-11	
6	UCF VC CLASSROOM BUILDING (C,E)	$7,500,000					Total Campus	26464	40356	7500000	$ 186	February-11	
7	ARTS COMPLEX PHASE 4 (PERFORMANCE) (P,C,E)	$5,000,000	$40,000,000	$5,000,000			Total Campus	100396	150524	50000000	$ 332	February-11	
8	MILLICAN HALL RENOVATION (P,C,E)		$349,418	$6,363,058	$349,418		Total Campus	87730	87742	7061884	$ 80	February-11	
9	BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$9,475,843	$494,001			Clge of Business	119489	121074	9969844	$ 82	February-11	
10	CHEMISTRY RENOVATION (P,C,E)		$539,843	$9,815,338	$539,843		Clge Arts Sciences	43265	49073	10895024	$ 99	February-11	
11	FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$4,856,236			Total Campus	17400	26100	4856238	$ 186	February-11	
12	VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,000,000	$24,000,000	$3,000,000	Clge Arts Sciences	79373	85000	24972637	$ 294	February-11	
13	MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)		$2,779,189	$22,233,512	$2,779,189		Total Campus	47310	75384	27791890	$ 369	February-11	
14	COLLEGE OF NURSING		$464,964	$35,719,710	$4,464,964		Clge of Nursing	109560	161121	44,649,638	$ 277		
15	PARTERSHIP IV (P,C,E)	$2,450,000	$19,600,000	$2,450,000			Clge H&PA	78294	117442	24,500,000	$ 209		
	TOTAL	$39,744,762	$152,188,727	$113,356,049	$46,133,414	$17,000,000							

CITF PROJECT REQUESTS

Priority No	Project Title	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Committee Approval Date
1	UCF LIBRARY PHASE I (P,C,E)	$20,109,358					Total Campus	28000	42000	23,958,850	$ 571	05/16/12
2	RECREATION AND WELLNESS CENTER - OUTDOOR IMPROVEMENTS (P,C)	$5,000,000					Total Campus	N/A		5,000,000	#DIV/0!	05/16/12
	TOTAL	$25,109,358	$0	$0	$0	$0						

REQUESTS FROM OTHER STATE SOURCES

Priority No	Project	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)
16	HOWARD PHILLIPS HALL RENOVATION (P,C,E)			$6,564,966	$642,249		Total Campus	58000	64619	7,207,215	$ 112
17	COLBOURN HALL RENOVATION (P,C,E)			$7,865,578	$410,075		Clge Arts Sciences	73500	83057	8,276,053	$ 99
18	FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)			$5,704,054			Total Campus	19014	28520	5,704,054	$ 200
19	TECHNOLOGY COMMONS I RENOVATION (P,C,E)			$739,966			Total Campus	1717	2575	739,966	$ 287
20	TECHNOLOGY COMMONS II RENOVATION (P,C,E)			$147,348	$2,679,049	$147,348	Total Campus	9372	10779	2,973,745	$ 276
21	COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)			$151,897	$2,913,683	$151,897	Clge Arts Sciences	49580	54644	3,217,457	$ 59
22	REHEARSAL HALL RENOVATION (P,C,E)			$81,850	$1,120,910	$81,850	Clge HFA	9322	10743	1,244,210	$ 116
23	THEATER BUILDING RENOVATION (P, C,E)			$169,037	$3,073,406	$169,037	Clge Arts Sciences	22064	29489	3,411,480	$ 116
24	CLASSROOM BUILDING III (P,C,E)			$2,400,000	$19,200,000	$2,400,000	Total Campus	63643	79968	24,000,000	$ 300
25	FACILITIES BUILDING AT LAKE NONA (P,C,E)			$600,000	$4,800,000	$600,000	Total Campus	21053	31578	6,000,000	$ 190
26	RECYCLING CENTER (P,C)			$2,300,000	$18,400,000	$2,300,000	Total Campus	60702	121053	23,000,000	$ 190
27	HUMANITIES AND FINE ARTS III (P,C,E)			$2,772,353	$17,000,631	$2,772,353	Clge Arts Sci	58362	87543	22,605,337	$ 258
28	SIMULATION AND TRAINING BUILDING (P,C,E)				$2,370,336	$18,410,374	Clge of Engr	36950	59924	23,153,046	$ 386
29	BUSINESS ADMIN. III BUILDING (P,C,E)				$1,584,527	$12,307,012	Clge of Business	41118	61677	15,476,566	$ 251
30	EDUCATION BUILDING II (P,C,E)				$2,062,348	$15,594,083	Clge Education	51479	77219	19,716,779	$ 255
31	BAND BUILDING (P,C,E)				$455,045	$2,800,279	Total Campus	10024	13529	3,710,369	$ 274
32	ARTS COMPLEX III (P,C,E)				$1,210,857	$7,627,447	Total Campus	25447	38171	10,049,162	$ 263
33	SOCIAL SCIENCES FACILITY			$2,400,000	$16,200,000	$2,400,000	Clge of Sciences	63613	79968	24,000,000	$ 300
34	COASTAL BIOLOGY STATION			$2,500,000			Clge of Sciences	16544	23161	2,500,000	$ 108
35	INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$3,370,336	$17,330,598	Engrg-Arts Sciences	40543	60815	22,071,268	$ 363
36	SUSTAINABILITY CENTER (P,C,E)				$5,000,000		Total Campus	17544	26316	5,000,000	$ 190
37	CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)				$6,360,339		Total Campus	16544	24816	6,360,339	$ 256
	TOTAL	$0	$0	$34,377,251	$110,913,771	$65,072,076						

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT

Project	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Expected Source of Funding (if known)	Master Plan Approval Date
WAYNE DENSCH CENTER FOR STUDENT ATHLETIC LEADERSHIP (P,C,E)	$14,000,000					Total Campus	33181	49772	14,000,000	$ 281	PRIVATE	November-09
ROSEN STORAGE SHED	$225,000					Clge Hospitality	838	896	225,000	$ 251	PRIVATE	
ROSEN EDUCATIONAL FACILITY	$17,000,000					Clge Hospitality	34666	52000	17,000,000	$ 327	PRIVATE	
CREATIVE VILLAGE GARAGE (P,C,)	$15,000,000					Total Campus N/A		402000	15,000,000	$ 37	BONDS	November-09
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,160,667	$14,508,333	$1,741,000		Clge of Engrg	49570	72556	17,410,000	$ 240	PRIVATE	November-09
CREATIVE SCHOOL (P,C,E)			$1,500,000			Total Campus	6271	18000	1,500,000	$ 83	BONDS	November-09
PARKING GARAGE VII			$20,000,000			Total Campus N/a		447000	20,000,000	$ 45	BONDS	November-09
SUSTAINABILITY CENTER (P,C,E)			$250,000	$2,000,000	$250,000	Total Campus	17544	26316	2,500,000	$ 95	PRIVATE	November-09
SPECIAL PURPOSE HOUSING AND PARKING GARAGE I (P,C,E)	$25,000,000					Total Campus	112000	168000	25,000,000	$ 149	BONDS	November-09
SPECIAL PURPOSE HOUSING II (P,C,E)	$8,000,000					Total Campus	42857	60000	8,000,000	$ 133	BONDS	November-09
PARKING DECKS (P,C,E)	$17,000,000					Total Campus N/a		168000	17,000,000	$ 101	BONDS	November-09
GRADUATE HOUSING (P,C,E)	$50,000,000					Total Campus	107142	150000	50,000,000	$ 333	BONDS	November-09
REPAVE UCF FOUNDATION PROPERTIES (P,C,E)	$37,410,000					Total Campus N/A		432250	37,410,000	$ 87	PRIVATE	November-09
STUDENT HOUSING (P,C,E)	$50,000,000					Total Campus	160000	224000	50,000,000	$ 223	BONDS	November-09
GARAGE EXPANSION (P,C)	$5,000,000					Total Campus N/A		50837	5,000,000	$ 98	BONDS	November-09
CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)	$23,475,801					Clge Medicine	620076	91484	23,475,801	$ 257	PRIVATE	November-09
FACILITIES BUILDING, LAKE NONA (P,C,E)	$6,000,000					Total Campus	21053	31578	6,000,000	$ 190	BONDS	November-09
EXPO CENTER HOUSING (P,C,E)	$16,000,000					Total Campus	73571	103000	16,000,000	$ 155	BONDS	November-09
REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS (P,C,E)	$28,000,000					Total Campus	133333	200000	28,000,000	$ 140	PRIVATE	November-09
PARTNERSHIP GARAGE (P,C,E)	$7,000,000					Total Campus N/A		60000	7,000,000	$ 117	BONDS	November-09
PARKING DECK (ATHLETIC COMPLEX) (P,C,E)	$5,000,000					Total Campus N/A		168000	5,000,000	$ 30	BONDS	November-09
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	$1,700,000					Total Campus N/A		5700	1,700,000	$ 298	PRIVATE	November-09
BASEBALL CLUBHOUSE EXPANSION/RENOVATION (P,C,E)	$1,000,000					Total Campus	5000	7000	1,000,000	$ 143	PRIVATE	November-09
BRIGHT HOUSE NETWORKS STADIUM EXPANSION PHASE I (P,C,E)	$11,000,000					Total Campus	15240	21337	11,000,000	$ 516	PRIVATE	November-09
WAYNE DENSCH SPORTS CENTER EXPANSION/RENOVATION (P,C,E)	$1,000,000					Total Campus	12857	18000	1,000,000	$ 56	PRIVATE	November-09
TENNIS COMPLEX - PHASE I (P,C,E)	$1,400,000					Total Campus	8225	7170	1,400,000	$ 187	PRIVATE	November-09
TENNIS COMPLEX - PHASE II (P,C,E)	$1,000,000					Total Campus	2083	2500	1,000,000	$ 400	PRIVATE	November-09
TENNIS COMPLEX - PHASE III (P,C,E)	$2,000,000					Total Campus	N/A		2,000,000	#DIV/0!	PRIVATE	November-09
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)	$112,863,923					Clge of Medicine	132018	189027	112,863,923	$ 570	PRIVATE	N/a
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)	$15,000,000					Total Campus		402000	15,000,000	$ 37	BONDS	N/a
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)	$12,800,000					Clge of Arts & Scienc	21333	32000	12,800,000	$ 400	PRIVATE	N/a
OUTPATIENT CENTER (P,C,E)	$75,000,000					Total Campus	78833	119750	75,000,000	$ 626	PRIVATE	N/a
DENTAL SCHOOL (P,C,E)		$73,000,000				Total Campus	111166	168750	73,000,000	$ 436	PRIVATE	N/a
UTILITY INFRASTRACTURE AND SITE WORK, LAKE NONA CLINICAL FACILITIES (P,C)			$10,000,000			Total Campus	N/A		10,000,000	#DIV/0!	PRIVATE	N/a
COASTAL BIOLOGY STATION			$2,500,000			Clge Sciences	17544	23316	2,500,000	$ 107	PRIVATE	
MULTI-CULTURAL EXPANSION	$1,644,300					Total Campus	3654	5481	1,644,300	$ 300	PRIVATE	
PEGASUS HEALTH EXPANSION (P,C,E)			$10,000,000			Total Campus	13333	20000	10,000,000	$ 500	PRIVATE	N/a
TOTAL	$560,518,824	$74,160,667	$58,758,333	$3,741,000	$250,000			3956204	697428824	176.29		

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2014-2019
2014 FIVE YEAR FIXED CAPITAL IMPROVEMENTS PLAN

PECO PROJECTS REVISED 06/10/2013	2014-15 YR #1	2015-16 YR #2	2016-17 YR #3	2017-18 YR #4	2018-19 YR #5	TOTALS	RANK
ENGINEERING BUILDING I RENOVATION (C,E)	$13,954,277	$925,000				$14,879,277	1
MATHEMATICAL SCIENCES BUILDING REMODELING AND RENOVATION (C,E)	$9,422,105	$700,000				$10,122,105	2
UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL AND ROOFS (P,C)	$11,994,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$67,994,197	3
LIBRARY RENOVATION PHASE II (P,C,E)	$3,500,000	$29,500,000	$3,500,000			$36,500,000	4
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY (C,E)	$5,924,183	$33,852,470	$5,924,183			$39,776,653	5
UCF VC CLASSROOM BUILDING (C,E)	$7,500,000					$7,500,000	6
ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,000,000	$40,000,000	$5,000,000			$50,000,000	7
MILLICAN HALL RENOVATION (P,C,E)		$349,418	$6,363,058	$349,418		$7,061,894	8
BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$9,475,843	$494,001			$9,969,844	9
CHEMISTRY RENOVATION (P,C,E)		$539,843	$9,815,338	$539,843		$10,895,024	10
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$4,856,238			$4,856,238	11
VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,000,000	$24,000,000	$3,000,000	$30,000,000	12
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)		$2,779,189	$22,233,512	$2,779,189		$27,791,890	13
COLLEGE OF NURSING (P,C,E)		$4,464,964	$35,719,710	$4,464,964		$44,649,638	14
PARTNERSHIP IV (P,C,E)	$2,450,000	$19,600,000	$2,450,000			$24,500,000	15
TOTAL	$59,744,762	$156,186,727	$113,356,040	$46,133,414	$17,000,000	$392,420,943	

CITF PROJECT REQUESTS	2014-15 YR #1	2015-16 YR #2	2016-17 YR #3	2017-18 YR #4	2018-19 YR #5	TOTALS	RANK
UCF LIBRARY PHASE I (P,C,E)	$20,199,358					$20,199,358	1
RECREATION AND WELLNESS CENTER - OUTDOOR IMPROVEMENTS (P,C)	$5,000,000					$5,000,000	2
TOTAL	$25,199,358	$0	$0	$0	$0	$25,199,358	

REQUESTS FROM OTHER STATE SOURCES	2014-15 YR #1	2015-16 YR #2	2016-17 YR #3	2017-18 YR #4	2018-19 YR #5	TOTALS	RANK
HOWARD PHILLIPS HALL RENOVATION (P,C,E)			$6,564,966	$642,249		$7,207,215	1
COLBOURN HALL RENOVATION (P,C,E)			$7,865,978	$410,075		$8,276,053	2
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)			$5,704,054			$5,704,054	3
TECHNOLOGY COMMONS I RENOVATION (P,C,E)			$739,968			$739,968	4
TECHNOLOGY COMMONS II RENOVATION (P,C,E)			$147,348	$2,679,049	$147,348	$2,973,745	5
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)			$151,897	$2,913,663	$151,897	$3,217,457	6
REHEARSAL HALL RENOVATION (P,C,E)			$61,650	$1,120,910	$61,650	$1,244,210	7
THEATER BUILDING RENOVATION (P, C,E)			$169,037	$3,073,406	$169,037	$3,411,480	8
CLASSROOM BUILDING III (P,C,E)			$2,400,000	$19,200,000	$2,400,000	$24,000,000	9
FACILITIES BUILDING AT LAKE NONA (P,C,E)			$600,000	$4,800,000	$600,000	$6,000,000	10
RECYCLING CENTER (P,C)			$2,300,000	$18,400,000	$2,300,000	$23,000,000	11
HUMANITIES AND FINE ARTS II (P,C,E)			$2,772,353	$17,060,631	$2,772,353	$22,605,337	12
SIMULATION AND TRAINING BUILDING (P,C,E)				$2,370,336	$18,410,374	$20,780,710	13
BUSINESS ADMINISTRATION III BUILDING (P,C,E)				$1,584,527	$12,307,012	$13,891,539	14
EDUCATION BUILDING II (P,C,E)				$2,062,348	$15,594,083	$17,656,431	15
BAND BUILDING (P,C,E)				$455,045	$2,800,279	$3,255,324	16
ARTS COMPLEX III (P,C,E)				$1,210,857	$7,627,447	$8,838,304	17
SOCIAL SCIENCES FACILITY			$2,400,000	$19,200,000	$2,400,000	$24,000,000	18
COASTAL BIOLOGY STATION			$2,500,000			$2,500,000	19
INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,370,336	$17,330,596	$19,700,932	20
SUSTAINABILITY CENTER				$5,000,000		$5,000,000	21
CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)				$6,360,339		$6,360,339	22
TOTAL	$0	$0	$34,377,251	$110,913,771	$85,072,076	$230,363,098	

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT	2014-15 YR #1	2015-16 YR #2	2016-17 YR #3	2017-18 YR #4	2018-19 YR #5	TOTALS	RANK
WAYNE DENSCH CENTER FOR STUDENT ATHLETIC LEADERSHIP (P,C,E)	$14,000,000					$14,000,000	
ROSEN STORAGE SHED	$225,000					$225,000	
ROSEN EDUCATIONAL FACILITY	$17,000,000					$17,000,000	
CREATIVE VILLAGE GARAGE (P,C,E)	$15,000,000					$15,000,000	
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,160,667	$14,508,333	$1,741,000		$17,410,000	
CREATIVE SCHOOL (P,C,E)			$1,500,000			$1,500,000	
PARKING GARAGE VII (P,C,E)			$20,000,000			$20,000,000	
SUSTAINABILITY CENTER (P,C,E)			$250,000	$2,000,000	$250,000	$2,500,000	
SPECIAL PURPOSE HOUSING AND PARKING GARAGE (P,C,E)	$25,000,000					$25,000,000	
SPECIAL PURPOSE HOUSING II (P,C,E)	$8,000,000					$8,000,000	
PARKING DECKS (P,C,E)	$17,000,000					$17,000,000	
GRADUATE HOUSING (P,C,E)	$50,000,000					$50,000,000	
REFINANCE UCF FOUNDATION PROPERTIES	$37,410,000					$37,410,000	
STUDENT HOUSING (P,C,E)	$50,000,000					$50,000,000	
GARAGE EXPANSION (P,C,E)	$5,000,000					$5,000,000	
CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)	$23,475,601					$23,475,601	
FACILITIES BUILDING, LAKE NONA (P,C,E)	$6,000,000					$6,000,000	
EXPO CENTER HOUSING (P,C,E)	$16,000,000					$16,000,000	
REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS (P,C,E)	$28,000,000					$28,000,000	
PARTNERSHIP GARAGE (P,C,E)	$7,000,000					$7,000,000	
PARKING DECK (ATHLETIC COMPLEX)	$5,000,000					$5,000,000	
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	$1,700,000					$1,700,000	
BASEBALL CLUBHOUSE EXPANSION/RENOVATION	$1,000,000					$1,000,000	
BRIGHT HOUSE NETWORKS STADIUM EXPANSION PHASE I (P,C,E)	$11,000,000					$11,000,000	
WAYNE DENSCH SPORTS CENTER EXPANSION/RENOVATION (P,C,E)	$1,000,000					$1,000,000	
TENNIS COMPLEX - PHASE I (P,C,E)	$1,400,000					$1,400,000	
TENNIS COMPLEX - PHASE II (P,C,E)	$1,000,000					$1,000,000	
TENNIS COMPLEX - PHASE III (P,C,E)	$2,000,000					$2,000,000	
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)	$112,863,923					$112,863,923	
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)	$15,000,000					$15,000,000	
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)	$12,800,000					$12,800,000	
OUTPATIENT CENTER (P,C,E)	$75,000,000					$75,000,000	
DENTAL SCHOOL (P,C,E)		$73,000,000				$73,000,000	
UTILITY INFRASTRUCTURE AND SITE WORK LAKE NONA CLINICAL FACILITIES (P,C)			$10,000,000			$10,000,000	
COASTAL BIOLOGY STATION			$2,500,000			$2,500,000	
MULTI-CULTURAL EXPANSION	$1,644,300					$1,644,300	
PEGASUS HEALTH EXPANSION (P,C,E)			$10,000,000			$10,000,000	
TOTAL	$560,518,824	$74,160,667	$58,758,333	$3,741,000	$250,000	$697,428,824	
GRAND TOTAL	$645,462,944	$230,347,394	$206,491,624	$160,788,185	$102,322,076	$1,345,412,223	

Projects to be programmed

Projects with approved building programs

Remodeling denotes **change** in space usage.

Renovation denotes **no change** space usage.

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects Requiring Board of Governors Approval
to be Constructed, Acquired and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Special Purpose Housing and Parking Garage	160,000	425 beds and 500 parking spaces	UCF, Orlando	$ 25,000,000	Rental income	July	$2,400,000	General Revenue
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	UCF, Orlando	$ 8,000,000	Rental income	July	$480,000	General Revenue
UCF	Parking Garage VII	447,000	1,600 spaces	UCF, Orlando	$ 20,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$6,705,000	General Revenue
UCF	Parking decks	168,000	1,800 spaces	UCF, Orlando	$ 17,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	General Revenue
UCF	Graduate housing	150,000	Land and 600 beds	UCF, Orlando	$ 50,000,000	Rental and retail income	July	$2,250,000	General Revenue
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF foundation properties	UCF, Orlando	$ 37,410,000	Rental and retail income	July	$6,483,750	General Revenue
UCF	Student housing	224,000	800 beds	UCF, Orlando	$ 50,000,000	Rental income	July	$3,360,000	General Revenue
UCF	Garage expansion	50,837	400 additional spaces	UCF, Orlando	$ 5,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$762,555	General Revenue
UCF	Classroom and lab building, Lake Nona	91,464	Classrooms, labs, and offices	UCF, Orlando	$ 23,475,601	Rental and retail income	July	$1,371,960	General Revenue
UCF	Facilities Building, Lake Nona	20,799	Offices, storage, and support space	UCF, Orlando	$ 6,000,000	Rental and retail income	July	$311,985	General Revenue
UCF	Expo Center housing	103,000	400 Beds	UCF, Orlando	$ 16,000,000	Rental and retail income	July	$1,545,000	General Revenue
UCF	Regional Campuses multi-purpose buildings	60,000	Classrooms, labs, and offices	UCF, Orlando	$ 28,000,000	Rental and retail income	July	$900,000	General Revenue
UCF	Partnership Garage	60,000	600 Spaces	UCF, Orlando	$ 7,000,000	Rental and retail income	July	$900,000	General Revenue
UCF	Parking deck (Athletic Complex)	168,000	600 parking spaces	UCF, Orlando	$ 5,000,000	Decal and traffic fines	July	$2,520,000	General Revenue
UCF	Creative Village Garage	402,000	1300 spaces	UCF, Orlando	$ 15,000,000	Decal and traffic fines	July	$6,030,000	General Revenue
UCF	Baseball Stadium Expansion/Renovation	5,700	200 Seats, new press box	UCF, Orlando	$ 1,700,000	Donations and debt	July	$85,500	General Revenue
UCF	Baseball Clubhouse Expansion/Renovation		New playing field, chair backs, audio and lighting upgrade	UCF, Orlando	$ 1,000,000	Donations and debt	July	$0	General Revenue
UCF	Bright House Networks Stadium Expansion Phase I	21,337	Additional club seating, suites and operational booths	UCF, Orlando	$ 11,000,000	Donations and debt	July	$320,055	General Revenue
UCF	Wayne Densch Sports Center Expansion/Renovation	18,000	Renovate and expand football facilities, larger locker room, weight room, equipment room	UCF, Orlando	$ 1,000,000	Donations and debt	July	$270,000	General Revenue
UCF	Tennis Complex - Phase I	7,470	12 championship caliber outdoor courts, 864 grand stand seats	UCF, Orlando	$ 1,400,000	Donations and debt	July	$112,050	General Revenue
UCF	Tennis Complex - Phase III	2,500	Club house with locker room for men and women's programs, offices, conference room	UCF, Orlando	$ 1,000,000	Donations and debt	July	$37,500	General Revenue
UCF	Tennis Complex - Phase III		6 covered courts	UCF, Orlando	$ 2,000,000	Donations and debt	July	$0	General Revenue
UCF	Multi-Purpose Medical Research and Incubator Facility	200,000	Classrooms, labs, and offices	UCF, Orlando	$ 112,863,923	Donations, debt, Partnerships	July	$3,000,000	General Revenue
UCF	Health Sciences Campus Parking Garage	402,000	1300 Spaces	UCF, Orlando	$ 15,000,000	Decal and traffic fines	July	$6,030,000	General Revenue
UCF	Bio-Medical Annex Renovation and Expansion	32,000	Classrooms, labs, and offices	UCF, Orlando	$ 12,800,000	Donations, debt, Partnerships	July	$480,000	General Revenue
UCF	Outpatient Center	119,750	Health care facilities, offices, 38 beds	UCF, Orlando	$ 75,000,000	Donations, debt, Partnerships	July	$1,796,250	General Revenue
UCF	Dental School	166,750	Classrooms, labs, auditorium, health care facilities, offices	UCF, Orlando	$ 73,000,000	Donations, debt, Partnerships	July	$2,501,250	General Revenue
UCF	Utility Infrastructure and Site Work Lake Nona Clinical Facilities		3080 Spaces	UCF, Orlando	$ 10,000,000	Decal and traffic fines	July		General Revenue
UCF	Pegasus Health Expansion	20,000	Labs, offices	UCF, Orlando	$ 10,000,000	Donations, debt, Partnerships	July	$300,000	General Revenue

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects that may Require Legislative Authorization
and General Revenue Funds to Operate and Maintain
BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Intersil Building	(101,000)	Laboratory - Research Building	UCF	$13,000,000	Donations	($1,527,807)	General Revenue
UCF	Dr Phillips Performing Arts Center	5928	Auditorium - Gallery - Support Spaces	UCF - Orlando		Donations	$88,920	General Revenue
UCF	Mennello Museum of American Art	9000	Gallery - Offices -Library - Exhibition	UCF - Orlando		Donations	$135,000	General Revenue
UCF	Rosen Educational Facility	52000	Office Classrooms Multi-Purpose	UCF - Orlando	$17,000,000	Donations	$780,000	General Revenue
UCF	Warehouse Support Building	5940	Offices and Warehouse space	UCF	$1,999,999	Donations	$89,100	General Revenue
UCF	Multi-Lingual Multi-Cultural Expansion	5481	Offices	UCF	$1,644,300	Donations	$82,215	General Revenue
UCF	Facilities Zone Maintenance Building	6400	Offices - support space	UCF	$960,000	Donations	$96,000	General Revenue
UCF	SCPS Student Museum	21000	Gallery - Offices	UCF - Sanford	$4,000,000	Donations	$315,000	General Revenue

University of Central Florida

Fixed Capital Outlay Budget Request

2015 - 2016

University of Central Florida

Office of the President

July 31, 2014

Mr. Tim Jones
Chief Financial Officer
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399-0400

Dear Mr. Jones:

In accordance with your request dated May 8, 2014, to the Council of Presidents, enclosed is the University of Central Florida's (UCF) Five-Year Fixed Capital Improvement Plan for the years 2015-2020. This list revises UCF's primary priorities of previous years in accordance with the funding allocated by the Board of Governors, and it also includes additional facilities consistent with recent program developments and needs of the university. Utilization was considered in the prioritization of UCF's projects. The order of projects reflects the priority given in the Board of Governors' instructions.

The UCF Five-Year Fixed Capital Improvement Plan was reviewed and approved by the University Board of Trustees on July 31, 2014.

Please have members of your staff contact Mrs. Lee Kernek at 407-823-3812 or Mrs. Gina Seabrook at 407-823-5894, if they have questions or need additional information related to this request.

Cordially yours,

John C. Hitt
President

Attachments

c: Lee Kernek
William F. Merck, II
Gina Seabrook
UCF Facilities Planning

P.O. Box 160002 • Orlando, FL 32816-0002 • (407) 823-1823 • FAX (407) 823-2264 • jhitt@mail.ucf.edu

An Equal Opportunity and Affirmative Action Institution

STATE UNIVERSITY SYSTEM
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request
Fiscal Years 2015-16 through 2020

University of Central Florida

PECO-ELIGIBLE PROJECT REQUESTS

Priority No	Project Title	2015-16 Year 1	2016-17 Year 2	2017-18 Year 3	2018-19 Year 4	2019-20 Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Educational Plant Survey Recommended Date/Rec No.	Approved by Law - Include GAA reference
1	UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL AND ROOFS (P,C)	$11,994,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000	Total Campus	N/A		67994197	#DIV/0!	February-11	
2	INTERDISCIPLINARY RESEARCH AND INCUBATOR FAC. (P,C,E)	$6,042,667	$34,529,519	$6,042,667			Engrg-Arts Sciences	78676	118013	45700836	$ 387	February-11	
3	COLBOURN HALL RENOVATION (P,C,E)	$1,952,455	$15,619,643	$1,952,455			Clge Arts Sciences	73500	83957	1,952,455	$ 23		
4	ENGINEERING BUILDING I RENOVATION (C,E)	$13,954,277	$925,000				Clge of Engineering	118186	130885	18500000	$ 141	February-11	HB 5001 Section 2
5	MATH SCIENCES BUILDING. REMODELING AND RENOVATION (C,E)	$9,422,105	$700,000				CAS-CHPA	100368	106523	14000000	$ 131	February-11	HB 5001 Section 2
6	TREVOR COLBOURN HALL (P,C,E)	$26,175,387					CAS-CHPA						
7	JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)	$3,570,000	$30,090,000	$3,570,000			Total Campus	109560	150000	36500000	$ 243	February-11	
8	UCF VC CLASSROOM BUILDING (C,E)	$7,500,000					Total Campus	26904	40356	7500000	$ 186	February-11	
9	ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,100,000	$40,800,000	$5,100,000			Total Campus	100396	150594	50000000	$ 332	February-11	
10	MILLICAN HALL RENOVATION (P,C,E)		$356,406	$6,490,319	$356,406		Total Campus	87730	87742	7203131	$ 82	February-11	
11	BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$9,665,360	$503,881			Clge of Business	119489	121074	10169241	$ 84	February-11	
12	CHEMISTRY RENOVATION (P,C,E)		$550,640	$10,011,645	$550,640		Clge Arts Sciences	43265	49073	11112925	$ 92	February-11	
13	FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$4,953,363			Total Campus	17400	26100	4953363	$ 190	February-11	
14	VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,060,000	$24,480,000	$3,060,000	Clge Arts Sciences	79373	85000	24972637	$ 294	February-11	
15	MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)		$2,834,773	$22,678,182	$2,834,773		Total Campus	47310	75384	27791890	$ 369	February-11	
16	COLLEGE OF NURSING (P,C,E)		$4,554,263	$36,434,104	$4,554,263		Clge of Nursing	109560	161121	44,649,638	$ 277		
	TOTAL	**$85,711,088**	**$154,625,604**	**$114,796,616**	**$46,776,082**	**$17,060,000**							

CITF PROJECT REQUESTS

Priority No	Project Title	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Committee Approval Date	
1	JOHN C. HITT LIBRARY RENOVATION PHASE I (P,C,E)	$18,344,027					Total Campus	28000	42000	23968850	$ 571	05/16/12	
2	JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)		$37,230,000				Total Campus						
	TOTAL	**$18,344,027**	**$37,230,000**	**$0**	**$0**	**$0**							

REQUESTS FROM OTHER STATE SOURCES

Priority No	Project	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	
17	PARTERSHIP IV (P,C,E)	$46,920,000	$6,120,000				Clge H&PA	78294	117442	24,500,000	$ 209	HB 5001 2
18	HOWARD PHILLIPS HALL RENOVATION (P,C,E)			$6,696,265	$655,094		Total Campus	58000	64619	7,351,359	$ 114	
19	FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)			$5,818,135			Total Campus	19014	28520	5,704,054	$ 200	
20	TECHNOLOGY COMMONS I RENOVATION (P,C,E)			$754,767			Total Campus	1717	2575	739,968	$ 287	
21	TECHNOLOGY COMMONS II RENOVATION (P,C,E)			$150,295	$2,732,630	$150,295	Total Campus	9372	10779	3,033,220	$ 281	
22	COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)			$154,935	$2,971,936	$154,935	Clge Arts Sciences	49580	54644	3,281,806	$ 60	
23	REHEARSAL HALL RENOVATION (P,C,E)			$62,883	$1,143,328	$62,883	Clge HFA	9322	10743	1,269,094	$ 118	
24	THEATER BUILDING RENOVATION (P, C,E)			$172,418	$3,134,874	$172,418	Clge Arts Sciences	22064	29469	3,479,710	$ 118	
25	CLASSROOM BUILDING III (P,C,E)			$2,448,000	$19,584,000	$2,448,000	Total Campus	63643	79998	24,000,000	$ 300	
26	FACILITIES BUILDING AT LAKE NONA (P,C,E)			$612,000	$4,896,000	$612,000	Total Campus	21053	31579	6,000,000	$ 190	
27	RECYCLING CENTER (P,C)			$2,346,000	$18,768,000	$2,346,000	Total Campus	80702	121053	23,000,000	$ 190	
28	HUMANITIES AND FINE ARTS II (P,C,E)			$2,827,800	$17,401,844	$2,827,800	Clge Arts Sci	58362	87543	22,605,337	$ 258	
29	SIMULATION AND TRAINING BUILDING (P,C,E)				$2,417,743	$18,778,581	Clge of Engr	39950	59924	23,151,046	$ 386	
30	BUSINESS ADMIN. III BUILDING (P,C,E)				$1,616,218	$12,553,152	Clge of Business	41118	61677	15,476,066	$ 251	
31	EDUCATION BUILDING II (P,C,E)				$2,103,595	$15,905,965	Clge Education	51479	77219	19,718,779	$ 255	
32	BAND BUILDING (P,C,E)				$464,146	$2,856,285	Total Campus	10024	13529	3,710,369	$ 274	
33	ARTS COMPLEX III (P,C,E)				$1,235,074	$7,779,996	Total Campus	25447	38171	10,049,162	$ 263	
34	SOCIAL SCIENCES FACILITY			$2,448,000	$19,584,000	$2,448,000	Clge of Sciences	63643	79998	24,000,000	$ 300	
35	COASTAL BIOLOGY STATION			$5,100,000			Clge of Sciences	16544	23161	2,500,000	$ 108	CIP2
36	INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,417,743	$17,677,208	Engrg-Arts Sciences	40543	60815	22,071,268	$ 363	
37	SUSTAINABILITY CENTER				$5,100,000		Total Campus	17544	26316	5,000,000	$ 190	

38	CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)				$6,487,546		Total Campus	16544	24816	6,360,339	$ 256			
	TOTAL	$46,920,000	$6,120,000	$29,591,498	$112,713,771	$86,773,518								

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT

Project	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Expected Source of Funding (if known)	Master Plan Approval Date
WAYNE DENSCH CENTER FOR STUDENT ATHLETIC LEADERSHIP (P,C,E)	$6,030,000					Total Campus	33181	49772	6,030,000	$ 121	PRIVATE	November-09
ROSEN STORAGE SHED (P,C,E)	$225,000					Clge Hospitality	838	896	225,000	$ 251	PRIVATE	
ROSEN EDUCATIONAL FACILITY (P,C,E)	$17,000,000					Clge Hospitality	34666	52000	17,000,000	$ 327	PRIVATE	
UCF DOWNTOWN PRESENCE (P,C,E)	$75,000,000					Total Campus			75,000,000	#DIV/0!		
UCF DOWNTOWN PRESENCE GARAGE (P,C,E)	$15,000,000					Total Campus			15,000,000	#DIV/0!		
USTA AMERICAN TENNIS AT LAKE NONA -COLLEGIATE TENNIS (P,C,E)	$5,100,000					Total Campus			5,100,000	#DIV/0!		
HOTEL AND CONFERENCE CENTER (P,C,E)	$76,500,000					Total Campus			76,500,000	#DIV/0!		
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,183,880	$14,798,500	$1,775,820		Clge of Engrg	49570	72556	17,758,200	$ 245	PRIVATE	November-09
CREATIVE SCHOOL (P,C,E)			$1,530,000			Total Campus	6271	18000	1,530,000	$ 85	BONDS	November-09
PARKING GARAGE VII (P,C,E)			$20,400,000			Total Campus	N/a	447000	20,400,000	$ 46	BONDS	November-09
SUSTAINABILITY CENTER (P,C,E)			$255,000	$2,040,000	$255,000	Total Campus	17544	26316	2,550,000	$ 97	PRIVATE	November-09
SPECIAL PURPOSE HOUSING AND PARKING GARAGE (P,C,E)	$25,500,000					Total Campus	N/A	168000	25,500,000	$ 152	BONDS	November-09
SPECIAL PURPOSE HOUSING II (P,C,E)	$8,160,000					Total Campus	42857	60000	8,160,000	$ 136	BONDS	November-09
PARKING DECKS (P,C,E)	$17,340,000					Total Campus	N/a	168000	17,340,000	$ 103	BONDS	November-09
GRADUATE HOUSING (P,C,E)	$51,000,000					Total Campus	107142	150000	51,000,000	$ 340	BONDS	November-09
REFINANCE UCF FOUNDATION PROPERTIES	$37,410,000					Total Campus	N/A	432250	37,410,000	$ 87	PRIVATE	November-09
STUDENT HOUSING (P,C,E)	$51,000,000					Total Campus	160000	224000	51,000,000	$ 228	BONDS	November-09
GARAGE EXPANSION (P,C, E)	$5,100,000					Total Campus	N/A	50837	5,100,000	$ 100	BONDS	November-09
CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)	$23,945,113					Clge Medicine	620976	91464	23,945,113	$ 262	PRIVATE	November-09
FACILITIES BUILDING, LAKE NONA (P,C,E)	$6,120,000					Total Campus	21053	31579	6,120,000	$ 194	BONDS	November-09
EXPO CENTER HOUSING (P,C,E)	$16,000,000					Total Campus	73571	103000	16,000,000	$ 155	BONDS	November-09
REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS (P,C,E)	$28,000,000					Total Campus	133333	200000	28,000,000	$ 140	PRIVATE	November-09
PARTNERSHIP GARAGE (P,C,E)	$7,140,000					Total Campus	N/A	60000	7,140,000	$ 119	BONDS	November-09
PARKING DECK (ATHLETIC COMPLEX)	$5,100,000					Total Campus	N/A	168000	5,100,000	$ 30	BONDS	November-09
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	$1,700,000					Total Campus	N/A	5700	1,700,000	$ 298	PRIVATE	November-09
BASEBALL CLUBHOUSE EXPANSION/RENOVATION (P,C,E)	$1,020,000					Total Campus	5000	7000	1,020,000	$ 146	PRIVATE	November-09
BRIGHT HOUSE NETWORKS STADIUM EXPANSION PHASE I (P,C,E)	$11,000,000					Total Campus	15240	21337	11,000,000	$ 516	PRIVATE	November-09
WAYNE DENSCH SPORTS CENTER EXPANSION/RENOVATION (P,C,E)	$1,020,000					Total Campus	12857	18000	1,020,000	$ 57	PRIVATE	November-09
TENNIS COMPLEX - PHASE I (P,C,E)	$1,428,000					Total Campus	6225	7470	1,428,000	$ 191	PRIVATE	November-09
TENNIS COMPLEX - PHASE II (P,C,E)	$1,020,000					Total Campus	2083	2500	1,020,000	$ 408	PRIVATE	November-09
TENNIS COMPLEX - PHASE III (P,C,E)	$2,040,000					Total Campus	N/A		2,040,000	#DIV/0!	PRIVATE	November-09
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)	$115,121,201					Clge of Medicine	132018	198027	115,121,201	$ 581	PRIVATE	N/a
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)	$15,300,000					Total Campus		402000	15,300,000	$ 38	BONDS	N/a
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)	$13,056,000					Clge of Arts & Scienc	21333	32000	13,056,000	$ 408	PRIVATE	N/a
OUTPATIENT CENTER (P,C,E)	$76,500,000					Total Campus	78833	119750	76,500,000	$ 639	PRIVATE	N/a
DENTAL SCHOOL (P,C,E)		$73,000,000				Total Campus	111166	166750	73,000,000	$ 438	PRIVATE	N/a
UTILITY INFRASTRACTURE AND SITE WORK, LAKE NONA CLINICAL FACILITIES (P,C)			$10,200,000			Total Campus	N/A		10,200,000	#DIV/0!	PRIVATE	N/a
COASTAL BIOLOGY STATION			$5,100,000			Total Campus	17544	23316	5,100,000		PRIVATE	
MULTI-CULTURAL EXPANSION	$1,677,186					Total Campus	3654	5481	1,677,186			
PEGASUS HEALTH EXPANSION (P,C,E)			$10,200,000			Total Campus	13333	20000	10,200,000	$ 510	PRIVATE	N/a
TOTAL	$717,552,500	$74,183,880	$62,483,500	$3,815,820	$255,000			3554204	858290700	241.49		

CIP2

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects Requiring Board of Governors Approval
to be Constructed, Acquired, and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Reques	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Special Purpose Housing and Parking Garage	160,000	425 beds and 500 parking spaces	UCF, Orlando	$ 25,500,000	Rental income	July	$2,400,000	Auxiliary
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	UCF, Orlando	$ 8,160,000	Rental income	July	$480,000	Auxiliary
UCF	Parking Garage VII	447,000	1,600 spaces	UCF, Orlando	$ 20,400,000	Decal fees, traffic fines, and Transportation Access Fee	July	$6,705,000	Auxiliary
UCF	Parking Decks	168,000	1,800 spaces	UCF, Orlando	$ 17,340,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	Auxiliary
UCF	Graduate Housing	150,000	Land and 600 beds	UCF, Orlando	$ 51,000,000	Rental and retail income	July	$2,250,000	Auxiliary
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF foundation properties	UCF, Orlando	$ 37,410,000	Rental and retail income	July	$0	N/A
UCF	Student Housing	224,000	800 beds	UCF, Orlando	$ 51,000,000	Rental income	July	$3,360,000	Auxiliary
UCF	Garage Expansion	50,837	400 additional spaces	UCF, Orlando	$ 5,100,000	Decal fees, traffic fines, and Transportation Access Fee	July	$762,555	Auxiliary
UCF	Classroom and Lab Building, Lake Nona	91,464	Classrooms, labs, and offices	UCF, Orlando	$ 23,945,113	Donations and partnerships	July	$1,371,960	General Revenue
UCF	Facilities Building, Lake Nona	20,799	Offices, storage, and support space	UCF, Orlando	$ 6,130,000	Donations and partnerships	July	$311,985	General Revenue
UCF	Expo Center housing	103,000	400 Beds	UCF, Orlando	$ 16,000,000	Donations and partnerships	July	$1,545,000	Auxiliary
UCF	Regional Campuses Multi-Purpose Buildings	60,000	Classrooms, labs, and offices	UCF, Orlando	$ 28,000,000	Donations and partnerships	July	$900,000	General Revenue
UCF	Partnership Garage	60,000	600 spaces	UCF, Orlando	$ 7,140,000	Decal fees and revenue income	July	$0	Auxiliary
UCF	Parking Deck (Athletic Complex)	168,000	600 parking spaces	UCF, Orlando	$ 5,100,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	Auxiliary
UCF	UCF Downtown Presence Garage	402,000	1300 spaces	UCF, Orlando	$ 15,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$6,030,000	Auxiliary
UCF	Baseball Stadium Expansion and Renovation	5,700	200 seats, new press box	UCF, Orlando	$ 1,700,000	Donations	July	$85,500	DSO
UCF	Baseball Clubhouse Expansion and Renovation		New playing field, chair backs, audio and lighting upgrade	UCF, Orlando	$ 1,020,000	Donations	July	$0	DSO
UCF	Bright House Networks Stadium Expansion and Improvements Phase I	21,337	Additional club seating, suites, and operational booths	UCF, Orlando	$ 11,000,000	Donations	July	$320,055	DSO
UCF	Wayne Densch Sports Center Expansion and Renovation	18,000	Renovation and expansion of the football facilities, larger locker room, weight room, and equipment room	UCF, Orlando	$ 1,020,000	Donations	July	$270,000	DSO
UCF	Tennis Complex Phase I	7,470	12 championship caliber outdoor courts, and 864 grandstand seats	UCF, Orlando	$ 1,428,000	Donations	July	$112,050	DSO
UCF	Tennis Complex Phase II	2,500	Clubhouse with locker room for men's and women's programs, offices, and conference room	UCF, Orlando	$ 1,020,000	Donations	July	$37,500	DSO
UCF	Tennis Complex Phase III		6 covered courts	UCF, Orlando	$ 2,040,000	Donations	July	$0	DSO
UCF	Multi-Purpose Medical Research and Incubator Facility	200,000	Classrooms, labs, and offices	UCF, Orlando	$ 115,121,201	Donations and partnerships	July	$3,000,000	General Revenue
UCF	Health Sciences Campus Parking Garage	402,000	1300 spaces	UCF, Orlando	$ 15,300,000	Decal fees and traffic fines	July	$6,030,000	Auxiliary
UCF	Bio-Medical Annex Renovation and Expansion	32,000	Classrooms, labs, and offices	UCF, Orlando	$ 13,056,000	Donations and partnerships	July	$480,000	General Revenue
UCF	Outpatient Center	119,750	Health care facilities, offices, 38 beds	UCF, Orlando	$ 76,500,000	Donations and partnerships	July	$1,796,250	General Revenue
UCF	Dental School	166,750	Classrooms, labs, auditorium, health care facilities, offices	UCF, Orlando	$ 73,000,000	Donations and partnerships	July	$2,501,250	Revenue
UCF	Utility Infrastructure and Site Work, Lake Nona Clinical Facilities		3080 Spaces	UCF, Orlando	$ 10,200,000	Income and energy savings	July		General Revenue
UCF	Pegasus Health Expansion	20,000	Labs, offices	UCF, Orlando	$ 10,200,000	Donations and partnerships	July	$300,000	General Revenue

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects That May Require Legislative Authorization
and General Revenue Funds to Operate and Maintain
BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	SCPS Student Museum	21,000	Gallery - Offices	UCF - Sanford	$4,000,000	Donations	$315,000	General Revenue
UCF	Trevor Colbourn Hall	80,000	Offices, Classrooms	UCF - Orlando	$20,000,000	E&G	$1,200,000	General Revenue
UCF	Optical Materials Lab Addition	5,530	Research Labs	UCF - Orlando	$1,640,000	E&G	$82,950	General Revenue
UCF	Coastal Biology Station	8,500	Research	Melbourne Beach	$2,500,000	E&G	$127,500	General Revenue
UCF	Library Expansion Phase I	8,800	Automatic Retrieval Center	UCF-Orlando	$10,771,963	CITF	$132,000	General Revenue
UCF	Partnership IV	167,000	Office, Research	UCF-Orlando	$60,000,000	PECO	$2,505,000	General Revenue
UCF	Technical Center I and II	65,348	Office, Research	UCF-Orlando	$2,500,000	PECO	$980,220	General Revenue
UCF	Florida Advanced Manufacturing Research Ce	100,000	Research Labs, Wet Labs, Colaboration Rooms, Offices	UCF - Osceloa	$75,000,000	E&G	$1,500,000	General Revenue

ITEM: FFC-8

University of Central Florida
Board of Trustees
Finance and Facilities Committee

SUBJECT: 2012-13 Capital Outlay Budget

DATE: May 24, 2012

PROPOSED COMMITTEE ACTION

1) Approval of the university's 2012-13 capital outlay budget

2) Authorization for the president to make necessary adjustments to the 2012-13 capital outlay budget

BACKGROUND INFORMATION

Pursuant to 1013.61, Florida Statutes, each university board of trustees must adopt an annual capital outlay budget that designates proposed expenditures by project. Attachment A lists the projects approved during the legislative session and by the governor. Approval is sought for the attached budget and authorization for the president to make changes to this budget as necessary during the year.

Supporting documentation:

2012-13 Capital Outlay Budget (Attachment A)

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Attachment A

2012-13 Capital Outlay Budget
Projects By Funding Source

DRAFT

Projects funded by Public Education Capital Outlay (PECO)	FY 2012-13
Utilities/Infrastructure/Capital Renewal	$ -
Classroom Building II *	5,924,183
Interdisciplinary Research and Incubator Facility	-
Engineering Building I Renovation	3,620,723
Math and Physics Building Remodeling and Renovation	3,877,895
TOTAL	$ 13,422,801

Projects funded by donations and the Courtelis Facility Matching Grant Program	Cumulative FY 2012-13	
	Donations	Courtelis
Laboratory Instructional Building	$ 15,372,777	-
Morgridge International Reading Center	2,068,685	-
Career Services and Experiential Learning	196,728	-
College of Optics and Photonics	69,085	-
Engineering III	2,384,463	-
Psychology Building	86,540	-
John and Martha Hitt Library at the Alumni Center	8,249	-
Physical Sciences Building (E)	1,162	-
Arts Complex II Enhancement (P,C)	500,000	-
Burnett Bio-Medical Science Center (C,E)	2,622,948	-
	23,310,637	-

Maintenance, repair, renovation, and remodeling projects	FY 2012-13
TOTAL	$ 305,900

Projects constructed or acquired with proceeds from sale of bonds	FY 2012-13
Special Purpose Housing and Parking Garage I	$ -
Special Purpose Housing II	-
Parking Garage VII	-
Parking decks	-
Graduate housing	-
Refinance UCF Foundation properties	-
Bookstore expansion	8,000,000
Student housing	-
Garage expansion	-
Research Lab, Lake Nona	112,861,603
Classroom and lab building, Lake Nona	-
Life Sciences Incubator, Lake Nona	30,000,000
Facilities Building, Lake Nona	-
Expo Center housing	-
Regional Campuses multi-purpose buildings	-
Partnership Garage	-
	$ 150,861,603

Attachment A

2012-13 Capital Outlay Budget
Projects By Funding Source

DRAFT

Projects constructed or acquired by a Direct Support Organization (DSO)	FY 2012-13
Special Purpose Housing and Parking Garage I	$ -
Special Purpose Housing II	-
Parking deck (Athletic Complex)	-
Graduate housing	-
Refinance UCF Foundation properties	-
North East campus property mixed use development	50,000,000
Student housing	-
Research Lab, Lake Nona	112,861,603
Classroom and lab building, Lake Nona	-
Life Sciences Incubator, Lake Nona	30,000,000
Expo Center housing	-
	$ 192,861,603

FY 2012-13 Facilities to Operate and Maintain

Requested	Approved
Flexible Residential Test Structures 1 & 2	X
Applications Test Facility	X
Morgridge International Reading Center	
Classroom Building II and ROTC	

*The $5,924,183 approved for the Interdisciplinary Research and Incubator Facility has reverted and is appropriated for the 2012-13 fiscal year to the University of Central Florida Classroom Building II.

ITEM: FF-6

University of Central Florida
Board of Trustees

SUBJECT: 2013-14 Capital Outlay Budget

DATE: May 23, 2013

PROPOSED BOARD ACTION

1) Approval of the university's 2013-14 capital outlay budget

2) Authorization for the president to make necessary adjustments to the 2013-14 capital outlay budget

BACKGROUND INFORMATION

Pursuant to 1013.61, Florida Statutes, each university board of trustees must adopt an annual capital outlay budget that designates proposed expenditures by project. Attachment A lists the projects approved during the legislative session and by the governor. Approval is sought for the attached budget and authorization for the president to make changes to this budget as necessary during the year.

Supporting documentation: 2013-14 Capital Outlay Budget (Attachment A)

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance (Facilities and Safety)

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

2013-14 Capital Outlay Budget
Projects By Funding Source

Projects funded by Public Education Capital Outlay (PECO)	FY 2013-2014	Funded
Classroom Building II	$ 1,317,262.00	$ 1,317,262.00
Engineering Building I Renovation	13,954,277	-
Math and Physics Building Remodeling and Renovation	9,422,105	-
Utilities, Infrastructure, and Capital Renewal	11,994,197	-
Library Renovation Phase II	3,500,000	-
Interdisciplinary Research and Incubator Facility	5,924,183	-
UCF VC Classroom Building	7,500,000	-
Arts Complex Phase II (Performance)	5,000,000	-
TOTAL	$ 58,612,024	$ 1,317,262.00

Projects funded by donations and the Courtelis Facility Matching Grant Program	Cumulative FY 2013-14	
	Donations	Courtelis
Laboratory Instructional Building	$ 15,372,777	-
Morgridge International Reading Center	2,068,685	-
Burnett Bio-Medical Science Center	2,528,605	
Career Services and Experiential Learning	196,950	-
College of Optics and Photonics	69,735	-
Engineering III	2,384,463	-
Psychology Building	86,540	-
Arts Complex II Enhancement	500,000	-
Physical Sciences Building	1,150	-
Alumni Center, John and Martha Hitt Library	8,249	-
	$ 23,217,154.00	-

Maintenance, repair, renovation, and remodeling projects	FY 2013-14
TOTAL	$ 3,310,548.83

Capital Improvement Trust Fund	FY 2013-14	Funded
John C. Hitt Library Phase I	$ 32,637,160	$ 12,457,802
Recreation and Wellness Center - Outdoor Improvements	3,000,000	-
	$ 35,637,160	12,457,802

Projects constructed or acquired with proceeds non-state sources, including debt	FY 2013-14
Athletic Academic Performance Center	$ 14,000,000
Creative Village Garage	15,000,000
Special Purpose Housing and Parking Garage I	25,000,000
Special Purpose Housing II	8,000,000
Parking Decks	17,000,000
Graduate Housing	50,000,000
Refinance UCF Foundation Properties	37,410,000
Student Housing	50,000,000
Garage Expansion	5,000,000
Classroom and Lab Building, Lake Nona	23,475,601
Facilities Building, Lake Nona	6,000,000
EXPO Center Housing	16,000,000
Regional Campuses Multi-Purpose Buildings	28,000,000
Partnership Garage	7,000,000
Parking Deck (Athletic Complex)	5,000,000
Baseball Stadium Expansion Phase II	1,700,000
Baseball Clubhouse Expansion/Renovation	1,000,000
Bright House Networks Stadium Expansion Phase I	11,000,000

042

2013-14 Capital Outlay Budget
Projects By Funding Source

Wayne Densch Sports Center Expansion and Renovation	1,000,000
Tennis Complex - Phase I	1,400,000
Tennis Complex - Phase II	1,000,000
Tennis Complex - Phase III	2,000,000
Multi-Purpose Medical Research and Incubator Facility	112,863,923
Health Sciences Campus Parking Garage I	15,000,000
Bio-Medical Annex Renovation and Expansion	12,800,000
Outpatient Center	75,000,000
	$ 541,649,524

043

ITEM: FF-8

University of Central Florida
Board of Trustees

SUBJECT: 2014-15 Capital Outlay Budget

DATE: May 22, 2014

PROPOSED BOARD ACTION

Approve the university's 2014-15 capital outlay budget and authorize the president to make necessary adjustments to the 2014-15 capital outlay budget.

BACKGROUND INFORMATION

Pursuant to Florida Statute 1013.61, each university's Board of Trustees must adopt an annual capital outlay budget that designates proposed expenditures by project. The attached University of Central Florida 2014-15 capital outlay budget lists the projects approved during the legislative session and by the governor. Approval is sought for the attached budget along with authorization for the president to make changes to this budget as necessary during the year.

Supporting documentation: 2014-15 Capital Outlay Budget (Attachment A)

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

2014-15 Capital Outlay Budget
Projects By Funding Source

Projects funded by Public Education Capital Outlay (PECO)	2014-15	Funded
Engineering Building I Renovation	13,954,277	-
Math and Physics Building (Mathematical Sciences) Remodeling and Renovation	9,422,105	-
Utilities, Infrastructure, and Capital Renewal	11,994,197	2,185,937
John C. Hitt Library Renovation Phase II	35,000,000	-
Interdisciplinary Research and Incubator Facility	5,924,183	-
UCF VC Classroom Building	7,500,000	-
Arts Complex Phase II (Performance)	5,000,000	-
Partnership IV	2,450,000	8,000,000
TOTAL	$ 91,244,762	$ 10,185,937

Projects funded by donations and the Courtelis Facility Matching Grant Program	Cumulative 2014-15	
	Donations	Courtelis
Laboratory Instructional Building	$ 15,372,777	-
Morgridge International Reading Center	2,297,170	-
Burnett Bio-Medical Science Center	2,528,605	-
Career Services and Experiential Learning	196,950	-
College of Optics and Photonics	69,735	-
Engineering III	2,384,463	-
Psychology Building	86,540	-
Arts Complex II Enhancement	500,000	-
Physical Sciences Building	1,162	-
Alumni Center, John & Martha Hitt Library	8,249	-
TOTAL	$ 23,445,651	-

Maintenance, repair, renovation, and remodeling projects	2014-15	
		$ 2,925,357
TOTAL		$ 2,925,357

Capital Improvement Trust Fund	2014-15	Funded
John C. Hitt Library Phase I	$ 25,199,358	$ 6,855,331
TOTAL	$ 25,199,358	$ 6,855,331

Projects constructed or acquired with proceeds non-state sources, including debt	2014-15	
Wayne Densch Center For Student Athletic Leadership	$ 14,000,000	6,030,000
Rosen Storage Shed	225,000	-
Rosen Educational Facility	17,000,000	TBD
Creative Village Garage	15,000,000	
Civil and Environmenal Engineering	17,410,000	
Creative School	1,500,000	
Parking Garage VII	20,000,000	
Sustainability Center	2,500,000	
Special Purpose Housing and Parking Garage	25,000,000	
Special Purpose Housing II	8,000,000	
Parking Decks	17,000,000	
Graduate Housing	50,000,000	
Refinance UCF Foundation Properties	37,410,000	
Student Housing	50,000,000	
Garage Expansion	5,000,000	
Classroom and Lab Building, Lake Nona	23,475,601	
Facilities Building, Lake Nona	6,000,000	
EXPO Center Housing	16,000,000	

036

2014-15 Capital Outlay Budget
Projects By Funding Source

Regional Campuses Multi-Purpose Buildings	28,000,000	
Partnership Garage	7,000,000	
Parking Deck (Athletic Complex)	5,000,000	
Baseball Stadium Expansion Phase II	1,700,000	
Baseball Clubhouse Expansion and Renovation	1,000,000	
Bright House Networks Stadium Expansion Phase I	11,000,000	
Wayne Densch Sports Center Expansion and Renovation	1,000,000	
Tennis Complex - Phase I	1,400,000	
Tennis Complex - Phase II	1,000,000	
Tennis Complex - Phase III	2,000,000	
Multi-Purpose Medical Research and Incubator Facility	112,863,923	
Health Sciences Campus Parking Garage I	15,000,000	
Bio-Medical Annex Renovation and Expansion	12,800,000	
Outpatient Center	75,000,000	
Global UCF and Continuing Education Building	16,400,000	15,000,000
TOTAL	$ 616,684,524	$ 21,030,000



Since starting construction in January 1967, UCF has grown to 167 buildings on the main campus. There is currently $200,000,000 of design and construction backlog (major and minor projects).

Today's presentation generally follows the estimated order of completion starting with recently completed projects, then projects currently under construction, projects currently in design, and finally projects still in the concept phase.

- 64 projects in concept
- 138 projects in design
- 66 projects in construction
- 55 projects recently completed



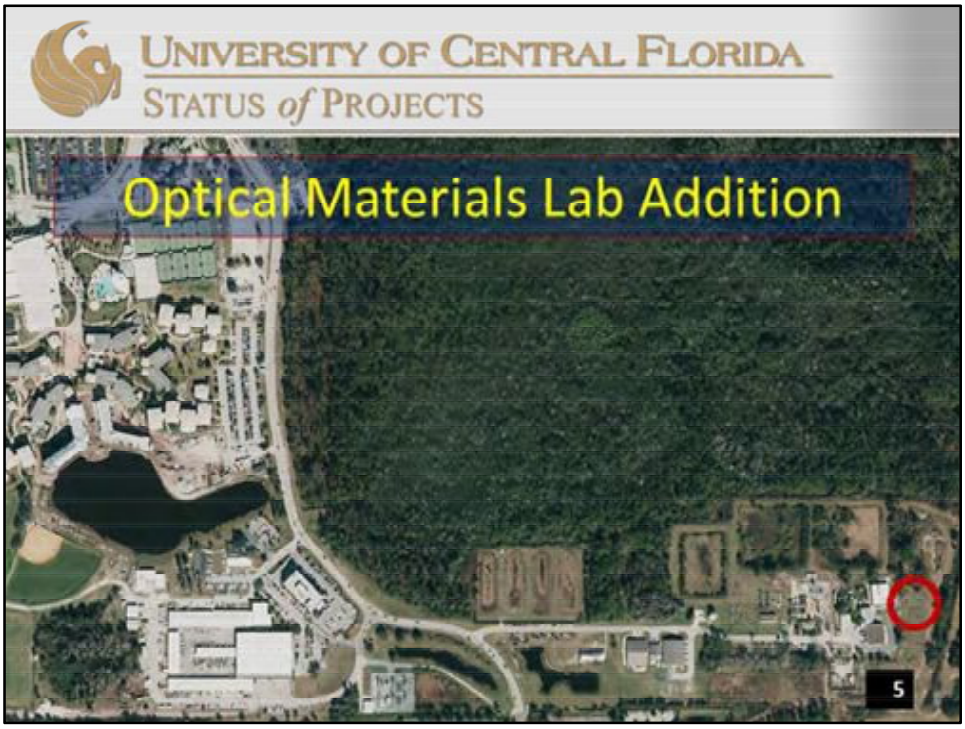
Located in the Theater between Technology Commons and Business Administration.

GSF: 2,600
Estimated Project Cost: $140,000 (University funded – internal sources)
Projected Construction Dates: Complete
Architect: Interstage American
Contractor: Interstage American

Suspended platform for reconfiguration of stage lighting. Added safety fall protection.
Allows students to reconfigure lighting for the various productions.


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
3


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
4



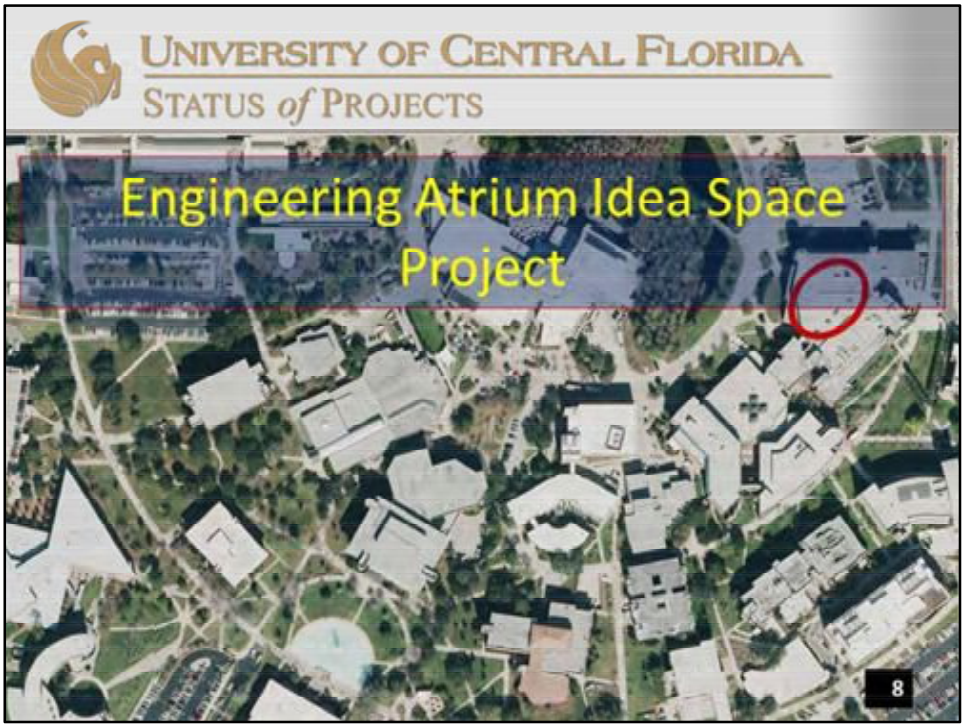
Located at the end of Ara Dr.

GSF: 5,643
Estimated Project Cost: $1,700,000 (University funded – internal sources)
Projected Construction Dates: Complete
Architect: KZF
Contractor: Clancy & Theys

Doubled existing square footage. Added additional optical research space and 9 hoods with high corrosion exhaust fan. Research development of light transmission materials and products.


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
6


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
7

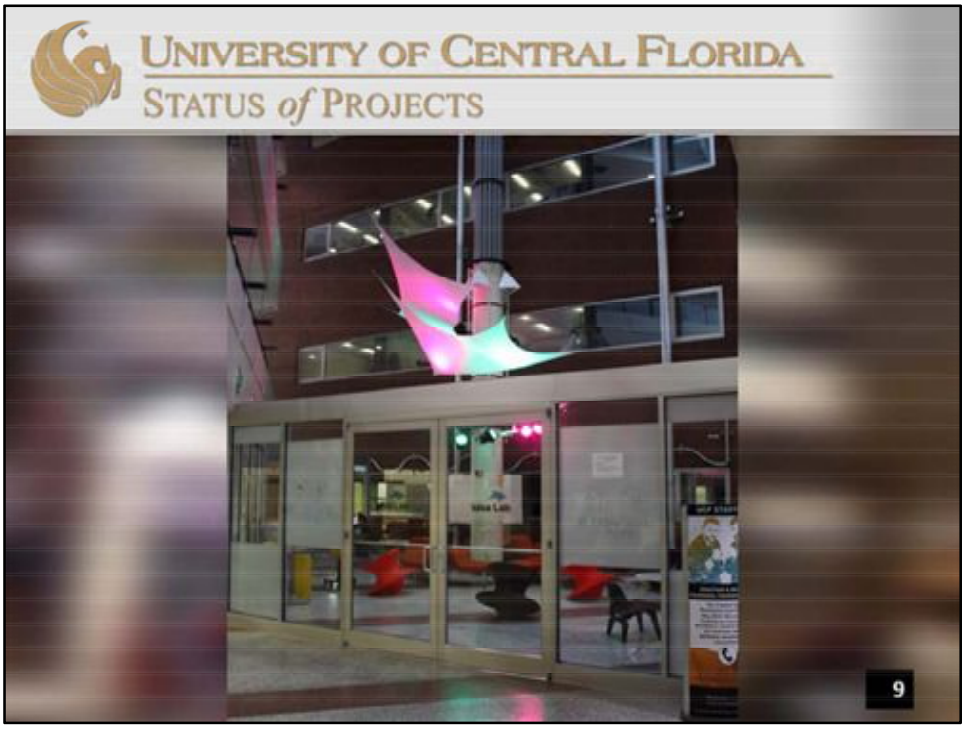


Located in Engineering Building II.

GSF: 10,000
Estimated Project Cost: $320,000 (Texas Instruments and University funded – internal sources)
Projected Construction Dates: Complete in November 2014
Architect: Schenkel Shultz / Matern
Contractor: Merrit

Idea and innovation labs for new product development. Texas Instruments provided a grant to create this space.

- Space for creativity
- New design products
- Technology allows for interaction from different locations
- Take ideas into innovation lab to produce 3D prototypes


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
9



Located in Research Park south of the Bennett Buildings.

GSF: 4,800
Estimated Project Cost: $900,000 (University funded – internal sources)
Projected Construction Dates: Complete in November 2014
Architect: Matern
Contractor: CPPI

Hard materials research lab renovation. High temperature test of materials. Added 3 fume hoods, new finishes, office renovations, and new mechanical & electrical upgrades to support lab.


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
11

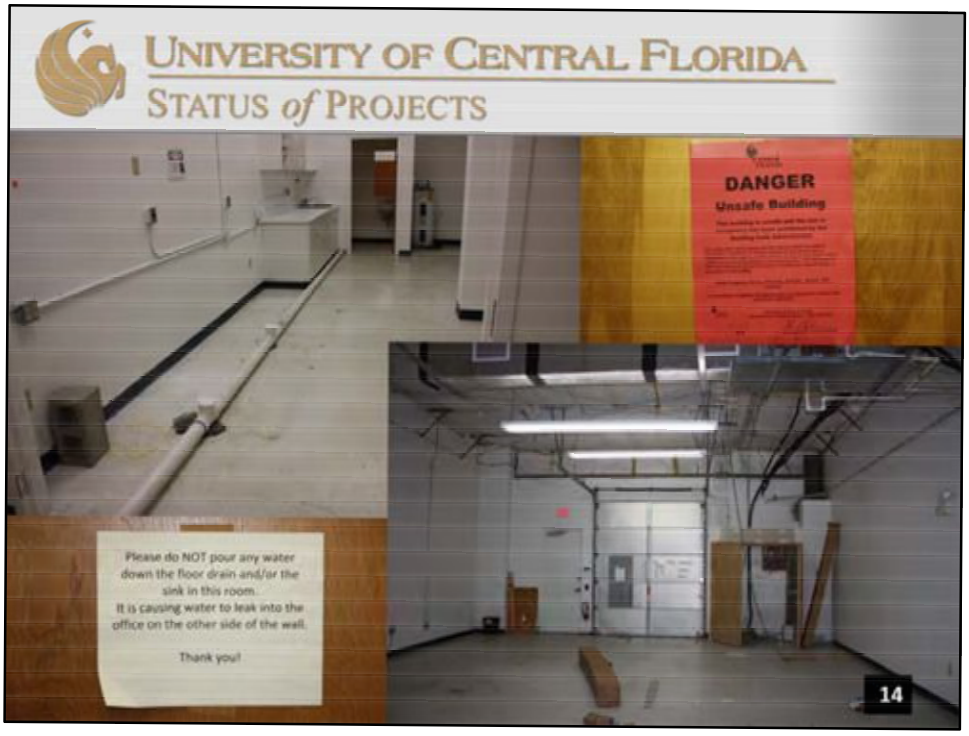


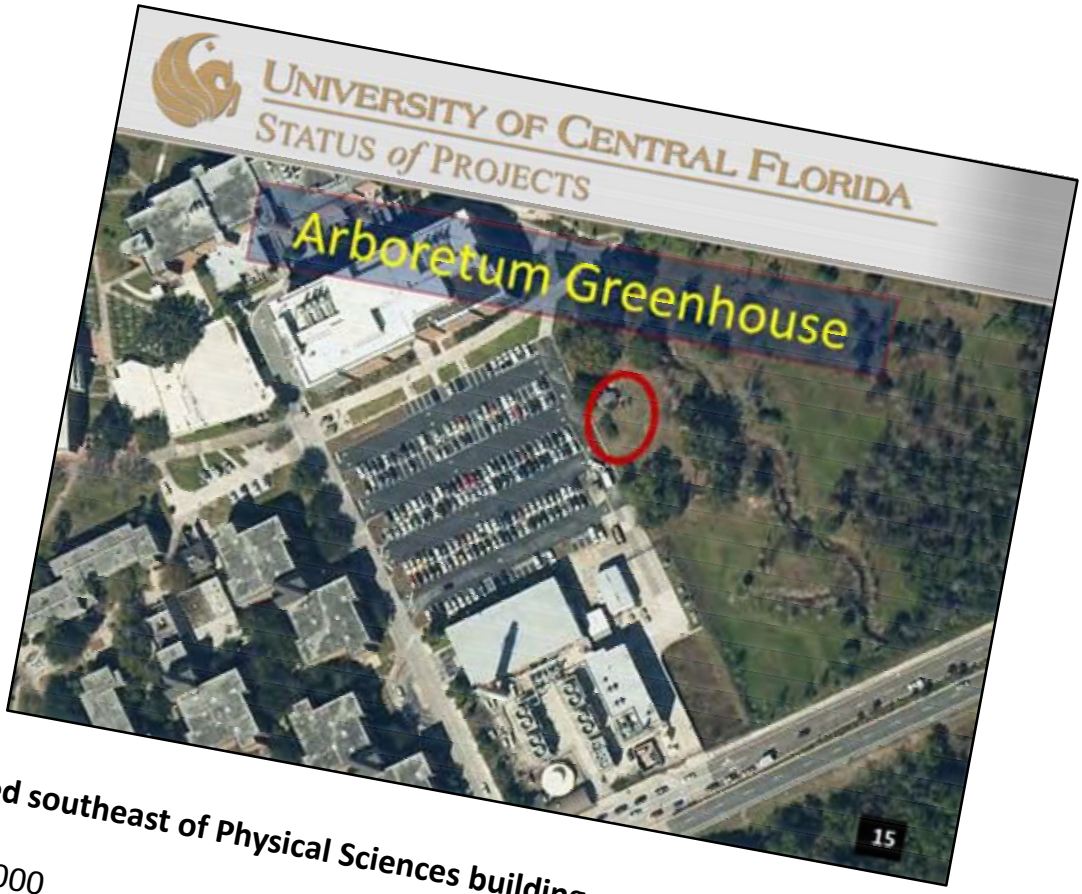
Located in Research Park south of Facilities & Safety Complex.

GSF: 10,000
Estimated Project Cost: $6,000,000 (University funded – C&G)
Projected Construction Dates: November 2014 – December 2015
Architect: ACI
Contractor: Wharton Smith (Design Build)

- Renovate existing buildings to accommodate research capability plus code compliance upgrade.
- Added 5 labs and 3 fume hoods.
- Renovation of 110 offices and conference rooms.
- Upgrade mechanical & electrical systems.
- Roof replacement
- Lab space incubator
- Rentable space


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
13


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
DANGER
Unsafe Building
Please do NOT pour any water down the floor drain and/or the sink in this room.
It is causing water to leak into the office on the other side of the wall.
Thank you!
14



Located southeast of Physical Sciences building.

GSF: *1,000*
Estimated Project Cost: *$350,000 (jointly funded by Biology and Utilities/Infrastructure)*
Projected Construction Dates: *December 2014 – June 2015*
Architect: *KZF*
Contractor: *Wharton Smith*

Replace existing greenhouse. Pre-fabricated greenhouse. 24' x 40'.


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
16



Located in north entrance foyer of Business Administration building.

GSF: 60,000
Estimated Project Cost: $2,000,000 (University funded – internal sources)
Projected Construction Dates: Phase I – restroom renovation TBD. Phase II – atrium renovation TBD schedule depending on funding.
Architect: KZF
Contractor: TBD

Renovate Business Administration lobby and restroom.

Face lift of public areas (1st and 2nd floors)
- Atrium
- Restroom
- Corridors
- Creating collaborative & learning spaces


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
EXIT
18



Located south of Parking Garage D adjacent to Memory Mall.

GSF: 56,000
Estimated Project Cost: $16,500,000 (University funded – internal sources)
Projected Construction Dates: December 2014 – December 2015
Architect: Schenkel Shultz
Contractor: Clancy & Theys

Classroom space for transitioning international students into a campus learning environment.
45 faculty offices
40 classrooms
3 conference rooms
Counseling center
High efficiency mechanical systems using new technologies.
LEED Gold.


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
20

UNIVERSITY OF CENTRAL FLORIDA
STATUS *of* PROJECTS



first floor

21


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
Global UCF
22



Master plan concept for utilization of surface parking.



Located east of Brighthouse Networks Stadium.

GSF: 22,000
Estimated Project Cost: $6,000,000 (DSO - Athletics)
Projected Construction Dates: March 2015 - December 2015
Architect: KZF
Contractor: Wharton Smith (Design Build)

- Offices, tutor rooms, computer lab, student services, multipurpose room for student athletes.
- Study area near athletic facilities
- Provide career counseling
- Tutor services
- 19 offices
- Large multipurpose room
- Conference rooms


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
25


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
EAST ORION BLVD. ELEVATION
26



Located in Brighthouse Networks Stadium.

GSF: 5,000
Estimated Project Cost: $2,000,000 (DSO - Athletics)
Projected Construction Dates: March 2015 – August 2015
Architect: KZF
Contractor: Wharton Smith (Design Build)

Add a new beach club venue and premium seating. Food & beverage service.

UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
28



Located adjacent to the Combined Heat and Power Plant.

GSF: 6,000
Estimated Project Cost: $1,000,000 (University funded – internal sources)
Projected Construction Dates: March 2015 – February 2016
Architect: Schenkel Shultz
Contractor: TBD (hard bid)

Demolish existing prefabricated buildings and add additional facility support functions including training for maintenance teams.


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
30



Located in existing Student Health Center south of Chemistry building.

GSF: 10,000
Estimated Project Cost: $2,600,000 (University funded – internal sources)
Projected Construction Dates: March 2015 – December 2015
Architect: HKS
Contractor: Currently in advertisement

- Adding additional capacity for international clinic, substance abuse, and mental health.
- 15 exam rooms
- 10 offices
- 2 conference rooms
- Improved building appearance
- Upgrading building HVAC controls


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
32


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
33



Located in Facilities & Safety Complex.

GSF: 9,000
Estimated Project Cost: $1,000,000 (University funded – F&S)
Projected Construction Dates: March 2015 – December 2015
Architect: Schenkel Shultz
Contractor: TBD (bid)

- Add additional warehouse capacity for surplus, storage, and mail center facility.
- Purchase of surplus stock and shipping capability
- Hard drive shredder


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
35



Located south of Student Union and east of John T. Washington Center.

GSF: 256,000 renovation + 8,000 for ARC (Automated Retrieval Center)
Estimated Project Cost: Phase I - $19,000,000 (CITF)
Projected Construction Dates: July 2015 start date
Architect: Holzman Moss Bottino
Contractor: Turner

Renovate existing library. Add 1.25M book volumes to an ARC. Correct life safety deficiencies. Add student study space and additional student services. Total project cost estimated at $60,000,000.


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
HOLZMAN MOSS BOTTINO
ARCHITECTURE
37



Fourth-floor reading room



- California robot statistics:
  - 1.5M volumes can be housed in 8800 gsf vs. 113K gsf of open shelving
  - Request for materials from any device with internet access
  - Automatic crane locates materials and delivers to pick-up station
  - 5-10 minutes for entire process



Located south of Engineering Building II in Academic Core.

GSF: 130,885
Estimated Project Cost: $3,600,000 (PECO)
Projected Construction Dates: December 2015 – August 2017
Engineer: SGM
Contractor: TBD

- Replace HVAC
- Life safety
- Code improvements
- Electrical system upgrades

UNIVERSITY OF CENTRAL FLORIDA
STATUS *of* PROJECTS





41



Located south of Technology Commons.

GSF: 106,523
Estimated Project Cost: $3,800,000 (PECO)
Projected Construction Dates: December 2015 – August 2017
Engineer: Moses (tentatively)
Contractor: TBD

- Replace HVAC
- Life safety
- Code improvements
- Electrical system upgrades


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
43



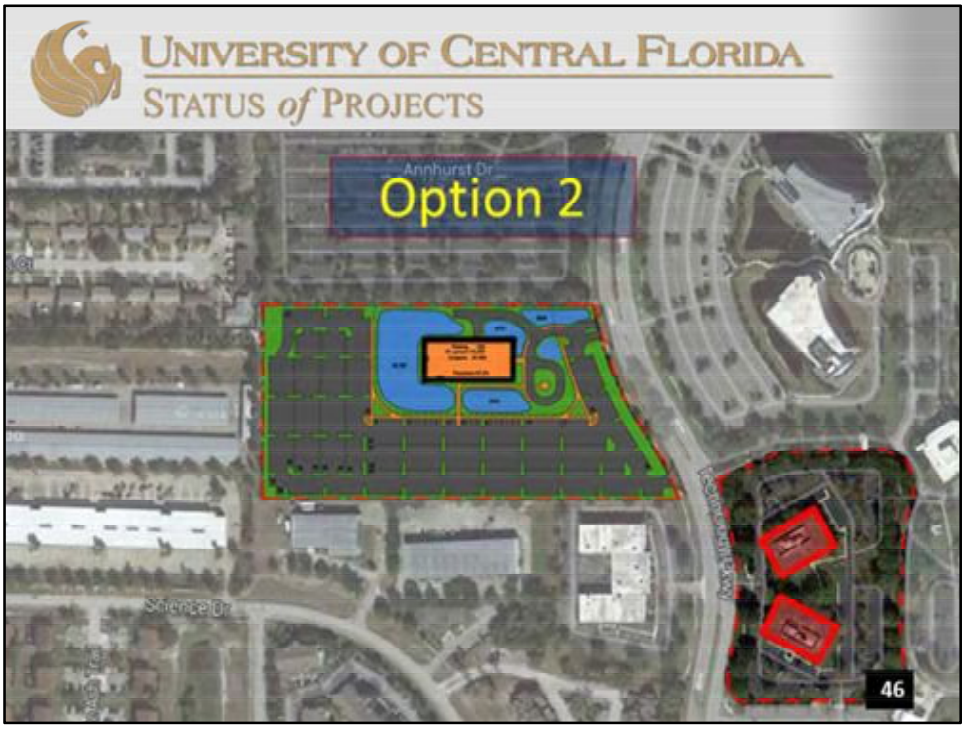
Located in Research Park near Partnership Buildings I, II, and III

GSF: DoD partners currently occupy approximately 200K s.f. in 3 leased facilities. Projected increases in DoD personnel and UCF research needs would indicate a 300K s.f. space need.
Estimated Project Cost: $53,040,000 (PECO / state)
Projects Construction Dates: TBD
Architect: TBD
Contractor: TBD

Two different options are being considered. Both create classified simulation space for both the DoD and UCF.



Option 1: Use the existing parking lot adjacent to Partnership Buildings II and III to design and construct a new facility to meet the expressed needs and a Parking Garage that would accommodate all 3 buildings, as well as adding to force protection. This option would require approval from the state to use state funds for the garage/force protection construction.



Option 2: Purchase and renovate two other existing buildings and purchase land to design and construct a smaller facility and surface parking.

- Technology 1 – 31,520 (existing building to be acquired)
- Technology 2 – 30,828 (existing building to be acquired)
- New Development – 167,000



Located west of Parking Garage C.

GSF: 118,014
Estimated Project Cost: $46,614,853 (PECO listed)
Projected Construction Dates: April 2016 – October 2017
Architect: CPPI
Contractor: Ponikvar

- The program is being reconfirmed from the original 2011 program.
- Nano-science technology, advanced materials processing and analysis, optics and lasers, energy research, and the incubator program.
- 27 research labs, 19 material characterization rooms, 21 incubator labs, lecture halls, conference rooms, offices, and ancillary spaces.
- Project will be phased.


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
48

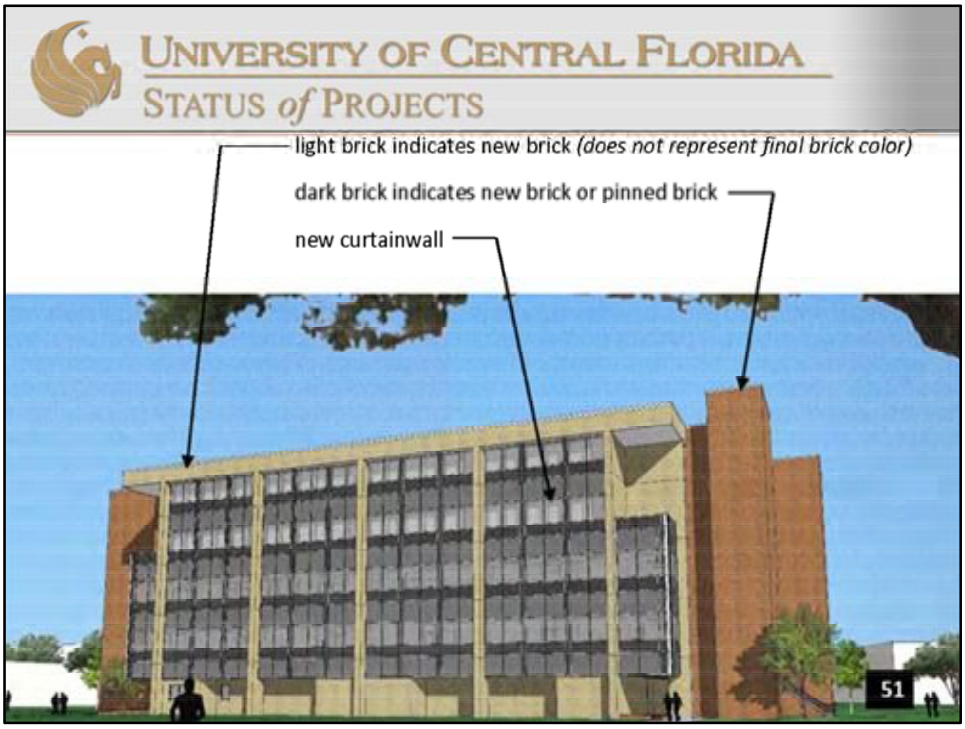


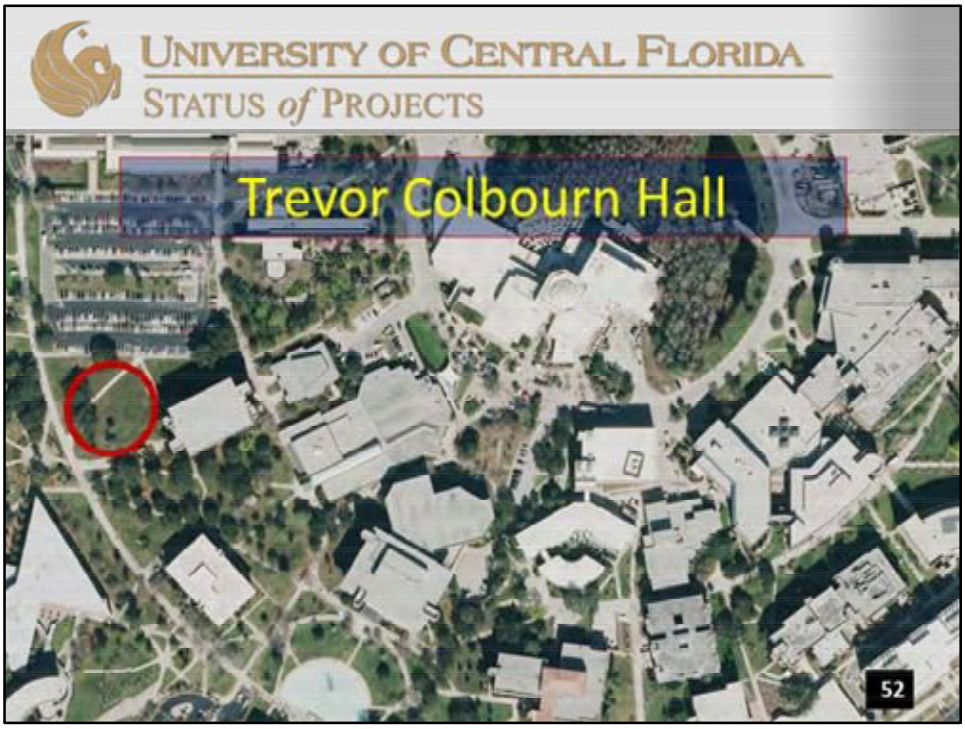
Located adjacent to Rehearsal Hall west of John T. Washington Center.

GSF: 84,000
Estimated Project Cost: $19,524,553 (PECO listed)
Projected Construction Dates: TBD
Architect: Schenkel Scultz
Contractor: Clancy & Theys

- The majority of the building skin needs to be removed and replaced due to water intrusion issues
- The mechanical and electrical systems have exceeded the end of their lifespan and will need to be replaced for the entire building
- Structural defects that are in need of repair – brick ties, structural reinforcements, etc.


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
Colbourn Hall
50


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
light brick indicates new brick (does not represent final brick color)
dark brick indicates new brick or pinned brick
new curtainwall
51



Located west of existing Colbourn Hall.

GSF: 100,000
Estimated Project Cost: $25,000,000 (University funded – internal sources and PECO listed)
Projected Construction Dates: TBD
Architect: TBD
Contractor: TBD

Replacement facility for the original Colbourn Hall.

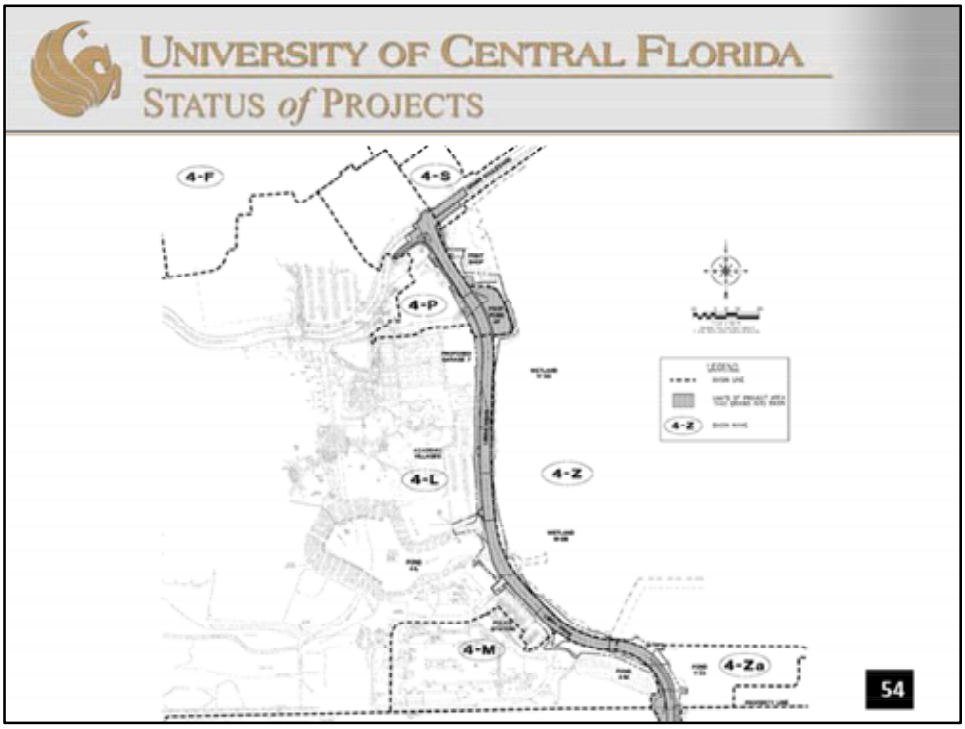
TCH will have roughly:
- 8 classrooms
- 230 offices to replace existing Colbourn hall offices
- Ancillary spaces



Located east of Academic Villages.

GSF: N/A
Estimated Project Cost: $4,000,000 (University funded – F&S)
Projected Construction Dates: TBD
Architect: Harris Engineering
Contractor: TBD

Improve road system south of Gemini Blvd. Widen road and address stormwater control. Add turn lanes.


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
4-F
4-S
4-P
4-Z
4-L
4-Z
4-M
4-Za
54



Located east of Parking Garage C.

GSF: TBD
Estimated Project Cost: $12,750,000 (University funded – internal sources)
Projected Construction Dates: TBD
Architect: TBD
Contractor: TBD

Add additional chilled water capacity for future growth for the campus. Adding 4-5 additional chillers and associated cooling towers in phases.



Examples of what the chiller could look like.



Located in downtown Orlando on the former site of the TD Waterhouse Center.

GSF: TBD
Estimated Project Cost: $57,800,000 (State / TBD)
Projected Construction Dates: TBD
Architect: TBD
Contractor: TBD

A 65-acre Creative Village to work, learn, and play, with Education as a key anchor

- Infrastructure and street realignment underway
- Full-service campus for UCF, comprising 22 of 65 total acres (1/3 of development)
- Proximity to downtown creates opportunities


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
58


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
59



Located adjacent to the Burnett House.

Estimated Project Cost: $2,000,000 (University funded – internal sources)
Projected Construction Dates: TBD
Architect: TBD
Contractor: TBD
GSF: TBD

Add new building adjacent to Burnett House to provide conference space.


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
61



GSF: ICAMR – 100,000 sqft two level state-of-the-art R&D lab/fab facility
Estimated Project Cost: $120,000,000
Projected Construction Dates: Complete in 2016
Architect: TBD
Contractor: TBD

The University of Central Florida is competing for $200 million in federal and private funds to house a national Integrated Photonics Manufacturing Institute for Manufacturing Innovation.

The center, a partnership with Osceola County government, the Florida High Tech Corridor Council (The Corridor) and the Metro Orlando Economic Development Commission, would house many of the research activities associated with the institute.

Partners in the project aim to create the world's first industry-led smart-sensor consortium.

Labs, cleanrooms, office areas, and support space.


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
63



Located in Seminole County near SR-46.

GSF: 22,000
Estimated Project Cost: $3,000,000 (University funded – internal sources)
Projected Construction Dates: TBD
Architect: TBD
Contractor: TBD

Project is currently under consideration. Negotiations with Seminole County ongoing regarding deferred maintenance, code, and life safety issues.

The initiative connects UCF students and faculty with the community and creates a foundation on which Central Floridians can build a better sense of their history through research.



The Public History Center is a unique partnership of Seminole County Public Schools and the University of Central Florida and is also a valuable resource for university-level classes, internships, and class projects.



The Public History program at UCF focuses on cultural heritage management and digital media.



Located in Brevard County adjacent to SR-A1A.

GSF: 6,000
Estimated Project Cost: $5,000,000 (University funded – internal sources)
Projected Construction Dates: TBD
Architect: TBD
Contractor: TBD

Improve existing turtle research facility. One building will be renovated, one building will be demolished, and one new building will be built.

UCF Marine Turtle Research Group supports coastal research and encourages scientific partnerships with local national and international groups.
Provide hands-on experiential education platform that could be used for K-12, undergraduate, graduate, and professional educational training programs.



This building will be renovated.



This building will be demolished.



This is new construction to replace the demolished building.



Located at the Health Sciences Campus at Lake Nona.

GSF: TBD
Estimated Project Cost: TBD
Projected Construction Dates: TBD
Architect: TBD
Contractor: TBD

The College of Medicine is reviewing the concept of building a Dental school on the Health Sciences Campus. The Dental school concept has a potential partial donor, but the concept must be vetted financially.



Located at the corner of Narcoossee Rd. and Tavistock Lakes Blvd. in Lake Nona.

GSF: Phase I – 10,000 sq. Ft. on the first floor | Phase II – 15,000 sq. Ft on the third floor
Estimated Project Cost: Phase I - $412,000 | Phase II - $615,000 (Third-party funded / University funded – internal sources)
Projected Construction Dates: Phase I - Scheduled to open in March/April 2015. | Phase II - Scheduled to open after January 2016.
Architect: Third-party project
Contractor: Third-party project

This building represents a partnership between Florida hospital and UCF College of Medicine as the only two tenants. The UCF portion will encompass 10000 sq. Ft. on the first floor. In phase 2 UCF will add an additional approximately 15000 sq. Ft on the third floor. UCF plans for future expansion of the third floor space are to be determined.

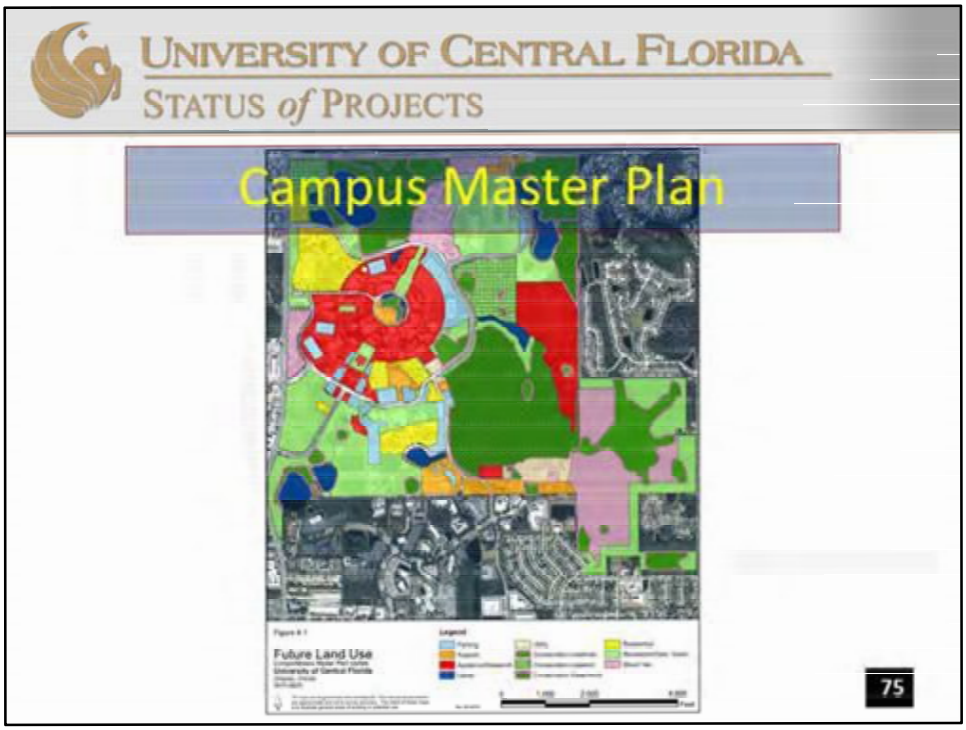

UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
73



Located along Alafaya Tr. buffer west of Parking Garage A.

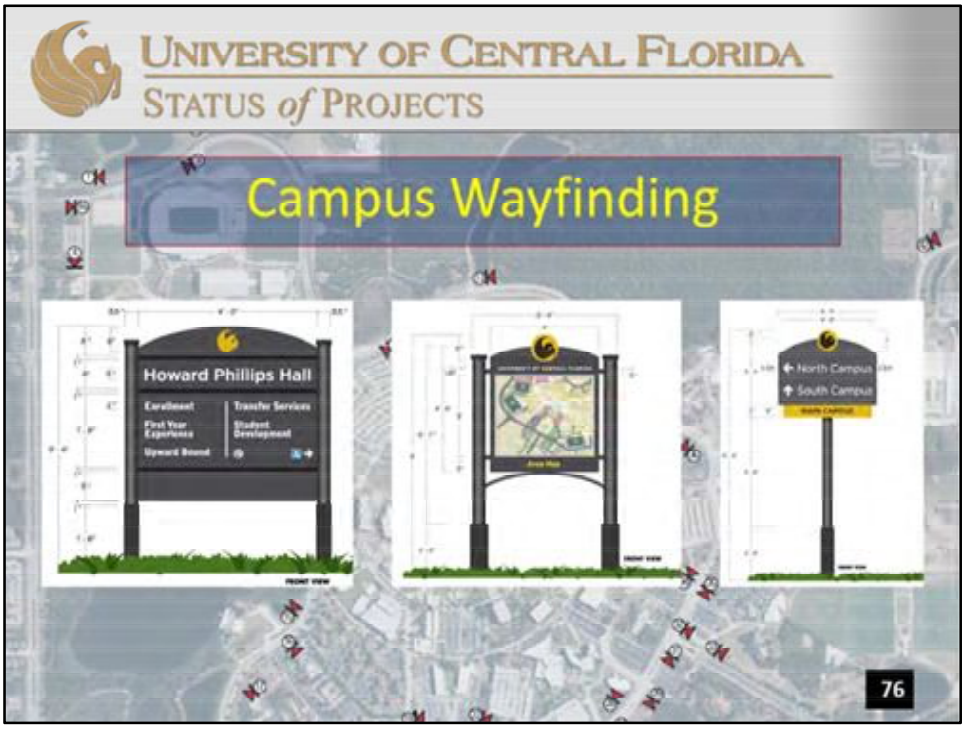
GSF: TBD
Estimated Project Cost: TBD (private developer)
Projected Construction Dates: TBD
Architect: TBD
Contractor: TBD

The boutique hotel and conference center will serve as an enhancement to existing academic facilities and will add a desirable service component to the campus. Designed, constructed, and operated by a private builder.



The 2015-2025 UCF Campus Master Plan, represents the 5-year update of the plan adopted in 2010 and outlines the University's Main Campus development plans for the next 10-year period. The plan consists of seventeen (17) elements addressing a wide range of planning concerns.

- Multi-modal Transportation
- Off-campus Shuttles
- Pedestrian Bicycle Network Transportation



GSF: N/A
Estimated Project Cost: $750,000 (University funded – F&S)
Projected Construction Dates: November 2014 - June 2015.
Architect: AECOM
Contractor: Baron Signs

The campus wayfinding project will update all vehicular and pedestrian signs on campus.



Located at Alafaya Tr / University Blvd. entrance.

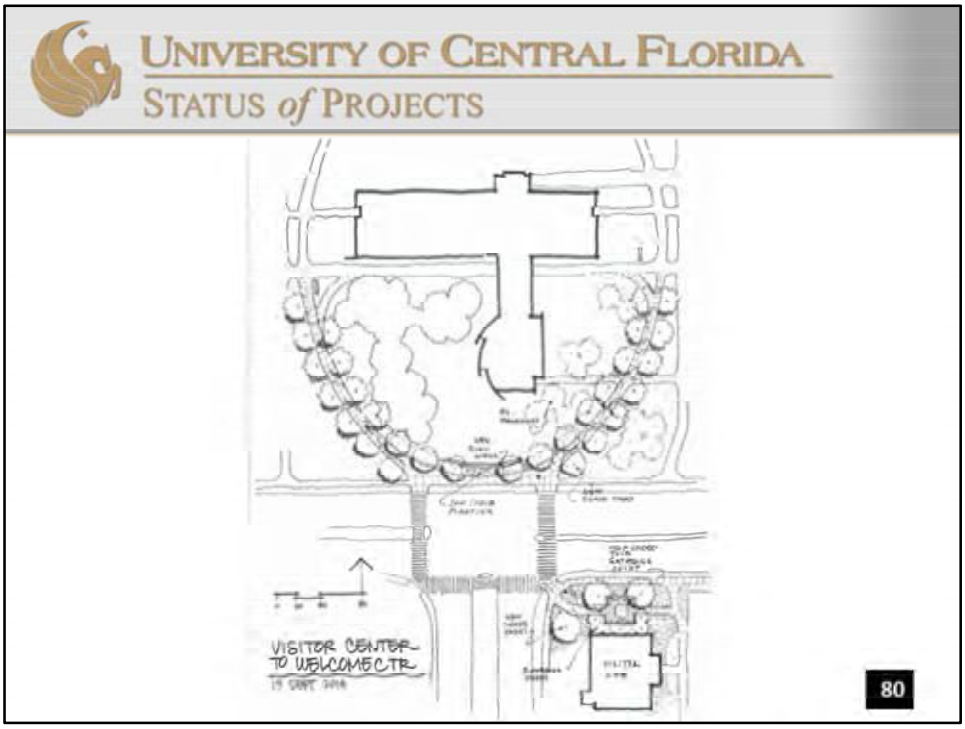
GSF: TBD
Estimated Project Cost: $1,200,000 (University funded – F&S)
Projected Construction Dates: TBD
Architect: Bellomo-Herbert
Contractor: TBD

Conceptual drawings for an entry feature for the University Blvd. entrance to the University have been created. Project identifies a primary entry point to the campus.

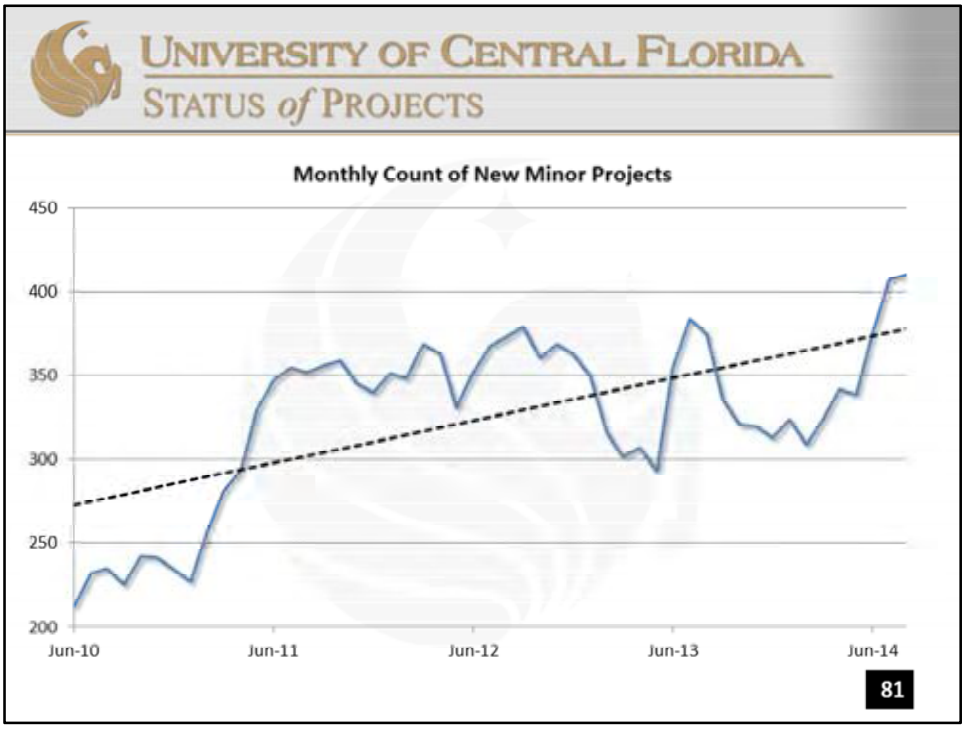

UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
78



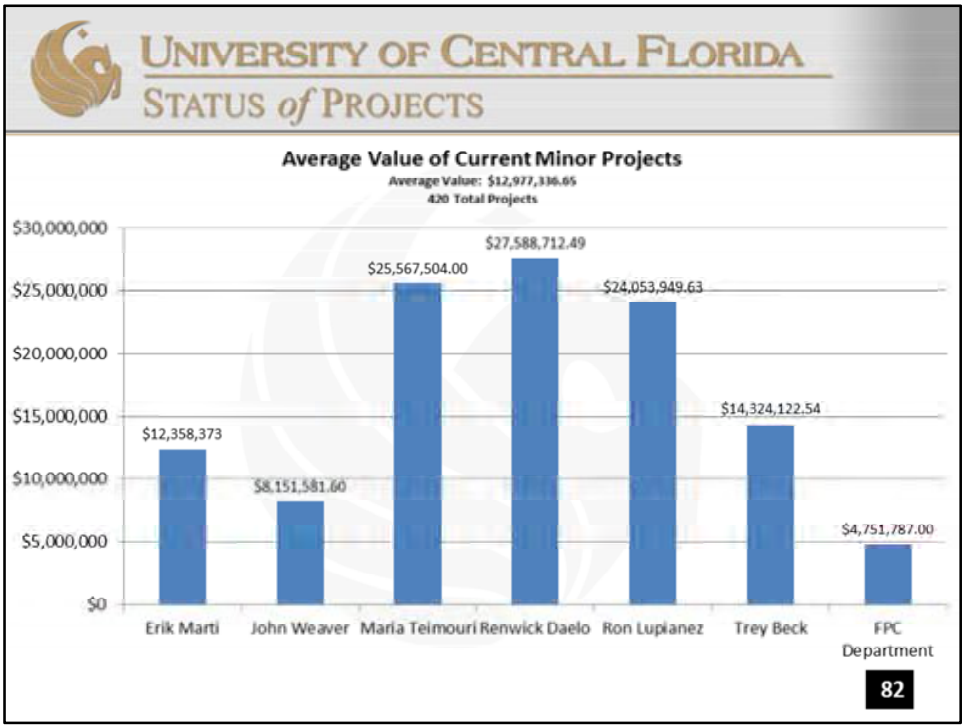
Bellomo-Herbert and Carol R. Johnson Associates Landscape Architects are the project consultants who are developing a campus landscape plan. The 7-month project is scheduled to finish by December 2014. The plan establishes standards and guidelines for how landscape and hardscape create a sense of place.



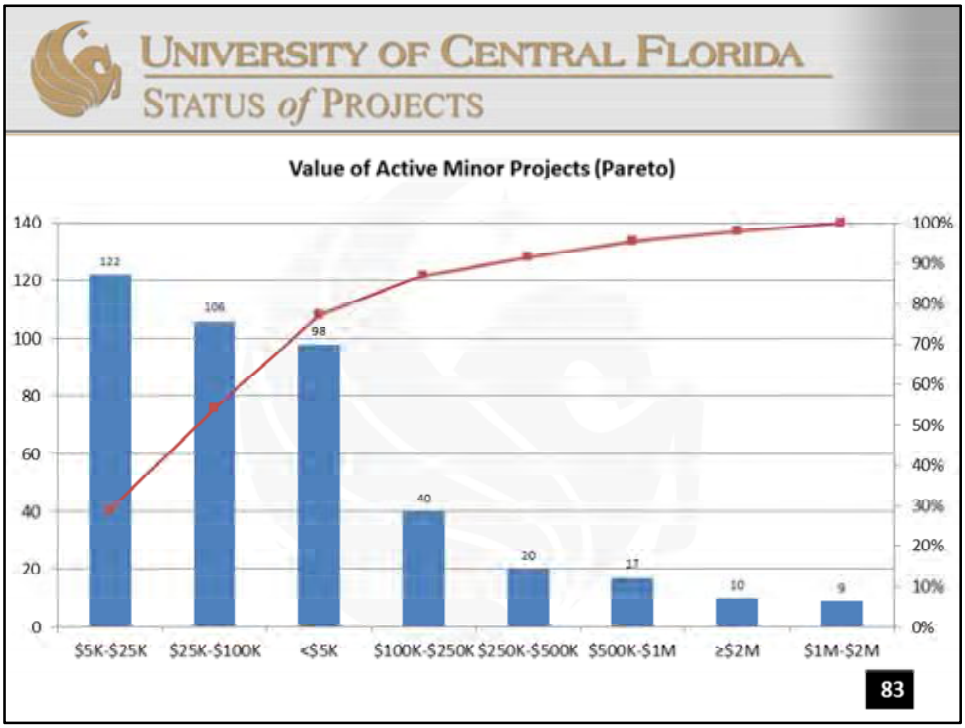
Typical conceptual landscape plan for the Welcome Center.



Monthly count of new minor projects has doubled in size over four years.



Average value of current minor projects.



80% of projects are $100,000 or less.



Staff the department to exceed customer expectations
Drive project costs down through active project management
Use single trade contractors
Select appropriate delivery method for projects

From: Christina Tant <Christy.Tant@ucf.edu>
Sent: Monday, January 12, 2015 3:07 PM
To: Tracy Clark
Subject: Budget Docs
Attachments: Composition of Reserve for Budget Chat_1.13.15_with Oracle.pdf; 123114 University Resources Reconciliation_1.13.15.pdf; Capital Projects_1.13.15.pdf; E&G Commitments_WORKING_1.13.15.pdf

Tracy – The capital projects list that we discussed last week is attached. I will bring extra copies for tomorrow morning's meeting.

I've updated the reserve projection schedule to show a summary of commitments on the current year page as you requested. I've also added two numbers highlighted yellow and orange to the schedule. The number highlighted yellow indicates what the reserve would be at the end of each year if an additional $15m of renovations are added to the list of commitments. The number highlighted orange reflects the timing of cash flows related to the 5-year Oracle contract. This number has been excluded from the commitment numbers in the top half of the schedule so as not to distort the overall reserve.

I am also attaching the reconciliation for the university auxiliary resources department. I realize this is way too much detail for tomorrow morning's meeting, but I will have it handy in case we get asked what the additional amounts for the capital projects would do to the E&G and auxiliary reserves.

UNIVERSITY OF CENTRAL FLORIDA
AV VP-OH UNIVERSITY RESOURCES (02010350)
Department Reconciliation as of 12/31/14

Prepared by: Christy Tant
Reviewed by:

	Total as of 06/30/14	2015 Activity	Total as of 12/31/14	Add'l expected 2015 Activity	Expected as of 6/30/15	Future Annual Amounts FY16	Future Annual Amounts FY17
Sources							
Investment liquidation[1]	$ 2,000,000	$ -	$ 2,000,000	$ -	$ 2,000,000	$ -	$ -
Transfer from F&A Aux Late Fees[2]	2,500,000	-	2,500,000	2,500,000	5,000,000	2,500,000	2,500,000
Transfer from VP Info Technology[3]	600,000	-	600,000	-	600,000	-	-
3% Research overhead (July - Jun)[4]	1,014,893	226,410	1,241,303	226,410	1,467,712	500,000	500,000
1% Auxiliary overhead (Q1,Q2, Q3, Q4)[5]	1,130,293	303,250	1,433,543	303,248	1,736,791	600,000	600,000
Administrative Cost Allowance (July - Jun)[6]	2,107,262	872,707	2,979,969	20,031	3,000,000	1,010,000	1,010,000
.5% Tax on unused C&G cash balances[7]	301,853	-	301,853	-	301,853	-	-
Excess Retirement Reduction - Auxiliaries[8]	173,097	43,228	216,325	43,321	259,646	90,000	90,000
Repayment of funds used to construct CHP[10]	1,000,000	1,000,000	2,000,000	-	2,000,000	1,000,000	1,000,000
Uses							
Administrator salaries[9]	(775,587)	(1,723)	(777,310)	(372,690)	(1,150,000)	(400,000)	(400,000)
Conference Bowl ticket guarantee (2013-14)	(871,135)	-	(871,135)	-	(871,135)	-	-
Purchase of broadcasting license	(1,942,800)	(28,500)	(1,971,300)	-	(1,971,300)	-	-
GAA Facility[11]	-	-	-	(4,800,000)	(4,800,000)	-	-
Venue HVAC Repair	-	-	-	(1,000,000)	(1,000,000)	-	-
New chiller	-	-	-	(5,000,000)	(5,000,000)	(8,000,000)	-
Total Transfers	$ 7,237,875	$ 2,415,372	$ 9,653,247	$ (8,079,680)	$ 1,573,567	$ (2,700,000)	$ 5,300,000

Capital Projects
Funding Update
1/7/2015

CURRENT FUNDING PLAN

	Current Estimate	Short	Investments	Interest Earnings	Auxiliary	Auxiliary - AA	E&G
Trevor Colburn	$ 23,000,000	$ -					$ 23,000,000
Colburn	15,000,000	10,000,000					5,000,000
Interdisciplinary Research - Phase I	30,000,000	5,000,000	10,000,000	12,000,000		3,000,000	
Global UCF	16,600,000	600,000	10,000,000		4,200,000		1,800,000
Chiller Plant	13,000,000	2,000,000			11,000,000		
Creol Lab	2,000,000	2,000,000					
Venue HVAC	2,000,000	-			1,000,000		1,000,000
	$ 101,600,000	$ 19,600,000	$ 20,000,000	$ 12,000,000	$ 16,200,000	$ 3,000,000	$ 30,800,000

PROPOSED FUNDING PLAN

	Total	Investments	Interest Earnings	Auxiliary	Auxiliary - AA	E&G	
Trevor Colburn	$ 23,000,000					$ 23,000,000	
Colburn	15,000,000					15,000,000	
Interdisciplinary Research - Phase I	30,000,000	12,000,000	12,000,000		3,000,000	3,000,000	Note 1
Global UCF	16,600,000	10,000,000		4,800,000		1,800,000	Note 2
Chiller Plant	13,000,000			13,000,000			
Creol Lab	2,000,000					2,000,000	
Venue HVAC	2,000,000			1,000,000		1,000,000	
	$ 101,600,000	$ 22,000,000	$ 12,000,000	$ 18,800,000	$ 3,000,000	$ 45,800,000	
Increase	**$ 19,600,000**	**$ 2,000,000**	**$ -**	**$ 2,600,000**	**$ -**	**$ 15,000,000**	

Note 1: The amount funded from E&G represents the estimate for furniture and equipment. PECO funds of $46.6 million have been requested for Phase I and Phase II.
Note 2: Need to review components of furniture and equipment number. A portion of the $1.8 million estimate may need to come from non-E&G sources.

Planned E&G Budget Allocations

Updated as of 1/6/15

Note: The Morgridge International Reading Center, ~~Mitsubishi CHP Plant~~ and Quadrangle building are currently being funded through auxiliary loans

		Revised Plan 2014-15		5-Year Plan 2015-16	2016-17	2017-18	2018-19
A.	Recurring allocations from recurring funds						
	Planned Off-the-top						
1	2013-14 Salary increases (annualized)	2,279,034	B	-	-	-	-
2	2014-15 Salary increases		B	708,978			
	Faculty promotional increases	569,461	A	765,053	750,000	750,000	750,000
	TIP, RIA, SoTL	500,000	A	500,000	500,000	500,000	500,000
1	Market adjustment for under $30k	200,693	B	-	-	-	-
1	Recurring reduction to AA (rent savings)	(400,000)	15	-	-	-	-
	Phased-in from non-recurring to recurring funds						
1	2012-13 Faculty promotional increase	8,068	15	-	-	-	-
1*	Police - payroll shortfall and new positions	1,627,885	7	-	-	-	-
1	Police - 3 new officers	178,000	7	-	-	-	-
1	Police - special pay increase	134,065	7	-	-	-	-
1	HR - Affordable Health Care Act position	95,550	15	-	-	-	-
1	E-Verify	12,375	15	-	-	-	-
1*	Pegasus Magazine	410,000	15	-	-	-	-
1	SMCA support	267,500	15	-	-	-	-
1	Salary Market Adjustment for IKM	32,500	15	-	-	-	-
1	Environmental Health & Safety/ Emergency Management	1,486,200	6	-	-	-	-
	OEM - New key/camera/alert positions	245,000	6	-	-	-	-
1	Library Materials/ Electronic Journal Subscription	335,276	2	-	-	-	-
	CS&T - Information Security Risk Audit	100,000	15	-	-	-	-
1	University Fine Arts Insurance Policy (CAH)	2,045	15	-	-	-	-
1	New Chief Audit Executive	78,000	5	-	-	-	-
1	Legal Scholars/ BRAC	75,000	15	-	-	-	-
1	University relations promotion	21,135	15	-	-	-	-
	Total recurring allocations from recurring funds	***8,257,787***		***1,974,031***	***1,250,000***	***1,250,000***	***1,250,000***
B.	Recurring allocations from recurring 10% institutional investment funds						
1	National Merit & Provost Scholars Program	3,107,493 Rec	C	-	-	-	-
	Total recurring allocations from recurring funds	***3,107,493***		-	-	-	-
C.	Recurring allocations from nonrecurring funds (some items could be funded from institutional investments held in reserve)						
	Financial Aid to replace Bright Futures	-	3	3,150,000	3,150,000	3,150,000	3,150,000
	UCF Knights Success Grant (to enhance graduation rate)	100,000	3	100,000	150,000	150,000	150,000
	Tuition funds held to address student faculty ratio						
	Additional funds to address student faculty ratio						
	Undergraduate education pilot projects/ Quality Enhancemer	1,000,000	2	1,000,000	1,000,000	1,000,000	1,000,000
	Academic advising costs	150,000	2	150,000	150,000	150,000	150,000
1	Development - Enhancement Plan	1,600,000	4	2,000,000	2,000,000	2,000,000	2,000,000
1*	Foundation Support	1,500,000	4	1,500,000	1,500,000	1,500,000	1,500,000
	President's Office support	500,000	5	500,000	500,000	500,000	500,000
	EOAA Position	90,000	5	90,000	90,000	90,000	90,000
1	Convocation Center rent	1,000,000	10	1,000,000	1,000,000	1,000,000	1,000,000
	Finance & Accounting Operations	2,500,000	13	2,500,000	2,500,000	2,500,000	-
	Health Sciences Campus chilled water expenses	-		-	-	-	2,500,000
	Health Sciences Campus Boggy Creek assessment	45,000	6	45,000	45,000	45,000	45,000
	Health Sciences Campus property taxes	3,000	6	3,000	3,000	3,000	3,000
	Health Sciences Campus PO&M	252,836	6	252,836	252,836	252,836	252,836
	PO&M - FSEC	373,000	6	373,000	373,000	373,000	373,000
	Additional increases in utility costs	?		?	?	?	?
	OEM - Annual camera costs (E&G only)	150,000	6	150,000	150,000	150,000	150,000
	Team Grant - Years 3 through 5	-					
	Total recurring allocations from nonrecurring funds	***9,263,836***		***12,813,836***	***12,863,836***	***12,863,836***	***12,863,836***

T:\Budget and C&G\Budget\Allocation Document\2014-15\E&G Commitments_WORKING_12.2.14.xlsx 1/12/2015

			5-Year Plan			
		Revised Plan 2014-15	2015-16	2016-17	2017-18	2018-19
D.	Planned nonrecurring allocations					
1	OEM - New key/camera/alert positions (for 2013-14)	20,038	6 -	-	-	-
	Colburn Hall renovation	18,000,000	1 -	-	-	-
	Investment in Research (Osceola)	15,000,000	8 -	-	-	-
1	Research support	7,500,000	8 -	-	-	-
	Financial Aid Audit	2,225,883	3 -	-	-	-
	Furniture for Global Achievement Academy building	-	1 1,500,000	-	-	-
1	SEMATECH ($2.5 million over 5 years)	500,000	8 500,000	500,000	-	-
1, 3	Academic Advising (DARS PeopleSoft Conversion)	1,650,000	2 -	-	-	-
3	Load Testing Performance Tuning (DARS PeopleSoft Conversi	52,250	2 -	-	-	-
	Project Surface	3,500,000	14 -	-	-	-
1	PBS Partnership (excluding purchase price)	1,981,215	11 2,012,186	2,149,654	-	-
1	Development - Enhancement Plan	1,400,000	4 -	-	-	-
2	Regional campuses	1,500,000	9 -	-	-	-
2	Venue HVAC Repair	1,000,000	1 -	-	-	-
3	Graduate fellowships to enhance retention	695,000	2 ?	?	?	?
	Merit-based scholarships for 2014-15	-	?	?	?	?
1	Conference entrance fees (5 years through 2016-17)	600,000	16 600,000	600,000	?	?
	Organizational structure review (RFP)	700,000	12 -	-	-	-
	Re-key building	320,000	6 200,000	200,000	200,000	?
	Research support	250,000	2 -	-	-	-
1*	Creative Village Project Laison and Coordinator	250,000	15 250,000	250,000	-	-
	Performance plan payments	222,000	15 250,000	250,000	250,000	250,000
2	Contract management software (Legal)	36,000	5 46,976	53,934	61,449	69,565
2	Oracle Contract (5-year payback through 2019-20)	7,647,005	(1,529,401)	(1,529,401)	(1,529,401)	(3,058,802)
	Boggy Creek Bond Assessment (once development begins)	?	?	?	?	?
	Health Sciences Campus support (pending but not approved)	?	?	?	?	?
	Total nonrecurring allocations	***65,049,391***	***3,829,761***	***2,474,187***	***(1,017,952)***	***(2,739,237)***
E.	Total Recurring and Non-recurring Allocations:					
	Recurring allocations	20,629,116	14,787,867	14,113,836	14,113,836	14,113,836
	Non-recurirng allocations	65,049,391	3,829,761	2,474,187	(1,017,952)	(2,739,237)
	Total allocations	85,678,507	18,617,628	16,588,023	13,095,884	11,374,599

FOOTNOTE LEGEND:

[1] These allocations will be reflected in the start up budget. All others will be transferred during the year based on support provided.

[2] Amount differs from the planned list when the 2014-15 allocation document was signed.

[3] Planned use of 2013-14 performance funding ($2.6 million).

Projected Central Reserve
Sources and Uses of Available Funds
Updated 1/7/15

	2014-15 Beg of Year	Distribution of Rate Increase	Faculty Lines[1]	Salary Increase	2014-15 Commitments	2014-15 End of Year
RECURRING SOURCES AND USES						
2010-11 3% Holdback	$ 7,100,000	$ -	$ -	$ (7,100,000)	$ -	$ -
2010-11 Rate increase held to address student faculty ratio	2,210,033	-	(2,210,033)	-	-	-
2012-13 Tuition rate increase funds, excluding 30% DT	12,654,792	(12,654,792)	-	-	-	-
2013-14 Tuition rate increase funds (1.7% CPI)	1,600,553	-	-	-	(1,600,553)	-
2014-15 Projected increase in tuition - ***ESTIMATE***	2,000,000	-	-	-	(2,000,000)	-
Recurring Institutional Investments Reserve	2,219,764	1,265,479	(377,750)	-	(3,107,493)	-
2014-15 Performance Funding - ***ASSUMES RECURRING***	21,880,156	-	(9,380,033)	-	-	12,500,123
Undesignated central reserve	17,650,314	-	2,587,783	(3,405,735)	(4,657,234)	12,175,128
Total Available Recurring Funds	**$ 67,315,612**	$ (11,389,313)	$ (9,380,033)	(10,505,735)	$ (11,365,280)	**$ 24,675,251**
NON RECURRING SOURCES AND USES						
Central carry forward	$ 59,105,847	$ -	$ -	$ -	$ (66,666,222)	$ (7,560,375)
Transfer of non-recurring reserves from Units - ***ESTIMATE***	-	-	-	-	-	-
Total Available Non-recurring Funds	**$ 59,105,847**	$ -	$ -	$ -	$ (66,666,222)	**$ (7,560,375)**
Total Unused Funds	**$ 126,421,459**					**$ 17,114,876**
					Less: Add'l Capital Requests	2,114,876
					Oracle contract - timing	(5,532,129)

[1] Assumes these funds are fully spent in 2014-15, which is unlikely due to timing of hires. This will generate carryforward that could be used (in addition to departmental carryforward funds) to fund start up packages.

Additional Capital Requests:

Colburn	$ 10,000,000
Interdisciplinary Research Building (F&E)	3,000,000
Creol Lab	2,000,000
	$ 15,000,000

Oracle Contract:

2014-15	$ 7,647,005
2015-16	(1,529,401)
2016-17	(1,529,401)
2017-18	(1,529,401)
2018-19	(1,529,401)
2019-20	(1,529,401)
	$ -

	2014-15 Commitments
Faculty Promotional Increases, TIP, RIA, SoTL	$ 1,069,461
PY Salary increase annualization	2,479,727
National Merit and Provost Scholars	3,107,493
Phase-in to recurring	4,708,599
Total - Recurring	$11,365,280
Renovations	$19,000,000
Research support	23,000,000
Foundation support	4,500,000
Academic/ Academic Advising	4,132,526
Project Surface	3,500,000
Financial aid and scholarships	2,325,883
Facilities (EHS/OEM, Re-key, Cameras, etc.)	2,895,074
Finance and Accounting (swap)	2,500,000
Police	1,939,950
PBS Partnership	1,981,215
Regional Campuses	1,500,000
Convocation Center rent	1,000,000
Organizational Structure Review	700,000
President's office support	704,000
Conference Dues	600,000
Other	1,096,173
Phase-in to recurring	(4,708,599)
Total - Non-recurring	$66,666,222

T:\Budget and C&G\Budget\Allocation Document\2014-15\E&G Commitments_WORKING_12.2.14.xlsx

1/12/2015

Projected Central Reserve
Sources and Uses of Available Funds
Updated 1/7/15

Assumes 100% of 2014-15 Performance Funding is maintained as recurring

	2015-16 Beg of Year	2015-16 Commitments[2]	Team Grant (Year 3+)	2015-16 End of Year	2016-17 Beg of Year	2016-17 Commitments[2]	2016-17 End of Year	2016-17 Beg of Year	2017-18 Commitments[2]	2017-18 End of Year
RECURRING SOURCES AND USES										
2014-15 Performance Funding - ***ASSUMES RECURRING***	12,500,123	-	(1,879,462)	10,620,661	10,620,661	-	10,620,661	10,620,661	-	10,620,661
Undesignated central reserve	12,175,128	(6,974,031)	-	5,201,097	5,201,097	(6,250,000)	(1,048,903)	(1,048,903)	(4,113,836)	(5,162,739)
Total Available Recurring Funds	**$ 24,675,251**	$ (6,974,031)	$ (1,879,462)	**$ 15,821,758**	**$ 15,821,758**	$ (6,250,000)	**$ 9,571,758**	**$ 9,571,758**	$ (4,113,836)	**$ 5,457,922**
NON RECURRING SOURCES AND USES										
Central carry forward	$ 17,114,876	$ (13,172,998)	$ -	$ 3,941,878	$ 19,763,636	$ (6,867,424)	$ 12,896,212	$ 22,467,970	$ (511,449)	$ 21,956,521
Transfer of non-recurring reserves from Units - ***ESTIMATE***	-	-	-	-	-	-	-	-	-	-
Total Available Non-recurring Funds	**$ 17,114,876**	$ (13,172,998)	$ -	**$ 3,941,878**	**$ 19,763,636**	$ (6,867,424)	**$ 12,896,212**	**$ 22,467,970**	$ (511,449)	**$ 21,956,521**
Total Unused Funds	**$ 41,790,127**			**$ 19,763,636**	**$ 35,585,394**		**$ 22,467,970**	**$ 32,039,728**		**$ 27,414,443**
			Less: Add'l Capital Requests	4,763,636		*Less: Add'l Capital Requests*	7,467,970		*Less: Add'l Capital Requests*	12,414,443
			Oracle contract - timing	(1,353,968)		*Oracle contract - timing*	2,879,767		*Oracle contract - timing*	9,355,641

[2] The commitments against the recurring undesignated central reserve include the planned phase in of $5 million of recurring commitments previously funded from non recurring funds. Existing commitments could be completely phased in by 2017-18, but would require the use of performance funding. Approximately $5 million of recurring unallocated reserve would remain.

	2015-16 Commitments[2]	2016-17 Commitments[2]	2017-18 Commitments[2]
Faculty Promotional Increases, TIP, RIA, SoTL	$ 1,265,053	$ 1,250,000	$ 1,250,000
PY Salary increase annualization	708,978	-	-
Phase-in to recurring	$ 5,000,000	$ 5,000,000	$ 2,863,836
Total - Recurring	$ 6,974,031	$ 6,250,000	$ 4,113,836
Renovations	$ 1,500,000	$ -	$ -
Research support	500,000	500,000	-
Foundation support	3,500,000	3,500,000	3,500,000
Academic/ Academic Advising	1,150,000	1,150,000	1,150,000
Financial aid and scholarships	3,250,000	3,300,000	3,300,000
Facilities (EHS/OEM, Re-key, Cameras, etc.)	1,023,836	1,023,836	1,023,836
Finance and Accounting (swap)	2,500,000	2,500,000	2,500,000
PBS Partnership	2,012,186	2,149,654	-
Convocation Center rent	1,000,000	1,000,000	1,000,000
President's office support	636,976	643,934	651,449
Conference Dues	600,000	600,000	-
Other	500,000	500,000	250,000
Phase-in to recurring	(5,000,000)	(10,000,000)	(12,863,836)
Total - Non-recurring	$ 13,172,998	$ 6,867,424	$ 511,449

T:\Budget and C&G\Budget\Allocation Document\2014-15\E&G Commitments_WORKING_12.2.14.xlsx

1/12/2015

2015-16

Planned E&G Budget Allocations

INITIAL DRAFT - 6/23/15

Note: The Morgridge International Reading Center, ~~Mitsubishi CHP Plant~~ and Quadrangle building are currently being funded through auxiliary loans

		5-Year Plan					
		2015-16	2016-17	2017-18	2018-19	2019-20	
A.	Recurring allocations from recurring funds						
	Planned Off-the-top						
1	2014-15 Salary increases (annualized)	740,743	-	-	-	-	
1	2014-15 Faculty/ instructor promotional increases (annualized)	15,053	-	-	-	-	
	2015-16 Salary increase	8,400,000	?	-	-	-	*NEW*
	Faculty/ instructor promotional increases	750,000	750,000	750,000	750,000	750,000	
	TIP, RIA, SoTL	500,000	500,000	500,000	500,000	500,000	*NEW*
	ADI Pool	700,000	?	?	?	?	*NEW*
	Support staff for new 100 faculty	1,700,000	1,800,000	-	-	-	
	Phased-in from non-recurring to recurring funds						
1	CS&T - Information Security Risk Audit (annualized)	53,257	-	-	-	-	
1	OEM - New key/camera/alert positions (annualized)	54,742	-	-	-	-	
	Financial Aid to replace Bright Futures (need based)	2,100,000	-	-	-	-	
	Team Grant Initiatives (CECS)	1,879,462	-	-	-	-	
1	President's Office support	500,000	-	-	-	-	
	Title IX Coordinator (Pres. Div.)	120,000	-	-	-	-	*NEW*
1	EOAA Position	90,000	-	-	-	-	
	Total recurring allocations from recurring funds	***17,603,257***	***3,050,000***	***1,250,000***	***1,250,000***	***1,250,000***	
B.	Recurring allocations from recurring 10% institutional investment funds						
1	National Merit (to replace waiver budget)	1,001,500	-	-	-	-	
	Reduce waiver budget - placeholder	-	-	-	-	-	
	Total recurring allocations from recurring funds	***1,001,500***	-	-	-	-	
C.	Recurring allocations from nonrecurring funds (some items could be funded from institutional investments held in reserve)						
	Undergraduate education pilot projects/ Quality Enhancement Plan	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
	UCF Knights Success Grant (to enhance graduation rate)	100,000	150,000	150,000	150,000	150,000	
	Academic advising costs (EAB 5-year contract through 2019-20)	284,000	284,000	?	?	?	*REV*
1	Development - Enhancement Plan	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	
1	Foundation Support	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
1	Athletic Compliance Positions	350,000	350,000	350,000	350,000	350,000	*NEW*
1	Convocation Center rent	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
1	Finance & Accounting Operations	2,500,000	2,500,000	2,500,000	-	-	
	Health Sciences Campus chilled water expenses	-	-	-	2,500,000	2,500,000	
1	Health Sciences Campus Boggy Creek assessment	45,000	45,000	45,000	45,000	45,000	
1	Health Sciences Campus property taxes	2,000	2,000	2,000	2,000	2,000	
	Health Sciences Campus PO&M	252,836	252,836	252,836	252,836	252,836	
	PO&M - FSEC	373,000	373,000	373,000	373,000	373,000	
	Additional increases in utility costs	-	?	?	?	?	
	OEM - Camera and access control systems	206,810	206,810	206,810	206,810	206,810	*REV*
1	Communications and Marketing	1,056,500	1,056,500	1,056,500	1,056,500	1,056,500	
	Pegasus Magazine	77,000	77,000	77,000	77,000	77,000	*REV*
	Title IX Investigator (SDES)	70,000	70,000	70,000	70,000	70,000	*NEW*
	Director of Governmental Relations - CONFIDENTIAL	-	138,600	138,600	138,600	138,600	*NEW*
	Soldier to Scholars - Program Manager	82,160	82,160	82,160	82,160	82,160	*NEW*
	Soldier to Scholars - Veteran's Housing	50,000	50,000	50,000	50,000	50,000	*NEW*
	Enrollment Management Position for IKM	55,000	55,000	55,000	55,000	55,000	*NEW*
	Gap Insurance	?	?	?	?	?	*NEW*
	HR Time and Labor	?	?	?	?	?	*NEW*
	Total recurring allocations from nonrecurring funds	***11,004,306***	***11,192,906***	***10,908,906***	***10,908,906***	***10,908,906***	
D.	Planned nonrecurring allocations						
	Colburn Hall renovation	10,000,000	-	-	-	-	
	Investment in Research (Osceola)	7,000,000	-	-	-	-	
	Furniture for Interdisciplinary Research building	3,000,000	-	-	-	-	
	Furniture for Global Achievement Academy building	1,500,000	-	-	-	-	
	Project Surface	3,500,000	-	-	-	-	
	Regional campuses	?	-	-	-	-	*NEW*
	College of Engineering Graduate SCH Growth	150,000	?	?	?	?	*NEW*
	Merit-based scholarships for 2014-15	700,000	-	-	-	-	
1	SEMATECH ($2.5 million over 5 years)	500,000	500,000	-	-	-	
1*	Creative Village Project Laison and Coordinator	250,000	250,000	-	-	-	
	Creative Village Startup Costs	-	?	?	-	-	
2	Graduate fellowships to enhance retention	243,000	-	-	-	-	
	Graduate health insurance	100,000	?	?	?	?	*REV*
1	PBS Partnership (excluding purchase price)	2,012,186	2,149,654	?	?	?	
1	Communications and Marketing	1,000,000	-	-	-	-	
1	Conference entrance fees (5 years through 2016-17)	600,000	600,000	600,000	600,000	600,000	
	Re-key building	200,000	200,000	200,000	?	?	
	Organizational structure review (RFP)	?	-	-	-	-	*NEW*
	HR Time and Labor	?	?	?	?	?	*NEW*
	Foundation salary support	667,000	667,000	667,000	-	-	*NEW*
1	Contract management software (Legal)	46,976	53,934	61,449	69,565	69,565	
	Performance plan payments	250,000	250,000	250,000	250,000	250,000	
1	Oracle/ Cisco Contract (5-year payback through 2019-20)	(2,329,154)	(2,329,154)	(1,529,401)	(1,529,401)	(1,529,401)	
	University Innovation Alliance liason match	48,090	48,090	-	-	-	
	Development	200,000	-	-	-	-	
	Boggy Creek Bond Assessment (once development begins)	-	?	?	?	?	
	Health Sciences Campus support (pending but not approved)	-	?	?	?	?	
	Total nonrecurring allocations	***29,638,098***	***2,389,524***	***249,048***	***(609,836)***	***(609,836)***	
E.	Total Recurring and Non-recurring Allocations:						
	Recurring allocations (A + B)	18,604,757	3,050,000	1,250,000	1,250,000	1,250,000	
	Non-recurirng allocations (C + D)	40,642,404	13,582,430	11,157,954	10,299,070	10,299,070	
	Total allocations	59,247,161	16,632,430	12,407,954	11,549,070	11,549,070	

FOOTNOTE LEGEND:

[1] These allocations will be reflected in the start up budget. All others will be transferred during the year based on support provided.

[2] Planned use of 2013-14 performance funding ($2.6 million).

ITEM: FF-1

University of Central Florida
Board of Trustees

SUBJECT: Five-year Capital Improvement Plan

DATE: June 29, 2015

PROPOSED COMMITTEE ACTION

Approval of capital improvement plan options for 2016-17 through 2020-21.

BACKGROUND INFORMATION

Each year, the university must submit an updated capital improvement plan to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay (PECO) list, and it provides information to the State Board of Education for its request for capital project funding for 2016-17.

The capital improvement plan must be submitted to the Board of Governors' staff by July 1, 2015. The attached schedules include the following:

- projects that are proposed for inclusion in the five-year capital improvement plan,
- items to be included in the 2016-17 Appropriations Authorization Bill, including projects funded by bonds, direct support organization projects, and projects requiring general revenue to operate.

We request approval to submit the 2016-17 Capital Improvement Plan with the projects listed in the attached schedules.

Supporting documentation:

2016 Five-year Plan List (DCU) (Attachment A)
2016-17 Fixed Capital Outlay Projects Requiring Legislative Approval to be Constructed, Acquired and Financed by a University or a University Direct Support Organization with Approved Debt (Attachment B)
2016-17 Fixed Capital Outlay Projects Requiring Legislative Authorization and General Revenue Funds to Operate and Maintain (Attachment C)

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance And Chief Financial Officer

Board of Trustees Meeting - FF-1

Attachment A

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2016-21
2016 **FIVE**-YEAR FIXED CAPITAL IMPROVEMENTS **PLAN**

PECO PROJECTS REVISED 06/25/2015	2016-17 YR #1	2017-18 YR #2	2018-19 YR #3	2019-20 YR #4	2020-21 YR #5	TOTALS	RANK
UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL, AND ROOFS (P,C)	$11,994,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$67,994,197	1
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY (P,C,E)	$6,042,667	$34,529,319	$6,042,667			$46,614,853	2
COLBOURN HALL RENOVATION (P,C,E)	$1,952,455	$15,619,643	$1,952,455			$19,524,553	3
ENGINEERING BUILDING I RENOVATION (C,E)	$14,802,697	$981,240				$15,783,937	4
MATHEMATICAL SCIENCES BUILDING REMODELING AND RENOVATION (C,E)	$9,994,969	$742,560				$10,737,529	5
TREVOR COLBOURN HALL (P,C,E)	$26,175,387					$26,175,387	6
JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)	$3,712,800	$31,293,600	$3,712,800			$38,719,200	7
UCF DOWNTOWN CAMPUS BUILDING I (P,C,E)	$57,750,000					$57,750,000	8
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)	$77,717,325					$77,717,325	9
~~UCF VC CLASSROOM BUILDING (C,E)~~	~~$7,500,000~~					~~$7,500,000~~	~~10~~
ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,993,328	$47,946,626	$5,993,328			$59,933,282	11
MILLICAN HALL RENOVATION (P,C,E)		$1,228,722	$9,829,776	$1,228,722		$12,287,220	12
BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$524,036	$10,051,974	$524,036		$11,100,046	13
CHEMISTRY RENOVATION (P,C,E)		$572,665	$10,412,111	$572,665		$11,557,441	14
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$5,349,632			$5,349,632	15
VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,182,400	$25,459,200	$3,182,400	$31,824,000	16
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)			$2,948,164	$23,585,310	$2,948,164	$29,481,638	17
COLLEGE OF NURSING (P,C,E)			$5,969,672	$47,757,376	$5,969,672	$59,696,720	18
TOTAL	$223,635,825	$147,438,611	$79,444,979	$113,127,309	$26,100,236	$589,746,960	

CITF PROJECT REQUESTS	2016-17 YR #1	2017-18 YR #2	2018-19 YR #3	2019-20 YR #4	2020-21 YR #5	TOTALS	RANK
JOHN C. HITT LIBRARY RENOVATION PHASE I (C,E)	$13,688,709					$13,688,709	1
JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)		$38,719,200				$38,719,200	2
TOTAL	$13,688,709	$38,719,200	$0	$0	$0	$52,407,909	

REQUESTS FROM OTHER STATE SOURCES	2016-17 YR #1	2017-18 YR #2	2018-19 YR #3	2019-20 YR #4	2020-21 YR #5	TOTALS	RANK
PARTNERSHIP IV (C,E)	$26,920,000	$6,120,000				$33,040,000	1
UCF DOWNTOWN CAMPUS BUILDING I (P,C,E)	$57,750,000					$57,750,000	2
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)	$77,717,325					$77,717,325	3
UCF DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (P,C,E)	$15,118,758					$15,118,758	4
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY (P,C,E)	$3,000,000					$3,000,000	5
COLBOURN HALL RENOVATION (P,C,E)	$15,000,000					$15,000,000	6
TREVOR COLBOURN HALL (P,C,E)	$23,000,000					$23,000,000	7
CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)	$6,747,048					$6,747,048	8
CAMPUS ENTRYWAYS	$4,590,000					$4,590,000	9
WELCOME CENTER EXPANSION (P,C,E)		$7,314,624				$7,314,624	10
~~MULTI-CULTURAL EXPANSION (P,C,E)~~		~~$1,744,273~~				~~$1,744,273~~	~~11~~
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,231,236	$15,390,440	$1,846,853		$18,468,529	12
UCF DOWNTOWN CAMPUS BUILDING III (P,C,E)		$29,032,500				$29,032,500	13
HOWARD PHILLIPS HALL RENOVATION (P,C,E)		$7,645,414				$7,645,414	14
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)		$6,050,860				$6,050,860	15
UCF DOWNTOWN CAMPUS BUILDING IV (P,C,E)			$42,164,850			$42,164,850	16
~~TECHNOLOGY COMMONS I RENOVATION (P,C,E)~~			~~$784,050~~			~~$784,050~~	~~17~~
CLASSROOM BUILDING III (P,C,E)			$2,545,920	$20,367,360	$2,545,920	$25,459,200	18
CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)			$2,490,292	$19,922,333	$2,490,292	$24,902,917	19
FACILITIES BUILDING AT LAKE NONA (P,C,E)			$6,364,800			$6,364,800	20
RECYCLING CENTER (P,C)			$2,439,840	$19,518,720	$2,439,840	$24,398,400	21
HUMANITIES AND FINE ARTS II (P,C,E)			$2,940,912	$18,097,917	$2,940,912	$23,979,741	22
SOCIAL SCIENCES FACILITY			$2,545,920	$20,367,360	$2,545,920	$25,459,200	23
~~CREATIVE SCHOOL RENOVATION (P,C,E)~~			~~$1,591,200~~			~~$1,591,200~~	~~24~~
UTILITY INFRASTRUCTURE AND SITE WORK LAKE NONA CLINICAL FACILITIES (P,C)			$10,608,000			$10,608,000	25
COASTAL BIOLOGY STATION			$5,304,000			$5,304,000	26
UCF HEALTH EXPANSION (P,C,E)			$1,060,800	$8,486,400	$1,060,800	$10,608,000	27
TECHNOLOGY COMMONS II RENOVATION (P,C,E)				$3,154,549		$3,154,549	28
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)				$3,413,078		$3,413,078	29
~~REHEARSAL HALL RENOVATION (P,C,E)~~				~~$1,319,858~~		~~$1,319,858~~	~~30~~
SIMULATION AND TRAINING BUILDING (P,C,E)				$2,514,452	$19,529,725	$22,044,177	31
BUSINESS ADMINISTRATION III BUILDING (P,C,E)				$1,680,866	$13,055,278	$14,736,144	32
EDUCATION BUILDING II (P,C,E)				$2,187,739	$16,542,203	$18,729,942	33
BAND BUILDING (P,C,E)				$482,712	$2,970,536	$3,453,248	34
ARTS COMPLEX III (P,C,E)				$1,576,015	$12,608,120	$14,184,135	35
INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,637,120	$21,096,961	$23,734,081	36
THEATER BUILDING RENOVATION (P, C,E)					$3,618,898	$3,618,898	37
SUSTAINABILITY CENTER (P,C,E)					$5,304,000	$5,304,000	38
TOTAL	$229,843,131	$59,138,907	$96,231,932	$127,573,332	$108,749,405	$621,536,707	

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT	2016-17 YR #1	2017-18 YR #2	2018-19 YR #3	2019-20 YR #4	2020-21 YR #5	TOTALS	RANK
ROSEN STORAGE SHED (P,C,E)	$225,000					$225,000	
ROSEN EDUCATIONAL FACILITY (P,C,E)	$17,000,000					$17,000,000	
DISTRICT ENERGY IV PLANT (P,C,E)	$13,000,000					$13,000,000	
UCF DOWNTOWN PRESENCE BUILDING I (P,C,E)	$57,750,000					$57,750,000	
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)	$77,717,325					$77,717,325	
UCF DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (P,C,E)	$15,118,758					$15,118,758	
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY (P,C,E)	$27,000,000					$27,000,000	
INSTITUTE FOR HOSPITALITY IN HEALTHCARE AT LAKE NONA (P,C,E)	$15,300,000					$15,300,000	
UCF DOWNTOWN CAMPUS GARAGE I (P,C,E)	$15,300,000					$15,300,000	
UCF DOWNTOWN CAMPUS GARAGE II (P,C,E)	$15,300,000					$15,300,000	
UCF DOWNTOWN CAMPUS HOUSING I (P,C,E)	$21,887,415					$21,887,415	
UCF DOWNTOWN CAMPUS HOUSING II (P,C,E)	$21,887,415					$21,887,415	
USTA AMERICAN TENNIS AT LAKE NONA - COLLEGIATE TENNIS (P,C,E)	$5,100,000					$5,100,000	
HOTEL AND CONFERENCE CENTER (P,C,E)	$76,500,000					$76,500,000	
SPECIAL PURPOSE HOUSING AND PARKING GARAGE (P,C,E)	$25,500,000					$25,500,000	
SPECIAL PURPOSE HOUSING II (P,C,E)	$8,160,000					$8,160,000	
PARKING DECKS (P,C,E)	$17,340,000					$17,340,000	
GRADUATE HOUSING (P,C,E)	$51,000,000					$51,000,000	
REFINANCE UCF FOUNDATION PROPERTIES	$37,410,000					$37,410,000	
STUDENT HOUSING (P,C,E)	$51,000,000					$51,000,000	
GARAGE EXPANSION (P,C,E)	$11,000,000					$11,000,000	
~~EXPO CENTER HOUSING (P,C,E)~~	~~$16,000,000~~					~~$16,000,000~~	
REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS (P,C,E)	$28,560,000					$28,560,000	
PARTNERSHIP GARAGE (P,C,E)	$7,140,000					$7,140,000	
PARKING DECK (ATHLETIC COMPLEX)	$5,100,000					$5,100,000	
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	$2,550,000					$2,550,000	
BASEBALL CLUBHOUSE EXPANSION AND RENOVATION	$1,020,000					$1,020,000	
BRIGHT HOUSE NETWORKS STADIUM EXPANSION ROTH TOWER PHASE I (P,C,E)	$11,220,000					$11,220,000	
~~WAYNE DENSCH SPORTS CENTER EXPANSION/RENOVATION (P,C,E)~~	~~$1,020,000~~					~~$1,020,000~~	
TENNIS CENTER (P,C,E)	$1,530,000					$1,530,000	
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY)P,C,E)	$115,121,201					$115,121,201	
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)	$15,300,000					$15,300,000	
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)	$13,056,000					$13,056,000	
OUTPATIENT CENTER (P,C,E)	$76,500,000					$76,500,000	
CAMPUS ENTRY WAYS	$4,590,000					$4,590,000	
~~MULTI-CULTURAL EXPANSION (P,C,E)~~	~~$1,744,273~~					~~$1,744,273~~	
UCF DOWNTOWN CAMPUS PHASE III (P,C,E)		$29,032,500				$29,032,500	
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,231,236	$15,390,440	$1,846,853		$18,468,529	
DENTAL SCHOOL (P,C,E)		$73,000,000				$73,000,000	
UCF DOWNTOWN CAMPUS PHASE IV (P,C,E)			$42,164,850			$42,164,850	
FACILITIES BUILDING, LAKE NONA (P,C,E)			$6,364,800			$6,364,800	
CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)			$2,490,292	$19,922,333	$2,490,292	$24,902,917	
~~CREATIVE SCHOOL RENOVATION (P,C,E)~~			~~$1,591,200~~			~~$1,591,200~~	
PARKING GARAGE VII (P,C,E)			$21,216,000			$21,216,000	
UTILITY INFRASTRUCTURE AND SITE WORK LAKE NONA CLINICAL FACILITIES (P,C)			$10,608,000			$10,608,000	
COASTAL BIOLOGY STATION (P,C,E)			$5,304,000			$5,304,000	
UCF HEALTH EXPANSION (P,C,E)			$1,060,800	$8,486,400	$1,060,800	$10,608,000	
SUSTAINABILITY CENTER (P,C,E)				$5,304,000		$5,304,000	
TOTAL	$880,947,387	$103,263,736	$106,190,382	$35,559,586	$3,551,092	$1,129,512,183	
GRAND TOTAL	$1,348,115,052	$348,560,454	$281,867,293	$276,260,227	$138,400,733	$2,393,203,759	

Projects to be programmed
Projects with approved building programs
Project may be a Joint Use Facility with Valencia College, which would result in shared funding

Remodeling denotes **change** in space usage.
Renovation denotes **no change in** space usage.

Attachment B

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects Requiring Board of Governors Approval
to be Constructed, Acquired, and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For Operational and Maintenance Costs Amount	Source
UCF	Special Purpose Housing and Parking Garage	160,000	425 beds and 500 parking spaces	UCF, Orlando	$ 25,500,000	Rental income	July	$2,400,000	Auxiliary
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	UCF, Orlando	$ 8,160,000	Rental income	July	$480,000	Auxiliary
UCF	Parking Garage VII	447,000	1,600 spaces	UCF, Orlando	$ 21,216,000	Decal fees, traffic fines, and Transportation Access Fee	July	$6,705,000	Auxiliary
UCF	Parking Decks	168,000	1,800 spaces	UCF, Orlando	$ 17,340,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	Auxiliary
UCF	Graduate Housing	150,000	Land and 600 beds	UCF, Orlando	$ 51,000,000	Rental and retail income	July	$2,250,000	Auxiliary
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF Foundation properties	UCF, Orlando	$ 37,410,000	Rental and retail income	July	$0	N/A
UCF	Student Housing	224,000	800 beds	UCF, Orlando	$ 51,000,000	Rental income	July	$3,360,000	Auxiliary
UCF	Garage Expansion	50,837	400 additional spaces	UCF, Orlando	$ 11,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$762,555	Auxiliary
UCF	Classroom and Lab Building, Lake Nona	91,464	Classrooms, labs, and offices	UCF, Orlando	$ 24,902,916	Donations and partnerships	July	$1,371,960	General Revenue
UCF	Facilities Building, Lake Nona	20,799	Offices, storage, and support space	UCF, Orlando	$ 6,130,000	Donations and partnerships	July	$311,985	General Revenue
UCF	Regional Campuses Multi-Purpose Buildings	60,000	Classrooms, labs, and offices	UCF, Orlando	$ 28,560,000	Donations and partnerships	July	$900,000	General Revenue
UCF	Partnership Garage	60,000	600 spaces	UCF, Orlando	$ 7,140,000	Decal fees and revenue income	July	$0	Auxiliary
UCF	Parking Deck (Athletic Complex)	168,000	600 parking spaces	UCF, Orlando	$ 5,100,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	Auxiliary
UCF	UCF Downtown Campus Garage I	200,000	600 spaces	UCF, Orlando	$ 15,300,000	Decal fees, traffic fines, and Transportation Access Fee	July	$3,000,000	Auxiliary
UCF	UCF Downtown Campus Garage II	200,000	600 spaces	UCF, Orlando	$ 15,300,000	Decal fees, traffic fines, and Transportation Access Fee	July	$3,000,000	Auxiliary
UCF	UCF Downtown Campus Housing I	165,000	300 beds	UCF, Orlando	$ 21,887,415	Rental income	July	$2,475,000	Auxiliary
UCF	UCF Downtown Campus Housing II	165,000	300 beds	UCF, Orlando	$ 21,887,415	Rental income	July	$2,475,000	Auxiliary
UCF	Baseball Stadium Expansion and Renovation	5,700	200 seats, new press box	UCF, Orlando	$ 2,550,000	Donations	July	$85,500	DSO
UCF	Baseball Clubhouse Expansion and Renovation		New playing field, chair backs, audio and lighting upgrade	UCF, Orlando	$ 1,020,000	Donations	July	$0	DSO
UCF	Bright House Networks Stadium Expansion and Improvements Phase I	21,337	Additional club seating, suites, and operational booths	UCF, Orlando	$ 11,220,000	Donations	July	$320,055	DSO
UCF	Tennis Center	7,470	Championship-caliber outdoor courts and 864 grandstand seats	UCF, Orlando	$ 1,530,000	Donations	July	$112,050	DSO
UCF	Multi-Purpose Medical Research and Incubator Facility	200,000	Classrooms, labs, and offices	UCF, Orlando	$ 115,121,201	Donations and partnerships	July	$3,000,000	General Revenue
UCF	Health Sciences Campus Parking Garage	402,000	1,300 spaces	UCF, Orlando	$ 15,300,000	Decal fees and traffic fines	July	$6,030,000	Auxiliary
UCF	Bio-Medical Annex Renovation and Expansion	32,000	Classrooms, labs, and offices	UCF, Orlando	$ 13,056,000	Donations and partnerships	July	$480,000	General Revenue
UCF	Outpatient Center	119,750	Health care facilities, offices, 38 beds	UCF, Orlando	$ 76,500,000	Donations and partnerships	July	$1,796,250	General Revenue
UCF	Dental School	166,750	Classrooms, labs, auditorium, health care facilities, offices	UCF, Orlando	$ 73,000,000	Donations and partnerships	July	$2,501,250	Revenue
UCF	Utility Infrastructure and Site Work, Lake Nona Clinical Facilities		3,080 Spaces	UCF, Orlando	$ 10,608,000	Income and energy savings	July		General Revenue
UCF	UCF Health Expansion	20,000	Labs, offices	UCF, Orlando	$ 10,608,000	Donations and partnerships	July	$300,000	General Revenue

Attachment C

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects That May Require Legislative Authorization
and General Revenue Funds to Operate and Maintain
BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational and Maintenance Costs Amount	Source
UCF	Downtown Campus Building I	165,000	Offices	UCF - Orlando	$57,750,000	PECO	$2,475,000	General Revenue
UCF	Downtown Campus Building II	222,000	Offices, Classrooms, Teaching Labs	UCF - Orlando	$77,717,325	PECO	$3,330,000	General Revenue
UCF	Institute for Hospitality in Healthcare at Lake Nona	36,000	Offices, Classrooms, Teaching Labs	UCF - Orlando	$15,000,000	Grant, Private	$540,000	General Revenue
UCF	District Energy IV Plant	13,000	Offices	UCF - Orlando	$13,000,000	Auxilary	$195,000	General Revenue
UCF	Creative School	8,351	Classrooms, Offices	UCF - Orlando	$5,000,000	CITF	$125,265	General Revenue
UCF	Library Expansion Phase I	12,609	Automatic Retrieval Center	UCF-Orlando	$21,366,592	CITF	$189,135	General Revenue
UCF	CREOL	2,756	Research Labs	UCF-Orlando		E&G	$41,340	General Revenue
UCF	Center for Public Safety - Hazardous Materials Bldg	1,400	Research Lab, Offices	UCF-Orlando	$9,084,000	PECO	$21,000	General Revenue
UCF	Arts Complex II Performance	2,728	Teaching Lab, Offices	UCF-Orlando	$964,411	PECO	$40,920	General Revenue

June 29, 2015 Board of Trustees Meeting Transcript

Speaker	Dialogue
1:05 – 6:35	
SCHELL	Madam Chair, you have quorum.
CALVET	Thank you very much, Dr. Schell. Our one item for consideration today is FF-1 which is a five-year capital improvement and it's, it's revised plan I believe, uh, Bill Merck and yeah, she's here too, so we're [*laughter*] they will take of care it for us.
MERCK	I'll just give a quick introduction and then let Lee take it away.
CALVET	OK.
MERCK	Essentially, in our last meeting Lee presented two plans, A and a B because we didn't know how the legislator would, uh, do what they were gonna do. Or the governor and his vetoes. We-, all of that now is clear, so we have a single plan that we like for you to approve going forward and I think, uh, Lee was going to, uh, is planning to just go through the sections for clarity as to what this list is and what it means to us. So Lee you wanna take it away from there?
KERNEK	Okay. So your first one is your letter and it has been revised and to now no state funds on your Attachment A which is a very large attachment, um. You may see items, for some of you who are a little new to the process, you may see items in several category, that is what allows UCF the flexibility to spend from any of those categories should funding become available there. So the first category is PECO projects, those are projects that are eligible for PECO funding and that they also have a survey recommendation from the Educational Plant Servey. An item can't go in this category unless it has those two things. Um, what you'll see a little different on Interdisciplinary Research and Incubator facility, we received no money so it is all back on. Facilities, Infrastructure, Capital Renewal, and Roof, um, they just come up with a new category that would, would take priority over this one called Critical Deferred Maintenance, but the Board of Governors staff has not, um, yet prepared how we are to address that and told us to leave it off, so we did leave that one off. Engineering I, Building, uh, uh, Building One Renovation, we received no funds, so those are back in, um, again. We did add the downtown campus to this category. Last year we had the downtown campus only in other categories because we thought the money would come from other state, um, funding, not from PECO, but we have added it this category, uh, just in case money can come from PECO and we do have an educational plant survey, uh, coming to visit us in October so we expect to have the plant survey recommendation, uh, at that time. We've removed the Valenica classroom building that has already been paid by UCF, um, let me look at, look at the CITF project request, um, we cannot bond those, uh, for the Governor. So what this shows, um, based on what the word Governor's staff have asked us to do is any monies that we click spend, uh, were we to get it either through, um, direct funds or through bonding. We did receive $5.9 million dollars so that has been subtracted out of the 16-17 year.

June 29, 2015 Board of Trustees Meeting Transcript

Speaker	Dialogue
	The next category is funds to other state sources [*clearing throat*], so it could be anything from which you need state monies. It's either not PECO eligible or it could be eligible for, for PECO in the future. For example, after you had a survey recommendation or as it moves up on the priority list. We put all of those in this category. For Partnership IV we did receive 20 million dollars, so what you see here, is [*background noise*] - [*inaudible*] of what we had asked in the past, so that we would be um, able to go out and purchase additionally properties or buildings in the next years. The downtown, we put all monies back in, and we did load them in the first year, so that we can be eligible to do that should money be available. Interdisciplinary Research; you will see it, it's a different amount here than it is above, because this is other state fund, funding and we have to show that we spent UCF funds toward that project. All the money we spent on Interdisciplinary so far, 3 million of it was from state funds and the balance that we spent came from um, non-state sources. On the Colbourn Hall and Trevor Hall, every bit of the money that UCF has committed to those has been from state funds, and so that's why they are showing here. Many of the deletions you see in red are because they are less than 2 million dollars. So, we do not have to reflect projects on here that are less than 2 million dollars, they are considered minor projects. The only time that it is different it is for athletics, they still want us to show those and for anything that we might, uh, acq-, use debt to acquire, they still want us to show those, even if they are less than 2 million.
MARCHENA	Forgive me. So, the state doesn't want to see them on CIP, but they show up somewhere on our own CIP?
KERNEK	They will show up, so the ones that are athletics and, uh, the ones that are athletics and possible bonds will show up in the non-state sources including debt, so those will still be there.
MARCHENA	Right, but what about… [*simultaneous speaking*].
KERNEK	The smaller ones that, uh, that they will not show up anywhere, they are considered minor projects by the state and they, they don't show up. That's why like when you want to go in and do a renovation to a building, that's maybe, maybe you want to change a, uh, an office into two offices or something like that and it's less than 2 million dollars. They don't show up at the capital impr- [*simultaneous speaking*].
MERCK	We have about probably, what, almost 300 of those every year?
KERNEK	I have about 500 open projects right now in that category.
MARCHENA	And do, do, do, those, you know, above a certain number, like, between 1 million and 2 million, do they at least get reported to the board?
LEE KERNEK	No, they don't.
BILL MERCK	We could, I mean [*simultaneous speaking*].
KERNEK	We certainly could. Uh, I could make a list for you [*simultaneous speaking*].

June 29, 2015 Board of Trustees Meeting Transcript

Speaker	Dialogue
MARCHENA	We just, we just need to give that some thought. OK.
[END OF TRANSCRIPTION]	

Minutes
Board of Trustees Meeting
University of Central Florida
June 29, 2015

Chair Olga Calvet called the meeting of the Board of Trustees to order at 8:30 a.m. in the FAIRWINDS Alumni Center on the UCF Orlando campus.

WELCOME

Chair Calvet reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

She welcomed the board members and called on Rick Schell, Associate Corporate Secretary, to call the roll. Schell noted that a quorum was present.

The following board members attended the meeting: Chair Olga Calvet, Clarence Brown, Richard Crotty, Alan Florez, Ray Gilley, Keith Koons, Marcos Marchena, and Alex Martins. Trustee Robert Garvy attended via teleconference.

FINANCE AND FACILITIES COMMITTEE REPORT

Marcos Marchena, Chair of the Finance and Facilities Committee, called on William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, who addressed the board. He then called on Lee Kernek, Associate Vice President for Administration and Finance, who provided an overview of the Five-year Capital Improvement Plan.

- FF-1 Five-year Capital Improvement Plan─A motion was made and unanimously passed by the board approving the capital improvement plan options for 2016-17 through 2020-21.

Calvet adjourned the board meeting at 8:58 a.m.

Respectfully submitted: _____ Date: _____
John C. Hitt
Corporate Secretary

ITEM: FF-6

University of Central Florida
Board of Trustees

SUBJECT: 2015-16 Capital Outlay Budget

DATE: May 21, 2015

PROPOSED BOARD ACTION

Approve the university's 2015-16 capital outlay budget and authorize the president to make necessary adjustments as necessary to the 2015-16 capital outlay budget.

BACKGROUND INFORMATION

Pursuant to Florida Statute 1013.61, each university's Board of Trustees must adopt an annual capital outlay budget that designates proposed expenditures by project. The attached University of Central Florida 2015-16 capital outlay budget lists the projects approved during the legislative session and by the governor. Approval is sought for the attached budget along with authorization for the president to make changes to this budget as necessary during the year.

Supporting documentation: 2015-16 Capital Outlay Budget (Attachment A)

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Attachment A Page 1

2015-16 Capital Outlay Budget
Projects By Funding Source

Projects funded by Public Education Capital Outlay (PECO)	2015-16	Funded
Utilities, Infrastructure, and Capital Renewal	9,704,545	7,278,409
Interdisciplinary Research and Incubator Facility	6,042,667	6,042,667
Colbourn Hall Renovation	1,952,455	-
Engineering Building I Renovation	13,954,277	13,954,277
Math and Physics Building (Mathematical Sciences) Remodeling and Renovation	9,422,105	-
Trevor Colbourn Hall	26,175,387	-
John C. Hitt Library Renovation Phase II	3,570,000	-
UCF VC Classroom Building	7,500,000	-
Arts Complex Phase II (Performance)	5,100,000	-
Partnership IV	46,920,000	-
TOTAL	$ 130,341,436	$ 27,275,353

Projects funded by Research and Economic Development	2015-16	Funded
Partnership IV	46,920,000	46,920,000

Projects funded by donations and the Courtelis Facility Matching Grant Program	Cumulative 2015-16	
	Donations	Courtelis
Laboratory Instructional Building	$ 15,372,777	-
Morgridge International Reading Center	2,297,170	-
Burnett Bio-Medical Science Center	2,528,605	-
Career Services and Experiential Learning	196,950	-
College of Optics and Photonics	69,735	-
Engineering III	2,384,463	-
Psychology Building	86,540	-
Arts Complex II Enhancement	500,000	-
Physical Sciences Building	1,162	-
Alumni Center, John and Martha Hitt Library	8,249	-
TOTAL	$ 23,445,651	-

Maintenance, repair, renovation, and remodeling projects	2015-16	
		$ 3,523,198
TOTAL		$ 3,523,198

Capital Improvement Trust Fund	2015-16	Funded
John C. Hitt Library Phase I	$ 18,344,027	$ 5,770,635
TOTAL	$ 18,344,027	$ 5,770,635

Projects constructed or acquired with proceeds from non-state sources, including debt	2015-16	
Rosen Storage Shed	225,000	-
Rosen Educational Facility	17,000,000	TBD
UCF Downtown Presence	75,000,000	2,775,000
UCF Downtown Presence Garage	15,000,000	
USTA American Tennis At Lake Nona - Collegiate Tennis	5,100,000	
Hotel and Conference Center	76,500,000	
Special Purpose Housing and Parking Garage	25,500,000	
Special Purpose Housing II	8,160,000	
Parking Decks	17,340,000	
Graduate Housing	51,000,000	
Refinance UCF Foundation Properties	37,410,000	
Student Housing	51,000,000	
Garage Expansion	5,100,000	
Classroom and Lab Building, Lake Nona	23,945,113	
Facilities Building, Lake Nona	6,120,000	
EXPO Center Housing	16,000,000	

Attachment A Page 2

2015-16 Capital Outlay Budget
Projects By Funding Source

Regional Campuses Multi-Purpose Buildings	28,000,000	
Partnership Garage	7,140,000	
Parking Deck (Athletic Complex)	5,100,000	
Baseball Stadium Expansion Phase II	1,700,000	
Baseball Clubhouse Expansion/Renovation	1,020,000	
Bright House Networks Stadium Expansion Phase I	11,000,000	
Wayne Densch Sports Center Expansion and Renovation	1,020,000	
Tennis Complex - Phase I	1,428,000	
Tennis Complex - Phase II	1,020,000	
Tennis Complex - Phase III	2,040,000	
Multi-Purpose Medical Research and Incubator Facility	115,121,201	
Health Sciences Campus Parking Garage I	15,300,000	
Bio-Medical Annex Renovation and Expansion	13,056,000	
Outpatient Center	76,500,000	
Multi-Cultural Expansion	1,677,186	
TOTAL	$ 711,522,500	$ 2,775,000

ITEM: FF-4

University of Central Florida
Board of Trustees

SUBJECT: 2016-17 Capital Outlay Budget

DATE: May 31, 2016

PROPOSED BOARD ACTION

Approve the university's 2016-17 capital outlay budget and authorize the president to make necessary adjustments as necessary to the 2016-17 capital outlay budget.

BACKGROUND INFORMATION

Pursuant to Florida Statute 1013.61, each university's Board of Trustees must adopt an annual capital outlay budget that designates proposed expenditures by project. The attached University of Central Florida 2016-17 capital outlay budget lists the projects approved during the legislative session and by the governor. Approval is sought for the attached budget along with authorization for the president to make changes to this budget as necessary during the year.

Supporting documentation: Attachment A: 2016-17 Capital Outlay Budget

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Attachment A Page 1

2016-17 Capital Outlay Budget
Projects By Funding Source

Projects funded by Public Education Capital Outlay (PECO)	2016-17	Funded
Utilities, Infrastructure, and Capital Renewal	11,994,197	-
Interdisciplinary Research and Incubator Facility	6,042,667	-
Colbourn Hall Renovation	1,952,455	-
Engineering Building I Renovation	14,802,697	-
Math and Physics Building (Mathematical Sciences) Remodeling and Renovation	9,994,969	-
Trevor Colbourn Hall	26,175,387	-
John C. Hitt Library Renovation Phase II	3,712,800	-
UCF Downtown Campus Academic Building	20,000,000	20,000,000
Arts Complex Phase II (Performance)	5,993,328	-
Partnership IV	14,000,000	14,000,000
TOTAL	$ 114,668,500	$ 34,000,000

Projects funded by Department of Economic Opportunity	2016-17	Funded
ICAMR - International Consortium for Advanced Manufacturing Research	-	$ 9,386,569

Projects funded by State Economic Enhancement and Development Trust Fund	2016-17	Funded
ICAMR - International Consortium for Advanced Manufacturing Research	-	$ 613,431

Project funded by Recurring for Operations	2016-17	Funded
ICAMR - International Consortium for Advanced Manufacturing Research		$ 5,000,000
		$ 15,000,000

Projects funded by donations and the Courtelis Facility Matching Grant Program	Cumulative 2016-17	
	Donations	Courtelis
Laboratory Instructional Building	$ 15,372,777	-
Morgridge International Reading Center	2,297,170	-
Burnett Bio-Medical Science Center	2,528,605	-
Career Services and Experiential Learning	196,950	-
College of Optics and Photonics	69,735	-
Engineering III	2,384,463	-
Psychology Building	86,540	-
Arts Complex II Enhancement	500,000	-
Physical Sciences Building	1,162	-
Alumni Center, John and Martha Hitt Library	8,249	-
TOTAL	$ 23,445,651	-

Maintenance, repair, renovation, and remodeling projects	2016-17	
		$ 4,762,185
TOTAL		$ 4,762,185

Capital Improvement Trust Fund	2016-17	Funded
John C. Hitt Library Phase I	$ 13,688,709	$ -
TOTAL	$ 13,688,709	$ -

Projects constructed or acquired with proceeds from non-state sources, including debt	2016-17	
Rosen Storage Shed	225,000	-
Rosen Educational Facility	17,000,000	
District Energy IV Plant	13,000,000	
UCF Downtown Campus Academic Building	40,000,000	
UCF Downtown Campus Combined Heat and Power Plant	15,118,758	
Interdisciplinary Research and Incubator Facility	27,000,000	
Institute For Hospitality In Healthcare at Lake Nona	15,300,000	
UCF Downtown Campus Garage I	15,300,000	
UCF Downtown Campus Garage II	15,300,000	
USTA American Tennis at Lake Nona - Collegiate Tennis	5,100,000	
Hotel and Conference Center	76,500,000	
Special Purpose Housing and Parking Garage	25,500,000	
Special Purpose Housing II	8,160,000	
Parking Decks	17,340,000	
Graduate Housing	51,000,000	
Refinance UCF Foundation Properties	37,410,000	37,410,000
Student Housing	51,000,000	
Garage Expansion	11,000,000	

2016-17 Capital Outlay Budget
Projects By Funding Source

Regional Campuses Multi-Purpose Buildings	28,560,000	
Partnership Garage	7,140,000	
Parking Deck (Athletic Complex)	5,100,000	
Baseball Stadium Expansion Phase II	2,550,000	
Baseball Clubhouse Expansion and Renovation	1,020,000	
Bright House Networks Stadium Expansion Roth Tower Phase I	11,220,000	
Tennis Center (P,C,E)	1,530,000	
Multi-Purpose Medical Research and Incubator Facility	115,121,201	
Health Sciences Campus Parking Garage I	15,300,000	
Bio-Medical Annex Renovation and Expansion	13,056,000	13,056,000
Outpatient Center	76,500,000	
Campus Entryways	4,590,000	
TOTAL	$ 722,940,959	$ 50,466,000

University of Central Florida

Office of the President

June 30, 2015

Mr. Tim Jones
Chief Financial Officer
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399-0400

Dear Mr. Jones:

In accordance with your request dated May 8, 2015, to the Council of Presidents, enclosed is the University of Central Florida's Five-Year Fixed Capital Improvement Plan for the years 2016-21. This list revises UCF's primary priorities of previous years in accordance with the funding allocated by the Board of Governors, and it also includes additional facilities consistent with recent program developments and needs of the university. Use of existing space was considered in the prioritization of UCF's projects. We have increased the project cost within the three-year window due to the increase in the Board of Governors adjusted unit cost per gross square foot.

The UCF Five-Year Fixed Capital Improvement Plan was reviewed and approved by the University Board of Trustees on June 29, 2015.

Please ask members of your staff to contact Lee Kernek at (407) 823-3812 or Gina Seabrook at (407) 823-5894 if they have questions or need additional information.

Cordially yours,

John C. Hitt

John C. Hitt
President

Attachments

cc: Mrs. Lee Kernek
Mr. William F. Merck, II
Mr. William Martin
Mrs. Gina Seabrook

P.O. Box 160002 • Orlando, FL 32816-0002 • (407) 823-1823 • Fax: (407) 823-2264 • jhitt@mail.ucf.edu

An Equal Opportunity and Affirmative Action Institution

STATE UNIVERSITY SYSTEM
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request
Fiscal Years 2016-17 through 2021

University of Central Florida

PECO-ELIGIBLE PROJECT REQUESTS

Priority No	Project Title	2016-17 Year 1	2017-18 Year 2	2018-19 Year 3	2019-20 Year 4	2019-20 Year 5
1	UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL AND ROOFS (P,C)	$11,994,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000
2	INTERDISCIPLINARY RESEARCH AND INCUBATOR FAC. (P,C,E)	$6,042,667	$34,529,519	$6,042,667		
3	COLBOURN HALL RENOVATION (P,C,E)	$1,952,455	$15,619,643	$1,952,455		
4	ENGINEERING BUILDING I RENOVATION (C,E)	$14,802,697	$981,240			
5	MATH SCIENCES BUILDING. REMODELING AND RENOVATION (C,E)	$9,994,969	$742,560			
6	TREVOR COLBOURN HALL (P,C,E)	$26,175,387				
7	JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)	$3,712,800	$31,293,600	$3,712,800		
8	UCF DOWNTOWN CAMPUS BUILDING I (P,C,E)	$57,750,000				
9	UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)	$77,717,325				
10	ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,993,328	$47,946,626	$5,993,328		
11	MILLICAN HALL RENOVATION (P,C,E)		$1,228,722	$9,829,776	$1,228,722	
12	BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$524,036	$10,051,974	$524,036	
13	CHEMISTRY RENOVATION (P,C,E)		$572,665	$10,412,111	$572,665	
14	FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$5,349,632		
15	VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,182,400	$25,459,200	$3,182,400
16	MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)			$2,948,164	$23,585,310	$2,948,164
17	COLLEGE OF NURSING (P,C,E)			$5,969,672	$47,757,376	$5,969,672
	TOTAL	**$216,135,825**	**$147,438,611**	**$79,444,979**	**$113,127,309**	**$26,100,236**

Priority No	Project Title	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Educational Plant Survey Recommended Date/Rec No.	Approved by Law - Include GAA reference
	Total Campus	N/A			67994197	#DIV/0!	February-11	
	Engrg-Arts Sciences		78676	118013	46614853	$ 395	February-11	
	Clge Arts Sciences		73500	83957	19524553	$ 233		
	Clge of Engineering		118186	130885	15783937	$ 121	February-11	HB 5001 Section 2
	CAS-CHPA		100368	106523	10737529	$ 101	February-11	HB 5001 Section 2
	CAS-CHPA		52550	78210	26175387	$ 335		
	Total Campus		109560	150000	38719200	$ 258	February-11	
	Clge Arts Sciences		112381	165000	57750000	$ 350		
	Clge Arts Sciences		150325	222000	77717325	$ 350		
	Total Campus		100396	150594	59933282	$ 398	February-11	
	Total Campus		87730	87742	12287220	$ 140	February-11	
	Clge of Business		119489	121074	11100046	$ 92	February-11	
	Clge Arts Sciences		43265	49073	11557441	$ 95	February-11	
	Total Campus		17400	26100	5349632	$ 205	February-11	
	Clge Arts Sciences		79373	85000	31824000	$ 374	February-11	
	Total Campus		47310	75384	29481638	$ 391	February-11	
	Clge of Nursing		109560	161121	59696720	$ 371		

CITF PROJECT REQUESTS

Priority No	Project Title	Year 1	Year 2	Year 3	Year 4	Year 5
1	JOHN C. HITT LIBRARY RENOVATION PHASE I (P,C,E)	$13,688,709				
2	JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)		$38,719,200			
	TOTAL	**$13,688,709**	**$37,230,000**	**$0**	**$0**	**$0**

Priority No	Project Title	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Committee Approval Date
	Total Campus		52627	59096	33001841	$ 558	05/16/12
	Total Campus		261487	274837	38719200	$ 141	05/17/12

REQUESTS FROM OTHER STATE SOURCES

Priority No	Project	Year 1	Year 2	Year 3	Year 4	Year 5
18	PARTERSHIP IV (P,C,E)	$26,920,000	$6,120,000			
19	UCF DOWNTOWN CAMPUS BUILDING I (P,C,E)	$57,750,000				
20	UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)	$77,717,325				
21	UCF DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (P,C,E)	$15,118,758				
22	INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILTIY (P)	$3,000,000				
23	COLBOURN HALL RENOVATION (P,C,E)	$15,000,000				
24	TREVOR COLBOURN HALL (P,C,E)	$23,000,000				
25	CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)	$6,747,048				
26	CAMPUS ENTRYWAYS	$4,590,000				
27	WELCOME CENTER EXPANSION (P,C,E)		$7,314,624			
28	CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,231,236	$15,390,440	$1,846,853	
29	UCF DOWNTOWN CAMPUS BUILDING III (P,C,E)		$29,032,500			
30	HOWARD PHILLIPS HALL RENOVATION (P,C,E)		$7,645,414			
31	FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)		$6,050,860			
32	UCF DOWNTOWN CAMPUS BUILDING IV (P,C,E)			$42,164,850		
33	CLASSROOM BUILDING III (P,C,E)			$2,545,920	$20,367,360	$2,545,920
34	CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)			$2,490,292	$19,922,333	$2,490,292
35	FACILITIES BUILDING AT LAKE NONA (P,C,E)			$6,364,800		
36	RECYCLING CENTER (P,C,E)			$2,439,840	$19,518,720	$2,439,840
37	HUMANITIES AND FINE ARTS II (P,C,E)			$2,940,912	$18,097,917	$2,940,912
38	SOCIAL SCIENCES FACILITY			$2,545,920	$20,367,360	$2,545,920

Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	
Clge H&PA	78294	100000	61,040,000	$ 610	HB 5001 2
Clge Arts Sciences	112381	165000	57,750,000	$ 350	
Clge Arts Sciences	150325	222000	77,717,325	$ 350	
Total Campus	13000	13000	15,118,758	$ 1,163	
Engrg-Arts Sciences	63119	93408	30,000,000	$ 321	
Clge Arts Sciences	73500	83957	15,000,000	$ 179	
CAS-CHPA	52550	78210	23,000,000	$ 294	
Total Campus	16000	21600	6,747,048	$ 312	
Total Campus	N/A	N/A	4,590,000	#DIV/0!	
Total Campus	11650	16210	7,314,624	$ 451	
Clge of Engr	33450	48,840	18,468,529	$ 378	
Clge Arts Sciences	51500	77050	29,032,500	$ 377	
Total Campus	56903	64619	7,645,414	$ 118	
Total Campus	19014	28520	6,050,860	$ 212	
CAS-CHPA	79360	109504	42,164,850	$ 385	
Total Campus	83657	65686	25,959,200	$ 395	
Clge Medicine	620976	91464	24,902,917	$ 272	
Total Campus	9416	23842	6,364,800	$ 267	
Total Campus	45175	57210	24,398,400	$ 426	CIP2
Clge Arts Sci	40724	61086	23,979,741	$ 393	
Clge of Sciences	44700	64650	25,459,200	$ 394	

39	UTILITY INFRASTRACTURE AND SITE WORK, LAKE NONA CLINICAL FACILITIES (P,C)			$10,608,000			Total Campus		N/A	10,608,000		#DIV/0!
40	COASTAL BIOLOGY STATION			$5,304,000			Clge of Sciences	17544	26316	5,304,000	$	202
41	UCF HEALTH EXPANSION (P,C,E)			$1,060,800	$8,486,400	$1,060,800	Clge of Medicine			10,608,000		
42	TECHNOLOGY COMMONS II RENOVATION (P,C,E)				$3,154,549		Total Campus	9372	10779	3,154,549	$	293
43	COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)				$3,413,078		Clge Arts Sciences	49580	54644	3,413,078	$	62
44	SIMULATION AND TRAINING BUILDING (P,C,E)				$2,514,452	$19,529,725	Clge of Engr	52425	52431	24,558,629	$	468
45	BUSINESS ADMIN. III BUILDING (P,C,E)				$1,680,866	$13,055,278	Clge of Business	27951	41032	16,417,010	$	400
46	EDUCATION BUILDING II (P,C,E)				$2,187,739	$16,542,203	Clge Education	51479	77219	20,917,681	$	271
47	BAND BUILDING (P,C,E)				$482,712	$2,970,536	Total Campus	9587	12714	3,935,960	$	310
48	ARTS COMPLEX III (P,C,E)				$1,576,015	$12,608,120	Total Campus	27800	38421	15,760,150	$	410
49	INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,637,120	$21,096,961	Engrg-Arts Sciences	38550	57825	25,734,081	$	445
50	THEATER BUILDING RENOVATION (P, C,E)					$3,618,898	Clge Arts Sciences	22064	29469	3,618,898	$	123
51	SUSTAINABILITY CENTER					$5,304,000	Total Campus	8400	12600	5,304,000	$	421
	TOTAL	$229,843,131	$57,394,634	$93,855,774	$126,253,474	$108,749,405						

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT

Project	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Expected Source of Funding (if known)	Master Plan Approval Date
ROSEN STORAGE SHED (P,C,E)	$225,000					Clge Hospitality	838	896	225,000	$ 251	PRIVATE	November-14
ROSEN EDUCATIONAL FACILITY (P,C,E)	$17,000,000					Clge Hospitality	34666	52000	17,000,000	$ 327	PRIVATE	November-14
DISTRICT ENERGY IV PLANT (P,C,E)	$13,000,000					Total Campus	13000	13000	13,000,000	$ 1,000	PRIVATE	November-14
UCF DOWNTOWN CAMPUS BUILDING I (P,C,E)	$57,750,000					Total Campus	112381	165000	57,750,000	$ 350	PRIVATE	
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)	$77,717,325					Total Campus	150325	222000	77,717,325	$ 350	PRIVATE	
UCF DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (P,C,E)	$15,118,758					Total Campus	11000	13000	15,118,758	$ 1,163	PRIVATE	
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILTIY (P)	$27,000,000					Clge Arts Sciences	63119	93408	27,000,000	$ 289	AUXILIARY	November-14
INSTITUTE FOR HOSPITALITY IN HEALTHCARE AT LAKE NONA (P,C,E)	$15,300,000					Total Campus	24000	36000	15,300,000	$ 425	PRIVATE/GRANT	November-14
UCF DOWNTOWN CAMPUS GARAGE I (P,C,E)	$15,300,000					Total Campus	N/A	200000	15,300,000	$ 77	BONDS	
UCF DOWNTOWN CAMPUS GARAGE II (P,C,E)	$15,300,000					Total Campus	N/A	200000	15,300,000	$ 77	BONDS	
UCF DOWNTOWN CAMPUS HOUSING I (P,C,E)	$21,887,415					Total Campus		165000	21,887,415	$ 133	BONDS	
UCF DOWNTOWN CAMPUS HOUSING II (P,C,E)	$21,887,415					Total Campus		165000	21,887,415	$ 133	BONDS	
USTA AMERICAN TENNIS AT LAKE NONA -COLLEGIATE TENNIS (P,C,E)	$5,100,000					Total Campus			5,100,000	#DIV/0!	PRIVATE	
HOTEL AND CONFERENCE CENTER (P,C,E)	$76,500,000					Total Campus	N/A	200000	76,500,000	$ 383	PRIVATE	November-14
SPECIAL PURPOSE HOUSING AND PARKING GARAGE (P,C,E)	$25,500,000					Total Campus	N/A	168000	25,500,000	$ 152	BONDS	November-14
SPECIAL PURPOSE HOUSING II (P,C,E)	$8,160,000					Total Campus	42857	60000	8,160,000	$ 136	BONDS	November-14
PARKING DECKS (P,C,E)	$17,340,000					Total Campus	N/A	168000	17,340,000	$ 103	BONDS	November-14
GRADUATE HOUSING (P,C,E)	$51,000,000					Total Campus	107142	150000	51,000,000	$ 340	BONDS	November-14
REFINANCE UCF FOUNDATION PROPERTIES	$37,410,000					Total Campus	N/A	432250	37,410,000	$ 87	PRIVATE	November-14
STUDENT HOUSING (P,C,E)	$51,000,000					Total Campus	160000	224000	51,000,000	$ 228	BONDS	November-14
GARAGE EXPANSION (P,C, E)	$11,000,000					Total Campus	N/A	50837	11,000,000	$ 216	BONDS	November-14
REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS (P,C,E)	$28,560,000					Total Campus	133333	200000	28,560,000	$ 143	PRIVATE	November-14
PARTNERSHIP GARAGE (P,C,E)	$7,140,000					Total Campus	N/A	60000	7,140,000	$ 119	BONDS	November-14
PARKING DECK (ATHLETIC COMPLEX)	$5,100,000					Total Campus	N/A	168000	5,100,000	$ 30	BONDS	November-14
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	$2,550,000					Total Campus	N/A	5700	2,550,000	$ 447	PRIVATE	November-14
BASEBALL CLUBHOUSE EXPANSION AND RENOVATION	$1,020,000					Total Campus	5000	7000	1,020,000	$ 146	PRIVATE	November-14
BRIGHT HOUSE NETWORKS STADIUM EXPANSION ROTH TOWER PHASE I (P,C,E)	$11,220,000					Total Campus	15240	21337	11,220,000	$ 526	PRIVATE	November-14
TENNIS CENTER (P,C,E)	$1,530,000					Total Campus	6225	7470	1,530,000	$ 205	PRIVATE	November-14
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)	$115,121,201					Clge of Medicine	132018	198027	115,121,201	$ 581	PRIVATE	November-14
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)	$15,300,000					Total Campus		402000	15,300,000	$ 38	BONDS	November-14
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)	$13,056,000					Clge of Arts & Scienc	21333	32000	13,056,000	$ 408	PRIVATE	November-14
OUTPATIENT CENTER (P,C,E)	$76,500,000					Total Campus	78833	119750	76,500,000	$ 626	PRIVATE	November-14
CAMPUS ENTRYWAYS	$4,590,000					Total Campus	N/A	N/A	4,590,000	#DIV/0!	AUXILIARY	November-14
UCF DOWNTOWN CAMPUS BUILDING III (P,C,E)		$29,032,500				Clge Arts Sciences	79360	109504	29,032,500	$ 265	PRIVATE	
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,231,236	$15,390,440	$1,846,853		Clge of Engr	51500	77,050	18,468,529	$ 240	AUXILIARY	November-14
DENTAL SCHOOL (P,C,E)		$73,000,000				Total Campus	111166	166750	73,000,000	$ 438	PRIVATE	November-14
UCF DOWNTOWN CAMPUS BUILDING IV (P,C,E)			$42,164,850			Total Campus	79360	109504	42,164,850	$ 385		November-14
FACILITIES BUILDING, LAKE NONA (P,C,E)			$6,364,800			Total Campus	21053	31579	6,364,800	$ 202	BONDS	November-14
CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)			$2,490,292	$19,922,333	$2,490,292	Clge Medicine	620976	91464	24,902,917	$ 272	PRIVATE	November-14
PARKING GARAGE VII (P,C,E)			$21,216,000			Total Campus	N/a	447000	21,216,000	$ 47	BONDS	November-14
UTILITY INFRASTRACTURE AND SITE WORK, LAKE NONA CLINICAL FACILITIES (P,C)			$10,608,000			Total Campus	N/A	N/A	10,608,000	#DIV/0!	PRIVATE	November-14
COASTAL BIOLOGY STATION			$5,304,000			Clge of Sciences	16544	23161	5,304,000		PRIVATE	November-14
UCF HEALTH EXPANSION (P,C,E)			$1,060,800	$8,486,400	$1,060,800	Total Campus	13333	20000	10,608,000	$ 530	PRIVATE	November-14
SUSTAINABILITY CENTER (P,C,E)				$5,304,000		Total Campus	17544	26316	5,304,000	$ 202	PRIVATE	November-14
TOTAL	$862,183,114	$103,263,736	$104,599,182	$35,559,586	$3,551,092							

CIP2

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2016-21
2016 FIVE-YEAR FIXED CAPITAL IMPROVEMENTS PLAN

PECO PROJECTS REVISED 06/25/2015	2016-17 YR #1	2017-18 YR #2	2018-19 YR #3	2019-20 YR #4	2020-21 YR #5	TOTALS	RANK
UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL, AND ROOFS (P,C)	$11,994,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$67,994,197	1
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILTIY (P,C,E)	$6,042,667	$34,529,519	$6,042,667			$46,614,853	2
COLBOURN HALL RENOVATION (P,C,E)	$1,952,455	$15,619,643	$1,952,455			$19,524,553	3
ENGINEERING BUILDING I RENOVATION (C,E)	$14,802,697	$981,240				$15,783,937	4
MATHEMATICAL SCIENCES BUILDING REMODELING AND RENOVATION (C,E)	$9,994,969	$742,560				$10,737,529	5
TREVOR COLBOURN HALL (P,C,E)	$26,175,387					$26,175,387	6
JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)	$3,712,800	$31,293,600	$3,712,800			$38,719,200	7
UCF DOWNTOWN CAMPUS BUILDING I (P,C,E)	$57,750,000					$57,750,000	8
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)	$77,717,325					$77,717,325	9
ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,993,328	$47,946,626	$5,993,328			$59,933,282	10
MILLICAN HALL RENOVATION (P,C,E)		$1,228,722	$9,829,776	$1,228,722		$12,287,220	11
BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$524,036	$10,051,974	$524,036		$11,100,046	12
CHEMISTRY RENOVATION (P,C,E)		$572,665	$10,412,111	$572,665		$11,557,441	13
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$5,349,632			$5,349,632	14
VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,182,400	$25,459,200	$3,182,400	$31,824,000	15
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)			$2,948,164	$23,585,310	$2,948,164	$29,481,638	16
COLLEGE OF NURSING (P,C,E)			$5,969,672	$47,757,376	$5,969,672	$59,696,720	17
TOTAL	$216,135,825	$147,438,611	$79,444,979	$113,127,309	$26,100,236	$582,246,960	

CITF PROJECT REQUESTS	2016-17 YR #1	2017-18 YR #2	2018-19 YR #3	2019-20 YR #4	2020-21 YR #5	TOTALS	RANK
JOHN C. HITT LIBRARY RENOVATION PHASE I (C,E)	$13,688,709					$13,688,709	1
JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)		$38,719,200				$38,719,200	2
TOTAL	$13,688,709	$38,719,200	$0	$0	$0	$52,407,909	

REQUESTS FROM OTHER STATE SOURCES	2016-17 YR #1	2017-18 YR #2	2018-19 YR #3	2019-20 YR #4	2020-21 YR #5	TOTALS	RANK
PARTNERSHIP IV (C,E)	$26,920,000	$6,120,000				$33,040,000	1
UCF DOWNTOWN CAMPUS BUILDING I (P,C,E)	$57,750,000					$57,750,000	2
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)	$77,717,325					$77,717,325	3
UCF DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (P,C,E)	$15,118,758					$15,118,758	4
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILTIY (P,C,E)	$3,000,000					$3,000,000	5
COLBOURN HALL RENOVATION (P,C,E)	$15,000,000					$15,000,000	6
TREVOR COLBOURN HALL (P,C,E)	$23,000,000					$23,000,000	7
CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)	$6,747,048					$6,747,048	8
CAMPUS ENTRYWAYS	$4,590,000					$4,590,000	9
WELCOME CENTER EXPANSION (P,C,E)		$7,314,624				$7,314,624	10
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,231,236	$15,390,440	$1,846,853		$18,468,529	11
UCF DOWNTOWN CAMPUS BUILDING III (P,C,E)		$29,032,500				$29,032,500	12
HOWARD PHILLIPS HALL RENOVATION (P,C,E)		$7,645,414				$7,645,414	13
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)		$6,050,860				$6,050,860	14
UCF DOWNTOWN CAMPUS BUILDING IV (P,C,E)			$42,164,850			$42,164,850	15
CLASSROOM BUILDING III (P,C,E)			$2,545,920	$20,367,360	$2,545,920	$25,459,200	16
CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)			$2,490,292	$19,922,333	$2,490,292	$24,902,917	17
FACILITIES BUILDING AT LAKE NONA (P,C,E)			$6,364,800			$6,364,800	18
RECYCLING CENTER (P,C)			$2,439,840	$19,518,720	$2,439,840	$24,398,400	19

HUMANITIES AND FINE ARTS II (P,C,E)			$2,940,912	$18,097,917	$2,940,912	$23,979,741	20
SOCIAL SCIENCES FACILITY			$2,545,920	$20,367,360	$2,545,920	$25,459,200	21
UTILITY INFRASTRUCTURE AND SITE WORK LAKE NONA CLINICAL FACILITIES (P,C)			$10,608,000			$10,608,000	22
COASTAL BIOLOGY STATION			$5,304,000			$5,304,000	23
UCF HEALTH EXPANSION (P,C,E)			$1,060,800	$8,486,400	$1,060,800	$10,608,000	24
TECHNOLOGY COMMONS II RENOVATION (P,C,E)				$3,154,549		$3,154,549	25
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)				$3,413,078		$3,413,078	26
SIMULATION AND TRAINING BUILDING (P,C,E)				$2,514,452	$19,529,725	$22,044,177	27
BUSINESS ADMINISTRATION III BUILDING (P,C,E)				$1,680,866	$13,055,278	$14,736,144	28
EDUCATION BUILDING II (P,C,E)				$2,187,739	$16,542,203	$18,729,942	29
BAND BUILDING (P,C,E)				$482,712	$2,970,536	$3,453,248	30
ARTS COMPLEX III (P,C,E)				$1,576,015	$12,608,120	$14,184,135	31
INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,637,120	$21,096,961	$23,734,081	32
THEATER BUILDING RENOVATION (P, C,E)					$3,618,898	$3,618,898	33
SUSTAINABILITY CENTER (P,C,E)					$5,304,000	$5,304,000	34
TOTAL	$229,843,131	$57,394,634	$93,855,774	$126,253,474	$108,749,405	$616,096,418	

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT	2016-17 YR #1	2017-18 YR #2	2018-19 YR #3	2019-20 YR #4	2020-21 YR #5	TOTALS	RANK
ROSEN STORAGE SHED (P,C,E)	$225,000					$225,000	
ROSEN EDUCATIONAL FACILITY (P,C,E)	$17,000,000					$17,000,000	
DISTRICT ENERGY IV PLANT (P,C,E)	$13,000,000					$13,000,000	
UCF DOWNTOWN CAMPUS BUILDING I (P,C,E)	$57,750,000					$57,750,000	
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)	$77,717,325					$77,717,325	
UCF DOWNTOWN CAMPUS COMBINED HEAT AND POWER PLANT (P,C,E)	$15,118,758					$15,118,758	
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILTIY (P,C,E)	$27,000,000					$27,000,000	
INSTITUTE FOR HOSPITALITY IN HEALTHCARE AT LAKE NONA (P,C,E)	$15,300,000					$15,300,000	
UCF DOWNTOWN CAMPUS GARAGE I (P,C,E)	$15,300,000					$15,300,000	
UCF DOWNTOWN CAMPUS GARAGE II (P,C,E)	$15,300,000					$15,300,000	
UCF DOWNTOWN CAMPUS HOUSING I (P,C,E)	$21,887,415					$21,887,415	
UCF DOWNTOWN CAMPUS HOUSING II (P,C,E)	$21,887,415					$21,887,415	
USTA AMERICAN TENNIS AT LAKE NONA - COLLEGIATE TENNIS (P,C,E)	$5,100,000					$5,100,000	
HOTEL AND CONFERENCE CENTER (P,C,E)	$76,500,000					$76,500,000	
SPECIAL PURPOSE HOUSING AND PARKING GARAGE (P,C,E)	$25,500,000					$25,500,000	
SPECIAL PURPOSE HOUSING II (P,C,E)	$8,160,000					$8,160,000	
PARKING DECKS (P,C,E)	$17,340,000					$17,340,000	
GRADUATE HOUSING (P,C,E)	$51,000,000					$51,000,000	
REFINANCE UCF FOUNDATION PROPERTIES	$37,410,000					$37,410,000	
STUDENT HOUSING (P,C,E)	$51,000,000					$51,000,000	
GARAGE EXPANSION (P,C,E)	$11,000,000					$11,000,000	
REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS (P,C,E)	$28,560,000					$28,560,000	
PARTNERSHIP GARAGE (P,C,E)	$7,140,000					$7,140,000	
PARKING DECK (ATHLETIC COMPLEX)	$5,100,000					$5,100,000	
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	$2,550,000					$2,550,000	
BASEBALL CLUBHOUSE EXPANSION AND RENOVATION	$1,020,000					$1,020,000	
BRIGHT HOUSE NETWORKS STADIUM EXPANSION ROTH TOWER PHASE I (P,C,E)	$11,220,000					$11,220,000	
TENNIS CENTER (P,C,E)	$1,530,000					$1,530,000	
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY)P,C,E)	$115,121,201					$115,121,201	
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)	$15,300,000					$15,300,000	
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)	$13,056,000					$13,056,000	

OUTPATIENT CENTER (P,C,E)	$76,500,000					$76,500,000	
CAMPUS ENTRY WAYS	$4,590,000					$4,590,000	
UCF DOWNTOWN CAMPUS PHASE III (P,C,E)		$29,032,500				$29,032,500	
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,231,236	$15,390,440	$1,846,853		$18,468,529	
DENTAL SCHOOL (P,C,E)		$73,000,000				$73,000,000	
UCF DOWNTOWN CAMPUS PHASE IV (P,C,E)			$42,164,850			$42,164,850	
FACILITIES BUILDING, LAKE NONA (P,C,E)			$6,364,800			$6,364,800	
CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)			$2,490,292	$19,922,333	$2,490,292	$24,902,917	
PARKING GARAGE VII (P,C,E)			$21,216,000			$21,216,000	
UTILITY INFRASTRUCTURE AND SITE WORK LAKE NONA CLINICAL FACILITIES (P,C)			$10,608,000			$10,608,000	
COASTAL BIOLOGY STATION (P,C,E)			$5,304,000			$5,304,000	
UCF HEALTH EXPANSION (P,C,E)			$1,060,800	$8,486,400	$1,060,800	$10,608,000	
SUSTAINABILITY CENTER (P,C,E)				$5,304,000		$5,304,000	
TOTAL	$862,183,114	$103,263,736	$104,599,182	$35,559,586	$3,551,092	$1,109,156,710	
GRAND TOTAL	$1,321,850,779	$346,816,181	$277,899,935	$274,940,369	$138,400,733	$2,359,907,997	

Projects to be programmed

Projects with approved building programs

Project may be a Joint Use Facility with Valencia College, which would result in shared funding

Remodeling denotes **change** in space usage.

Renovation denotes **no change in** space usage.

Attachment B

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects Requiring Board of Governors Approval
to be Constructed, Acquired, and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For Operational and Maintenance Costs Amount	Source
UCF	Special Purpose Housing and Parking Garage	160,000	425 beds and 500 parking spaces	UCF, Orlando	$ 25,500,000	Rental income	July	$2,400,000	Auxiliary
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	UCF, Orlando	$ 8,160,000	Rental income	July	$480,000	Auxiliary
UCF	Parking Garage VII	447,000	1,600 spaces	UCF, Orlando	$ 21,216,000	Decal fees, traffic fines, and Transportation Access Fee	July	$6,705,000	Auxiliary
UCF	Parking Decks	168,000	1,800 spaces	UCF, Orlando	$ 17,340,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	Auxiliary
UCF	Graduate Housing	150,000	Land and 600 beds	UCF, Orlando	$ 51,000,000	Rental and retail income	July	$2,250,000	Auxiliary
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF Foundation properties	UCF, Orlando	$ 37,410,000	Rental and retail income	July	$0	N/A
UCF	Student Housing	224,000	800 beds	UCF, Orlando	$ 51,000,000	Rental income	July	$3,360,000	Auxiliary
UCF	Garage Expansion	50,837	400 additional spaces	UCF, Orlando	$ 11,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$762,555	Auxiliary
UCF	Classroom and Lab Building, Lake Nona	91,464	Classrooms, labs, and offices	UCF, Orlando	$ 24,902,916	Donations and partnerships	July	$1,371,960	General Revenue
UCF	Facilities Building, Lake Nona	20,799	Offices, storage, and support space	UCF, Orlando	$ 6,130,000	Donations and partnerships	July	$311,985	General Revenue
UCF	Regional Campuses Multi-Purpose Buildings	60,000	Classrooms, labs, and offices	UCF, Orlando	$ 28,560,000	Donations and partnerships	July	$900,000	General Revenue
UCF	Partnership Garage	60,000	600 spaces	UCF, Orlando	$ 7,140,000	Decal fees and revenue income	July	$0	Auxiliary
UCF	Parking Deck (Athletic Complex)	168,000	600 parking spaces	UCF, Orlando	$ 5,100,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	Auxiliary
UCF	UCF Downtown Campus Garage I	200,000	600 spaces	UCF, Orlando	$ 15,300,000	Decal fees, traffic fines, and Transportation Access Fee	July	$3,000,000	Auxiliary
UCF	UCF Downtown Campus Garage II	200,000	600 spaces	UCF, Orlando	$ 15,300,000	Decal fees, traffic fines, and Transportation Access Fee	July	$3,000,000	Auxiliary
UCF	UCF Downtown Campus Housing I	165,000	300 beds	UCF, Orlando	$ 21,887,415	Rental income	July	$2,475,000	Auxiliary
UCF	UCF Downtown Campus Housing II	165,000	300 beds	UCF, Orlando	$ 21,887,415	Rental income	July	$2,475,000	Auxiliary
UCF	Baseball Stadium Expansion and Renovation	5,700	200 seats, new press box	UCF, Orlando	$ 2,550,000	Donations	July	$85,500	DSO
UCF	Baseball Clubhouse Expansion and Renovation		New playing field, chair backs, audio and lighting upgrade	UCF, Orlando	$ 1,020,000	Donations	July	$0	DSO
UCF	Bright House Networks Stadium Expansion and Improvements Phase I	21,337	Additional club seating, suites, and operational booths	UCF, Orlando	$ 11,220,000	Donations	July	$320,055	DSO
UCF	Tennis Center	7,470	Championship-caliber outdoor courts and 864 grandstand seats	UCF, Orlando	$ 1,530,000	Donations	July	$112,050	DSO
UCF	Multi-Purpose Medical Research and Incubator Facility	200,000	Classrooms, labs, and offices	UCF, Orlando	$ 115,121,201	Donations and partnerships	July	$3,000,000	General Revenue
UCF	Health Sciences Campus Parking Garage	402,000	1,300 spaces	UCF, Orlando	$ 15,300,000	Decal fees and traffic fines	July	$6,030,000	Auxiliary
UCF	Bio-Medical Annex Renovation and Expansion	32,000	Classrooms, labs, and offices	UCF, Orlando	$ 13,056,000	Donations and partnerships	July	$480,000	General Revenue
UCF	Outpatient Center	119,750	Health care facilities, offices, 38 beds	UCF, Orlando	$ 76,500,000	Donations and partnerships	July	$1,796,250	General Revenue
UCF	Dental School	166,750	Classrooms, labs, auditorium, health care facilities, offices	UCF, Orlando	$ 73,000,000	Donations and partnerships	July	$2,501,250	Revenue
UCF	Utility Infrastructure and Site Work, Lake Nona Clinical Facilities		3,080 Spaces	UCF, Orlando	$ 10,608,000	Income and energy savings	July		General Revenue
UCF	UCF Health Expansion	20,000	Labs, offices	UCF, Orlando	$ 10,608,000	Donations and partnerships	July	$300,000	General Revenue

Attachment C

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects That May Require Legislative Authorization
and General Revenue Funds to Operate and Maintain
BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational and Maintenance Costs Amount	Source
UCF	Downtown Campus Building I	165,000	Offices	UCF - Orlando	$57,750,000	PECO	$2,475,000	General Revenue
UCF	Downtown Campus Building II	222,000	Offices, Classrooms, Teaching Labs	UCF - Orlando	$77,717,325	PECO	$3,330,000	General Revenue
UCF	Institute for Hospitality in Healthcare at Lake Nona	36,000	Offices, Classrooms, Teaching Labs	UCF - Orlando	$15,000,000	Grant, Private	$540,000	General Revenue
UCF	District Energy IV Plant	13,000	Offices	UCF - Orlando	$13,000,000	Auxilary	$195,000	General Revenue
UCF	Creative School	8,351	Classrooms, Offices	UCF - Orlando	$5,000,000	CITF	$125,265	General Revenue
UCF	Library Expansion Phase I	12,609	Automatic Retrieval Center	UCF-Orlando	$21,366,592	CITF	$189,135	General Revenue
UCF	CREOL	2,756	Research Labs	UCF-Orlando	$1,406,000	E&G	$41,340	General Revenue
UCF	Center for Public Safety - Hazardous Materials Bldg.	1,400	Research Lab, Offices	UCF-Orlando	$9,084,000	PECO	$21,000	General Revenue
UCF	Arts Complex II Performance	2,728	Teaching Lab, Offices	UCF-Orlando	$964,411	PECO	$40,920	General Revenue

2015-16

Planned E&G Budget Allocations

INITIAL DRAFT - 8/12/15

Note: The Morgridge International Reading Center, ~~Mitsubishi CHP Plant~~ and Quadrangle building are currently being funded through auxiliary loans

		XREF	Plan 2015-16	To Date 2015-16	Revised 2015-16	5-Year Plan 2016-17	2017-18	2018-19	2019-20	
A.	Recurring allocations from recurring funds									
	Planned Off-the-top									
1	2014-15 Salary increases (annualized)	B		740,743	740,743	-	-	-	-	
1	2014-15 Faculty/ instructor promotional increases (annualized)	A		15,053	15,053	-	-	-	-	
	2015-16 Salary increase	D			8,400,000	?	-	-	-	*NEW*
	Faculty/ instructor promotional increases	A			750,000	750,000	750,000	750,000	750,000	
	TIP, RIA, SoTL	A			500,000	500,000	500,000	500,000	500,000	*NEW*
	ADI Pool	A			700,000	?	?	?	?	*NEW*
	Support staff for new 100 faculty	C			1,700,000	-	-	-	-	
	Phased-in from non-recurring to recurring funds									
1	CS&T - Information Security Risk Audit (annualized)	15a		53,257	53,257	-	-	-	-	
1	OEM - New key/camera/alert positions (annualized)	15a		54,742	54,742	-	-	-	-	
1	OEM - Camera and access control systems	15a		206,810	206,810	-	-	-	-	
	Financial Aid to replace Bright Futures (need based)	3a			2,100,000	-	-	-	-	
	Team Grant Initiatives (CECS)	2a			1,879,462	-	-	-	-	
1	President's Office support	5a		500,000	500,000	-	-	-	-	
	Title IX Coordinator (Pres. Div.)	5a			120,000	-	-	-	-	*NEW*
1	EOAA Position	5a		90,000	90,000	-	-	-	-	
	Total recurring allocations from recurring funds		***-***	***1,660,605***	***17,810,067***	***1,250,000***	***1,250,000***	***1,250,000***	***1,250,000***	
B.	Recurring allocations from recurring 10% institutional investment funds									
1	National Merit (to replace waiver budget)	3a		1,001,500	1,001,500	-	-	-	-	
	Reduce waiver budget - placeholder				-	-	-	-	-	
	Total recurring allocations from recurring funds		***-***	***1,001,500***	***1,001,500***	***-***	***-***	***-***	***-***	
C.	Recurring allocations from nonrecurring funds (some items could be funded from institutional investments held in reserve)									
	Undergraduate education pilot projects/ Quality Enhancement Plan	2			1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
	UCF Knights Success Grant (to enhance graduation rate)	3			100,000	150,000	150,000	150,000	150,000	
	Academic advising costs (EAB 5-year contract through 2019-20)	2			150,000	150,000	?	?	?	*REV*
1	Development - Enhancement Plan	4		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	
1	Foundation Support	4		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
1	Athletic Compliance Positions	5		350,000	350,000	350,000	350,000	350,000	350,000	*NEW*
1	Convocation Center rent	10		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
1	Conference entrance fees (5 years through 2016-17)	16		600,000	600,000	600,000	600,000	600,000	600,000	
1	Finance & Accounting Operations	13		2,500,000	2,500,000	2,500,000	2,500,000	-	-	
	Health Sciences Campus chilled water expenses	6			-	-	-	2,500,000	2,500,000	
1	Health Sciences Campus Boggy Creek assessment	6		45,000	45,000	45,000	45,000	45,000	45,000	
1	Health Sciences Campus property taxes	6		2,000	2,000	2,000	2,000	2,000	2,000	
	Health Sciences Campus PO&M	6			252,836	252,836	252,836	252,836	252,836	
	PO&M - FSEC	6			373,000	373,000	373,000	373,000	373,000	
	Additional increases in utility costs				-	?	?	?	?	
1	Communications and Marketing	17		1,056,500	1,056,500	1,056,500	1,056,500	1,056,500	1,056,500	
	Pegasus Magazine	17			77,000	77,000	77,000	77,000	77,000	*REV*
	Title IX Investigator (SDES)	15			70,000	70,000	70,000	70,000	70,000	*NEW*
	Director of Governmental Relations - CONFIDENTIAL	18			-	138,600	138,600	138,600	138,600	*NEW*
	Soldier to Scholars - Program Manager	18			82,160	82,160	82,160	82,160	82,160	*NEW*
	Soldier to Scholars - Veteran's Housing	18			50,000	50,000	50,000	50,000	50,000	*NEW*
	Enrollment Management Position for IKM	15			55,000	55,000	55,000	55,000	55,000	*NEW*
	Gap Insurance				?	?	?	?	?	*NEW*
	HR Time and Labor				?	?	?	?	?	*NEW*
	Total recurring allocations from nonrecurring funds		***-***	***9,053,500***	***11,263,496***	***11,452,096***	***11,302,096***	***11,302,096***	***11,302,096***	
D.	Planned nonrecurring allocations									
	Colburn Hall renovation	1			-	-	10,000,000	-	-	
	Investment in Research (Osceola)	8			7,000,000	-	-	-	-	
	Furniture for Interdisciplinary Research building	1			-	3,000,000	-	-	-	
	Furniture for Global Achievement Academy building	1			1,500,000	-	-	-	-	
	Project Surface	14			3,500,000	-	-	-	-	
	Regional campuses	9			?	-	-	-	-	*NEW*
	College of Engineering Graduate SCH Growth	2			150,000	?	?	?	?	*NEW*
	Merit-based scholarships for 2014-15	3			700,000	-	-	-	-	
1	SEMATECH ($2.5 million over 5 years)	8		500,000	500,000	500,000	-	-	-	
1*	Creative Village Project Laison and Coordinator	15		61,500	250,000	250,000	-	-	-	
	Creative Village Startup Costs	15			-	?	?	-	-	
2	Graduate fellowships to enhance retention	2			243,000	-	-	-	-	
	Graduate health insurance	2			100,000	?	?	?	?	*REV*
1	PBS Partnership (excluding purchase price)	11		2,012,186	2,012,186	2,149,654	?	?	?	
1	Communications and Marketing	17		1,000,000	1,000,000	-	-	-	-	
	Re-key building	6			200,000	200,000	200,000	?	?	
	Organizational structure review (RFP)	12			?	-	-	-	-	*NEW*
	HR Time and Labor	15			?	?	?	?	?	*NEW*
	Foundation salary support	4			667,000	667,000	667,000	-	-	*NEW*
1	Contract management software (Legal)	5		46,976	46,976	53,934	61,449	69,565	?	
	Performance plan payments	15			250,000	250,000	250,000	250,000	250,000	
1	Oracle/ Cisco Contract (5-year payback through 2019-20)	7		(2,329,154)	(2,329,154)	(2,329,154)	(1,529,401)	(1,529,401)	(1,529,401)	
1	Predictive analytics software agreement with EAB payback	2		(166,200)	(166,200)	-	-	-	-	
1	University Innovation Alliance liason	5		48,090	48,090	48,090	-	-	-	
1	Development	4		236,000	236,000	-	-	-	-	
	Boggy Creek Bond Assessment (once development begins)				-	?	?	?	?	
	Health Sciences Campus support (pending but not approved)				-	?	?	?	?	
	Total nonrecurring allocations		***-***	***1,409,398***	***15,907,898***	***4,789,524***	***9,649,048***	***(1,209,836)***	***(1,279,401)***	
E.	Total Recurring and Non-recurring Allocations:									
	Recurring allocations (A + B)		-	2,662,105	18,811,567	1,250,000	1,250,000	1,250,000	1,250,000	
	Non-recurirng allocations (C + D)		-	10,462,898	27,171,394	16,241,620	20,951,144	10,092,260	10,022,695	
	Total allocations		-	13,125,003	45,982,961	17,491,620	22,201,144	11,342,260	11,272,695	

FOOTNOTE LEGEND:

[1] These allocations will be reflected in the start up/ true up budget. All others will be transferred during the year based on support provided.

[2] Planned use of 2013-14 performance funding ($2.6 million).

University of Central Florida
Education and General
2015-16 Operating Budget - Beginning Carryforward Fund Balance Composition
August 2015

		University E&G	Special Unit or Campus (Title)
A.	**Beginning E&G Carryforward Fund Balance - July 1, 2015 :**		
	Cash	$ 179,120,466	$ 21,179,982
	Investments	$ -	$ -
	Accounts Receivable	$ 8,326	$ -
	Less: Accounts Payable	$ 10,239,893	$ 850,880
	Less: Deferred Fees	$ -	$ -
	Beginning E&G Fund Balance Before Encumbrances :	$ 168,888,899	$ 20,329,102
B.	**Expenditures to Date :**	$ 20,217,105	$ 720,320
C.	**Encumbrances to Date :**	$ 17,559,870	$ 2,130,628
D.	**E&G Carryforward Fund Balance - as of August 18, 2015 :**	$ 131,111,924	$ 17,478,154
E.	**Restricted / Contractual Obligations**		
	5% Statutory Reserve Requirement	$ 27,087,926	$ 2,044,538
	Board Reserve Requirement	$ -	$ -
	Prior Period Issues (provide detail list)	$ -	$ -
	Pass-Through Funds (provide detail list)	$ -	$ -
	Legislatively Earmarked Funds*	$ 4,525,303	$ -
	Enterprise Resource Planning Systems	$ 200,000	$ -
	Campus Security - Safety Issues	$ 421,000	$ -
	Information Technology Issues	$ -	$ -
	Building Maintenance and Repairs	$ 270,000	$ -
	Deferred Maintenance Projects	$ -	$ -
	Utilities Cost Increase Reserve	$ 672,836	$ -
	Other Facilities Requirements (provide detail list)	$ -	$ -
	I&R Centers (provide detail list)	$ -	$ -
	Faculty / Instructional Cost Requirements	$ 21,689,443	$ 450,000
	Leave Payout Reserve	$ -	$ -
	Vacant Faculty Lines	$ -	$ -
	Tuition Differential	$ 226,652	$ -
	Enrollment and Retention Efforts	$ 1,928,805	$ -
	Research Support	$ 3,740,000	$ -
	Total Restricted Funds :	$ 60,761,965	$ 2,494,538
F.	**Commitments**		
	Board Reserve Requirement	$ -	$ -
	Prior Period Issues (provide detail list)	$ -	$ -
	Pass-Through Funds (provide detail list)	$ -	$ -
	Legislatively Earmarked Funds*	$ -	$ -
	Enterprise Resource Planning Systems	$ 400,000	$ -
	Campus Security - Safety Issues	$ 1,450,000	$ -
	Information Technology Issues	$ 3,058,150	$ -
	Building Maintenance and Repairs	$ 450,000	$ -
	Deferred Maintenance Projects	$ 12,748,600	$ -
	Utilities Cost Increase Reserve	$ 1,345,672	$ -
	Other Facilities Requirements (provide detail list)	$ -	$ 1,000,000
	I&R Centers (provide detail list)	$ -	$ -
	Faculty / Instructional Cost Requirements	$ 17,324,157	$ 2,520,696
	Leave Payout Reserve	$ 2,843,555	$ 100,000
	Vacant Faculty Lines	$ -	$ -
	Tuition Differential	$ -	$ -
	Financial Aid	$ 3,475,000	$ -
	Enrollment and Retention Efforts	$ 1,674,025	$ -
	Research Support	$ 13,099,800	$ 3,590,000
	Equipment Replacements	$ 4,554,000	$ 200,000
	Scholarships & Student Support	$ 765,160	$ -
	Public/Community Support	$ 4,161,840	$ -
	Quality Enhancement Plan	$ 3,000,000	$ -
	Health Services Support	$ -	$ 1,550,000
	LCME Required Reserves	$ -	$ 6,022,920
	Total Commitments :	$ 70,349,959	$ 14,983,616
G.	**Available E&G Carryforward Balance as of August 18, 2015 :**	$ -	$ -

* Please provide details of earmark reserve balances (specific issue name, appropriation year, amount).

Disclosure Notes:

2013-14 TEAM Grant Funds	$ 774,795
IT Performance Funds	3,750,000
	$ 4,524,795

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Wednesday, January 27, 2016 4:53 PM
To: Dale Whittaker; William Merck; Maribeth Ehasz; MJ Soileau; Grant Heston; Keith Koons; Deborah German; SGA Vice President
Cc: Christina Tant
Subject: RE: UCF Budget Committee 1/26/16 minutes
Attachments: Budget Committee Lease Space Meeting-final.pptx

CONFIDENTIAL

University Budget Committee,

A summary of the discussion and decisions made during yesterday's meeting is as follows:

- Facility on Challenger Parkway – Chris Parkinson delivered the attached presentation to the committee. Joel Hartmann, Christy Collier, Dean Georgiopoulos, and Chuck Reilly were also in attendance to answer questions. A motion was made by Bill Merck to commit funding for the purchase or lease of this facility, subject to: 1) an evaluation of the purchase price based on two appraisals, 2) a more comprehensive space plan from Joel Hartmann to provide the committee with a fuller understanding of the plan and timeline for addressing space requirements for all new faculty and 3) BOT approval if acquiring the facility moves forward. The motion was seconded by Maribeth Ehasz and unanimously approved by those in attendance.

  More information will be provided to the committee and a broader communication regarding this investment in space will be made when more information on the facility is known and how it would fit into the comprehensive plan for both office and research space. After further discussion the committee committed to invest annually in facility needs, whether it be this facility or alternative space solutions, $1.5 million to come from FY2016-17 new revenue.

- ORC operating budget shortfall – Motion by Maribeth Ehasz to approve central E&G funding of $2 million per year for 3 years and $500,000 of central auxiliary funding per year for 3 years. The motion was seconded by Bill Merck and unanimously approved by those in attendance. It was acknowledged that administrative cuts beyond those proposed by ORC, inhibiting match opportunities, or reducing the return of indirect cost recovery to colleges are significantly less desirable alternatives and inconsistent with the university's goals of recruiting and retaining top-notch faculty and growing research. Further communication from the Provost to the Deans is required before this decision will be announced.

- Athletic waivers for women athletes – Motion by Grant Heston to approve funding of $330,000 on recurring basis. The motion was seconded by Maribeth Ehasz and approved by the majority with one dissenting vote. The discussion involved an assessment of the risk of a potential Title IX violation, financial penalties, and negative public image.

Members present: Dale Whittaker, Bill Merck, MJ Soileau, Grant Heston (by phone), Maribeth Ehasz, Tracy Clark, Christy Tant.
Members absent: Deb German, Jarell Jones, Keith Koons

If you have any questions, please let me know.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Christina Tant
Sent: Monday, January 25, 2016 1:02 PM
To: Dale Whittaker ; William Merck ; Maribeth Ehasz ; MJ Soileau ; Grant Heston ; Keith Koons ; Deborah German ; SGA Vice President
Cc: Tracy Clark
Subject: UCF Budget Committee Agenda and Materials

University Budget Committee,

We will be discussing three out-of-cycle funding requests at tomorrow's meeting. These requests are expected to generate a healthy discussion. Please be prepared to start promptly at 1pm and plan for the meeting to run late if you can. The three funding requests are summarized below. Additional materials are attached, including an updated summary of mid-year requests and available funding.

- An existing facility on Challenger Parkway is desired to provide office, lab, conference, and student cubicle space to be used by the new cluster faculty. Early estimates indicate this would require approximately $4.2 million in non-recurring build-out costs and $600,000 in recurring annual rent to commence July 1, 2016. A commitment of funding is being urgently requested due to the desirable nature of this space and the level of activity in the commercial real estate market.

- ORC is requesting central funding of $2.5 million for three years beginning in 2016-17 to cover a projected operational budget shortfall. The factors that contributed to this shortfall, ORC's financial position, and management's response plan will be presented during the meeting.

- Recurring funding of $330,000 is requested to increase tuition waivers for women athletes. This funding is urgently needed to provide Spring waivers and to address the university's compliance with Title IX issues. Statistics regarding compliance are included in Attachment B.

Note: Deb will not be present at this meeting and Grant will be calling in.

Research-Lab Space Funding Request

Christopher Parkinson, Michael Georgiopoulos, & Chuck Reilly

with data from Joel Hartman and the SPAA team

Current Space Conundrum

Findings of recent survey of College Deans:

- Estimated lab space needs over the next 3 years:
  - 77,348 sq ft. (dry, wet & clinic)
- Office space needs over the next 3 years:
  - ~206 faculty/staff
  - 223 GTAs/post docs

2015 UCF Education Plant Survey for BOG

- UCF currently has 303,335 sq. ft. of research labs (including all sites, except for the College of Medicine)
- By 2020-2021, the BOG expects us to need ~921,000 sq. ft. of research lab space
- Deficit of ~618,000 sq. ft. of research space
- The BOG approved 7 STEM-related buildings (~72,767 sq.ft but only phase 1 IRIF is funded)
- UCF will have ~545,000 sq. ft. of unmet research space needs

Partial Solutions to Current Space Conundrum

- New Space Becoming Available
  - Interdisciplinary Research & Incubator Facility (sp. 17)
    - Phase 1 =~41,953 sq. ft.
      - 1st floor = Materials Characterization Facility (11,850 sq. ft.)
      - 30,103 sq. ft. potentially assignable
  - Trevor Colbourn Hall (sp. 18: offices & shared space only)
    - ~3,400 sq. ft. programmed for cluster offices & collaborative space, mainly CAH, Rosen, Grad. Studies, Undergrad. studies, & Interdisciplinary Studies

Partial Solutions to Current Space Conundrum (cont'd.)

- More Space Becoming Available
  - Renovated Colbourn Hall (sp. 19, only offices; no lab space)
    - ~200 offices
  - CMMS/Barbara Ying Center
    - Bridge space
    - Basically cubicles only

Partial Solutions to Our Space Conundrum (cont'd.)

- Re-allocation of Existing Space
  - Ongoing in dept.'s/colleges/centrally
  - Request currently made to reallocate ~3500-4000 sq. ft. of Biological Sciences building 1st floor for Genomics & Bioinformatics cluster
- Renovation of Existing Space
  - *Extremely* expensive and disruptive (e.g., ENG1 (Bldg. 40))
- Lease Space
  - Challenger One
    - Options may include outright purchase or a lease-to-buy contract

Hiring Tenured/Tenure-Earning Faculty

- **SIGNIFICANT INVESTMENT IN NEW & REPLACEMENT FACULTY**
  - FCI 1.0 hiring 33 faculty for 2016-2017
    - 17 start in 2016, remaining in 2017
  - FCI 2.0 hiring ?? faculty for 2018-2019
  - CECS hiring 40-45 faculty during 2016-2018
    - ~25 starting in 2016 (Targeted Opportunity Faculty-~5000 sq. ft.)
  - COS hiring 20 faculty during 2016-2018
    - ~12 starting in 2016

Hiring Tenured/Tenure-Earning Faculty (cont'd.)

- Faculty Responsibilities
  - Research
  - Teaching
  - Service

- Consequence of Inappropriate or no research space
  - We will not hire the best and brightest
  - Do not want to settle for less than the best

- Impact on new faculty careers, UCF's investment?
  - Limited success in securing research funding
  - Earning tenure will be more challenging

Lease Space Proposal

- Challenger One (~21,000 sq. ft.)
  - ~18,200 sq. ft. of assignable space
  - UCF designs the interior of "white box" building





Lease Space: Challenger One Proposed Layout



Lease Space: Challenger One

- ~28 offices
- 16 small labs
- 1 cubicle room ~ 22
- 2 large shared labs
- 1 Cyber Security Lab
- 1 RISES lab

Cyber Security Cluster
RISES Cluster
Energy Propulsion Cluster Faculty
CECS Faculty
COS Faculty

House ~30 faculty and at least 40-50 graduate students

Lease Space: Challenger One

- Buildout estimate ~$4,200,000 ($5,000,000-tenant improvement allowance)
- Cost per year ~$600,000
- 10-year Lease
  - Final terms are negotiable

Faculty Locations Long Term

- Prosthetics Cluster: Locate in IRIF building
- Energy Propulsion and Conversion: IRIF building
- Cyber Security potentially moves to Trevor Colbourn Hall

- UCF will continue to grow, with specific growth targets for graduate programs and research

- UCF's need for lab space will only continue to expand

Our Recommendation

- Acquire available space at Challenger One to meet some of Fall 16 and onward space needs
  - Lease?
  - Lease-to-buy?
  - Purchase?
- This solution and the IRIF will allow us to recruit top faculty at UCF with definitive allocations of lab space
- **Note: With faculty searches ongoing and other potential tenants interested in Challenger One, time is critical.**

Questions

- Thank you for the opportunity to present this recommendation.
- We welcome your questions and suggestions.
- ***Action Item for Chris, Chuck, and Michael?***

From: Christy Miranda Perez <christy.miranda@ucf.edu>
Sent: Tuesday, February 16, 2016 3:39 PM
To: Tracy Clark; Joel Hartman; Lee Kernek; Christopher Parkinson; Michael Georgiopoulos; Thomas O'Neal; Karen Cobbs; Ronnie Korosec; Bill Martin; Montel Watson; Brian Boyd; Shelley King
Subject: Critical Space Meeting Minutes 2-12-16
Attachments: Critical Space Meeting Minutes - 2-12-16.docx

All,

I've attached the meeting minutes from the Critical Space meeting that was held on Friday, February 12th for you to review.

Thanks,

Christy Collier
Assistant Director
Academic Affairs, Office of Space Planning Analysis and Administration (SPAA)
4365 Andromeda Loop N.
Orlando, FL 32816
O: 407-823-0982

Minutes
Critical Laboratory Space Needs Meeting
February 12, 2016

Meeting purpose: The following attendees met to discuss options for addressing the research laboratory and office needs of faculty members who will be hired in 2016 through 2018.

Attendees: Michael Georgiopoulos, Tracy Clark, Tom O'Neal, Joel Hartman, Karen Cobbs, Ronnie Korosec, Lee Kernek, Bill Martin, Montel Watson, Brian Boyd, Shelley King, Christy Collier, Chris Parkinson

Outcome: The group discussed and evaluated four options for creating additional lab space. The Ara Drive tilt wall laboratory building emerged as the most potentially cost-effective option, but will require the identification and allocation of existing laboratory spaces to accommodate the needs of faculty being hired in fall 2016, and spring and fall of 2017.

These faculty would subsequently be able to re-locate to the Ara lab facility.

Option 1 - IRIF Phase 2

- Design is complete, If funded, estimated completion is November 2017
- Lab build-out cost is included in the construction cost
- Build-out includes perimeter cabinetry and 1 fume hood per lab
- Remaining build-out costs to be covered by incoming researchers (e.g., start-up fees)
- 28 labs, totaling 16,201 SF
- Estimated cost: $15,222,309
- Proximity to COHPA could potentially create a research core on campus following opening of the UCF downtown campus
    - Space vacated by departments going downtown could be retrofitted for dry lab space and offices
    - Could rent space downtown and move the departments now to make room on campus

IRIF Phase 1

- Construction has started. Estimated completion is July 2017.
- Floors 2 and 3 to be assigned (32 labs, totaling 16,346 SF)
- If Facilities knew who was going in and what they needed, they would be able to build out the labs and still hold the July 2017 completion time, depending on the complexity of the requests.

Option 2 – Ara Lab Building (Partial)

- Location will require wetland mitigation, site development, and additional parking spaces
- Build-out includes perimeter cabinetry and 1 fume hood per lab
- Estimated completion November 2017
- Designed so that additional wings could be added over time
- Estimated cost: $13,734,400

Option 3 – Ara Lab Building (Full)

- Estimated completion November 2017
- Option with the most SF (42,107)
- Estimated cost: $27,108,272

Option 4 – Challenger 1

- Owner is requesting a 10 year lease to help recover owner buildout expenses (offered lease: $600k/yr)
- Owner initially willing to sell for $4.5 million, but now reconsidering
- Two appraisals completed, resulting in estimates of $3.1M and $3.2M
- Appraisals did not take into account revenue potential from leasing
- Three other parties currently interested in leasing the property (1 for the entire building, 2 wanting half). Owner will not wait long for UCF to reach a decision.
- Owner estimates that labs could be built out by August 2016 if owner does the work (not required to follow same codes and standards as UCF Facilities Planning & Construction)
- Before UCF could occupy, the Building Code Officer would have to inspect for life safety and ADA requirements
- Lee thinks that there will be high utility and maintenance cost for the building and no PO&M funding
- Has the least amount of square footage of all three options (14,283 SF)
- Estimated cost: $10,254,564

Clusters

- Need to look at August 2016 space demands for new hires (New hiring data from deans coming in and will be analyzed)
- Sixteen cluster hires expected in August 2016
- Three lead cluster hires will start in August 2016; the remainder of their cluster will arrive in 2017 or later

Temporary Lab Space & Needs

Prosthetics (1) – Lake Nona -> IRIF

Cyber Security (1) – Bridge space needed -> TCH (prefer RISES & Cyber be co-located)

- Dry lab

Genomics & Bioinformatics (1) – Biology 1st floor

Energy Propulsion (5) – Bridge space (FSEC or Physical Sciences) -> IRIF

- Fume hoods, dry lab

RISES (3) – Bridge space (Bennett 3 (?)) -> Permanent home required

- Dry lab, lots of power (440 V)

Coastal (5) – Bridge space needed -> TCH (5 offices) -> Permanent lab space needed

- Wet lab and dry lab

Lee to research cost of mobile lab facilities

- looking into using them on the coast for ORC

Tom O'Neal to review ORC's space for potential openings

- OTC 700 reportedly has a 15,000 SF concrete pad that could be used for future development
- Bennett 3 & 4 has 20 vacant offices and 4 dry labs
- Rentable space at Lake Nona (15,000 SF) could be ready this year (est. comp. 5 mos.), across from UF building

From: Joel Hartman <Joel.Hartman@ucf.edu>
Sent: Friday, March 18, 2016 6:07 PM
To: Tracy Clark; Lee Kernek
Cc: Dale Whittaker; William Merck; Christina Tant
Subject: Re: Research facility

Yes, we are moving forward on IRIF phases 1 and 2. Lee is working up costs on a possible re-design of phase 2 to minimize offie space and maximize laboratory space.

Regards,

Joel

Dr. Joel L. Hartman
Vice President, Information Technologies & Resources and CIO
University of Central Florida
4000 Central Florida Blvd.
Orlando, FL 32816

407-823-6778
joel.hartman@ucf.edu

From: Tracy Clark <Tracy.Clark@ucf.edu>
Date: Friday, March 18, 2016 at 5:44 PM
To: Lee Kernek <Lee.Kernek@ucf.edu>
Cc: Joel Hartman <Joel.Hartman@ucf.edu>, Dale Whittaker <a_dale_whittaker@yahoo.com>, William Merck <William.Merck@ucf.edu>, Christina Tant <Christy.Tant@ucf.edu>
Subject: Re: Research facility

> Joel and Lee
>
> I just wanted to reconfirm that you two know to move forward on IRIF 1 & 2, despite the governors veto.
>
> Lee - can you send out a
> Project plan which includes a timeline.
>
> Again, Lee can coordinate funding with me and/or Christy Tant. Thanks a lot.
>
> Sent from my iPhone
>
> On Mar 3, 2016, at 6:32 PM, Lee Kernek <Lee.Kernek@ucf.edu> wrote:
>
> > Let me see how much I can make into labs. It will require some re-design, but it makes sense.
> > Thanks!

On Mar 3, 2016, at 6:25 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:

Joel/Lee

In meetings today with Bill and Dale both approved moving forward with IRIF phase 2 as the next research building option. As Joel infers below, they have selected that option over either of the ARA options.

Please proceed and Lee can coordinate with me on funding. Dale would like to see a majority of the IRIF phase 2 space as lab space.

Thanks and let me know if you have any questions.

Sent from my iPhone

On Mar 2, 2016, at 10:59 PM, Joel Hartman <Joel.Hartman@ucf.edu> wrote:

Tracy,

Here's where things stand at present. The options listed on the attached cost comparison (minus the Challenger options—the building has come off the market) have been discussed in multiple forums, including the president's cabinet. There appear to be three leading contenders: IRIF phase 2, ARA option 1, and ARA option 2.

We have kicked off a review of current lab space with the goal of finding 20,000 square feet of space that could be allocated while we are constructing one of the above options.

In a side conversation with Dale, he expressed a preference for IRIF phase 2. Given today's decision about downtown, we may want to focus on IRIF phase 2 with the offices removed and use the COHPA building as office space. Although the per-SF cost for ARA is a little less, the location is less desirable than main campus. We have not finally allocated floors 2 and 3 of IRIF phase 1, so that building may be able to help meet short term lab needs.

In large part, the final decision on options is dependent on how much UCF can commit to building new research lab space.

Joel

From: Lee Kernek <Lee.Kernek@ucf.edu>
Date: Wednesday, March 2, 2016 at 5:31 PM

To: Tracy Clark <Tracy.Clark@ucf.edu>, Joel Hartman <Joel.Hartman@ucf.edu>
Subject: RE: Research facility

I've attached a "starter" chart, based on the notes I took at the meeting, and I've filled in my action item with current status. If there are items I've missed, please feel free to add. We can populate this for a simple way to look at where we are.

-----Original Message-----
From: Tracy Clark
Sent: Wednesday, March 02, 2016 2:49 PM
To: Joel Hartman <Joel.Hartman@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>
Subject: Research facility

Can you give me a status on the new research facility decision/search? We have a university budget committee meeting on Monday.

Sent from my iPhone

<LAB COST COMPARISON 020116.xlsx>

From: Christopher Parkinson <Parkinson@ucf.edu>
Sent: Friday, April 01, 2016 3:02 PM
To: Tracy Clark; Lee Kernek
Cc: Dale Whittaker; Joel Hartman; Megan Diehl; Christina Tant
Subject: RE: IRIF 1 & 2 Assignments

Thank you Tracy

Chris

From: Tracy Clark
Sent: Friday, April 01, 2016 1:38 PM
To: Lee Kernek <Lee.Kernek@ucf.edu>
Cc: Dale Whittaker <Dale.Whittaker@ucf.edu>; Christopher Parkinson <Parkinson@ucf.edu>; Joel Hartman <Joel.Hartman@ucf.edu>; Megan Diehl <Megan.Diehl@ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>
Subject: Re: IRIF 1 & 2 Assignments

Chris - Megan Diehl can help you with the exceptional funding request. You can make it now for either FY16/17 or FY 17/18 if you have estimates/numbers (we go two years out). I assume this would be an FY17/18 request. The request needs to be in by May 15th.

Sent from my iPad

On Apr 1, 2016, at 10:12 AM, Lee Kernek <Lee.Kernek@ucf.edu> wrote:

> You are correct.
>
> On Apr 1, 2016, at 9:03 AM, Dale Whittaker <Dale.Whittaker@ucf.edu> wrote:
>
> > Chris, I stopped by your office to chat. I am certain that the budget we have allocated (which is immovable from my perspective) will not cover casework or instrumentation. It will cover lab utilities including water/gas/power, etc. Lee, is that right?
> >
> > The assumption is that the occupants would fund and fit out the spaces.
> >
> > If we want these to be configurable and assignable (rather than "owned" by colleges/departments), then there is a solid argument to centrally outfit those spaces. WE will need to put the request through the exceptional funding process to compete with other demands.
> >
> > I hope this is clarifying and not muddying the waters.
> >
> > ---
> >
> > **From:** Christopher Parkinson
> > **Sent:** Friday, April 1, 2016 6:46 AM
> > **To:** Lee Kernek <Lee.Kernek@ucf.edu>
> > **Cc:** Joel Hartman <Joel.Hartman@ucf.edu>; Christy Collier <Christy.Collier@ucf.edu>; Stephen Villiotis <Stephen.Villiotis@ucf.edu>; Bill Martin <Bill.Martin@ucf.edu>; Dale Whittaker <Dale.Whittaker@ucf.edu>; Dania Suarez <Dania@ucf.edu>
> > **Subject:** Re: IRIF 1 & 2 Assignments

I am happy to get the leads together with Bill and whomever to discuss.

The one item that keeps coming up that I need to completely understand is Bill's statement the user groups will pay for buildout.

What exactly does this mean, there are not monies built into the cluster program, at all, to spend on lab buildout. But what exactly is lab build out? What will the standard lab have in terms of cabinets, benches, fume hoods, gasses, vacuum, sinks, etc?

Will there be an autoclave in the building if so what floor or on multiple floors and is there distilled h2O to each lab?

Maybe it would be good to have a meeting next week with Bill Martin, and I to discuss?

Thanks

Chris

Christopher L. Parkinson
Professor, Special Assistant to the Provost on Faculty Cluster Affairs and
Chair, Institutional Animal Care and Use Committee
Dept. of Biology
University of Central Florida

407-823-4847

Or 338Q Millican Hall

On Mar 31, 2016, at 6:25 PM, Lee Kernek <Lee.Kernek@ucf.edu> wrote:

> Similar to what I was saying, but expressed so much better!
>
> ---
>
> **From:** Bill Martin
> **Sent:** Monday, March 28, 2016 6:49 PM
> **To:** Lee Kernek <Lee.Kernek@ucf.edu>
> **Subject:** RE: IRIF 1 & 2 Assignments
>
> The IRIF labs were designed to handle NFPA 45, but I think we need to understand exactly what each of these groups need before approving their final placements. We really need Ponikvar to get involved and get info from them on their chemical use, etc to make sure their placements work within the control areas that he has designed. As the AOR he will need to design all of these build-outs anyway, so we should have him spearhead the effort. Need to make sure the end user needs are met, and understand what added items (power, utilities, fume hoods, mobile casework, etc.) will be needed within each lab, and what cost that will add to the project in terms of design add services and added construction cost – which should be funded by the user groups per our previous agreements. We can't properly assign these groups to specific

spaces without knowing what their actual needs are and making sure they work with the current design – which is more than a space issue.

FYI, the high bay space on the ground floor of P4 is roughly 6,300sf. This space would be difficult to put fume hoods in though, as its on the ground floor with two levels of office above it. But if they need dry lab space with high bays, it could work. See attached floor plan.

Bill

From: Lee Kernek
Sent: Monday, March 28, 2016 12:44 PM
To: Bill Martin <Bill.Martin@ucf.edu>
Subject: FW: IRIF 1 & 2 Assignments

From: Christy Collier
Sent: Sunday, March 27, 2016 2:56 AM
To: Christopher Parkinson <Parkinson@ucf.edu>; Joel Hartman <Joel.Hartman@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>
Cc: Stephen Villiotis <Stephen.Villiotis@ucf.edu>
Subject: IRIF 1 & 2 Assignments

All,

I've attached the building layouts for both IRIF 1 and 2 and attempted to place all of the groups. I've also attached a summary spreadsheet that shows what was requested versus what each group got. This is just the first pass at placing people, so if you see something that will not work, just let me know. For offices, we may have to divide some of the larger ones to accommodate all of the office requests, but otherwise, it seems like there would be minimal changes needed. On the first floor of IRIF 2, RISES will need a roll-up door, too. In IRIF 2, we still have over 3,000 SF of lab space and 600+ SF of office space unassigned.

Christy Collier
Assistant Director
Academic Affairs, Office of Space Planning Analysis and Administration (SPAA)
4365 Andromeda Loop N.
Orlando, FL 32816
O: 407-823-0982

<P4 high bay space.pdf>

Subject:	President Hitt, Mike Morsberger, William Merck, and Dale Whittaker - Topic: "An initial discussion to determine a sequence of building priorities at the university"
Location:	President's Office (Bill Self can sit in)
Start:	Wed 3/23/2016 11:00 AM
End:	Wed 3/23/2016 12:00 PM
Recurrence:	(none)
Meeting Status:	Accepted
Organizer:	Debra Copertino
Required Attendees:	William Merck; Michael Morsberger
Optional Attendees:	Carolyn Wyatt; Cheryl Snider; Angie Carloss

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Tuesday, March 22, 2016 4:58 PM
To: Dale Whittaker; William Merck
Cc: Debra Copertino; Dania Suarez; Angie Carloss; Christina Tant
Subject: Fwd: Capital Projects
Attachments: Capital Projects_032216.pdf; ATT00001.htm

Dale and Bill

We have put together a list of unfunded and funded capital projects for your meeting tomorrow with Dr. Hitt. We compiled it from information we had, information from John Pittman, and information we requested from Lee Kernek. If you have any questions or changes you'd like me to the schedule, please let me know.

Sent from my iPad

Begin forwarded message:

> **From:** Christina Tant <Christy.Tant@ucf.edu>
> **Date:** March 22, 2016 at 4:54:21 PM EDT
> **To:** Tracy Clark <Tracy.Clark@ucf.edu>
> **Subject: Capital Projects**
>
> Tracy – Attached is the list of funded and unfunded capital projects, as of today.

Capital Projects
Current Funding Plan
Updated 3/22/16

				Central Funding Source		
	Estimated Project Cost	Funding to be Identified	Division/ Unit Resources	Interest & Other	Auxiliary	E&G
Academic/ Research Space						
ARA Small Research Building	$ 13,000,000	$ 13,000,000	$ -	$ -	$ -	$ -
Creol Building Phase II Build-Out	2,000,000	1,500,000	500,000	-	-	-
Archie Carr Turtle Research	5,000,000	5,000,000	-	-	-	-
Lab Renovation/ Repair - COS, BSBS	1,400,000	1,400,000	-	-	-	-
Lab Renovation/ Repair - CECS	1,500,000	575,000	925,000	-	-	-
TAF Research (polluted drains)	1,500,000	1,500,000	-	-	-	-
Osceola ICAMR	?	?	-	-	-	-
Millican Hall Renovation	?	?	-	-	-	-
Swing Space/ Modulars	?	?	-	-	-	-
UCF Downtown						
Academic Building Overrun	10,000,000	10,000,000	-	-	-	-
Tri-Gen Building	20,000,000	20,000,000	-	-	-	-
Fountain	200,000	200,000	-	-	-	-
Infrastructure	?	?	-	-	-	-
Moving Costs	?	?	-	-	-	-
Other Facilities						
Performing Arts Center	60,000,000	60,000,000	-	-	-	-
UCF Gateway (campus entryway)	6,500,000	6,500,000	-	-	-	-
Band Building Road & Utilities	1,500,000	1,500,000	-	-	-	-
Band Building Lighting	1,000,000	1,000,000	-	-	-	-
Classroom I Shelter	2,200,000	2,200,000	-	-	-	-
Twin Rivers Golf Course	2,000,000	2,000,000	-	-	-	-
Building Demolitions	?	?	-	-	-	-
Infrastructure, HVAC and Other						
OUC Buy-out for Lake Nona	15,000,000	15,000,000	-	-	-	-
Alafaya Pedestrian Safety Maintenance	4,000,000	4,000,000	-	-	-	-
Unfunded Projects	**$ 146,800,000**	**$ 145,375,000**	**$ 1,425,000**	**$ -**	**$ -**	**$ -**
Academic/ Research Space						
Trevor Colburn Building	$ 23,000,000	$ -	$ -	$ -	$ -	$ 23,000,000
Colburn Hall Renovation	15,000,000	-	-	-	-	15,000,000
Global UCF Building	17,200,000	-	600,000	10,000,000	4,800,000	1,800,000
Interdisciplinary Research Bldg - Phase I	32,000,000	-	3,000,000	26,000,000	-	3,000,000
Interdisciplinary Research Bldg - Phase II	17,000,000	-	-	17,000,000	-	-
Creol Lab - Phase I and II	6,000,000	-	4,000,000	-	-	2,000,000
Generator for Biology Building	1,000,000	-	-	-	-	1,000,000
UCF Downtown						
Academic Building	20,000,000	-	9,000,000	-	11,000,000	-
Garage	15,000,000	-	15,000,000	-	-	-
Center for Emerging Media Renovation	5,000,000	-	-	-	-	5,000,000
Other Facilities						
UCFAA Stadium/ Arena Video and Sound	7,500,000	-	7,500,000	-	-	-
UCFAA Indoor Fieldhouse	3,000,000	-	3,000,000	-	-	-
Band Building	2,500,000	-	2,200,000	-	-	300,000
US Tennis Association Complex	3,500,000	-	-	-	-	3,500,000
Infrastructure, HVAC and Other						
New Chiller	13,000,000	-	-	-	13,000,000	-
Venue HVAC Repair	2,800,000	-	800,000	-	1,000,000	1,000,000
Daytona HVAC Repair	776,250	-	-	-	-	776,250
Road improvements - North Orion	340,000	-	340,000	-	-	-
Funded Projects	**$ 184,616,250**	**$ -**	**$ 45,440,000**	**$ 53,000,000**	**$ 29,800,000**	**$ 56,376,250**

From: Christina Tant <Christy.Tant@ucf.edu>
Sent: Monday, June 27, 2016 11:34 AM
To: Lee Kernek; Bill Martin; Gina Seabrook; Christy Collier; Christopher Parkinson; John Pittman; Curtis Sawyer
Cc: Joel Hartman; Tracy Clark
Subject: Capital Projects List - Response due July 3
Attachments: Capital Projects_062716.xlsx

All – I have been asked to track estimates and funding sources for capital projects. Your assistance in reviewing the attached draft report is needed. While this list is intended to be comprehensive, it is not intended to be a wish list. It includes projects that have been approved to start, but should also include projects that are urgent or very high on the university's priority list so imminent funding needs are clearly understood.

The attached schedule contains three vertical sections as described below:

- **Estimated Cost** – This section is intended to itemize total project cost in four separate columns including core project cost, lab buildout, furniture & equipment, and moving costs. Lab buildout, furniture and equipment, and moving costs are often a source of confusion because they are not consistently included in the project estimate. Lab buildout and furniture and equipment should include both basic and estimated specialized costs (i.e. wet labs). It's important for everyone who uses this report to understand the full anticipated cost of each project and their funding source(s). We know these are estimates. The schedule will be updated as estimates change so that any funding needs are understood clearly and in a timely manner.
- **Secured Funding Sources** – This is to track where the funding is coming from and is self-explanatory. The schedule needs to identify where there is a "potential" for donations or state appropriations, but amounts will only be added in that column when funds have been secured.
- **Funding Needed** – This is a formula that will automatically update as cost estimates and funding sources are entered/ updated.

Lee/ Bill/ Gina/ Christy/ Chris/ John/Curt – Please review the Estimated Cost and Secured Funding sections of the attached document. If amounts need to be updated, please provide the new amount with brief explanation for what caused the change. Question marks indicate that an amount is needed. Provide feedback on the rest of the schedule with the following questions in mind:

1. Is the project substantially complete? If so, please indicate in column B. Completed projects will eventually be moved to another tab to make this list shorter and easier to manage.
2. Does the core project cost estimate include lab buildout, furniture and equipment, or moving costs that should move to the other columns? If not, enter anticipated amounts in columns C - E. If one or more of these columns is clearly not applicable to the project, then it should be identified as "N/A".
3. Do the cost estimates reflect the latest known information?
4. Are the secured funding sources and amounts consistent with your knowledge?
5. Have all opportunities for donations or state appropriations as a potential funding source been indicated?
6. What else is needed to improve the clarity or usefulness of this report?

Please provide your responses no later than this Friday, July 3rd.

Once all of the edits are made, then I will redistribute the final report to you all. This information will also be shared with leadership in Administration and Finance, the Provost Office, and the Office of Budget, Planning and Administration and the University Budget Committee. I plan to send this report to you quarterly for periodic updates as it will require our collective effort to maintain.

If additional time is needed or you would like to arrange a call or meeting to review this schedule in person, please let me know as soon as possible.

Thank you,

Christy Tant, CPA
Director University Budgets, Office of Budget, Planning, and Administration

University of Central Florida
Finance and Accounting
12424 Research Pkwy, Suite 300
Orlando, FL 32826-3249
christy.tant@ucf.edu
Phone 407.882.1029
Fax 407.882.1102

Capital Projects
Current Funding Plan for Approved Projects
Updated 6/27/16 - DRAFT

	Estimated Cost					Secured Funding Sources					
						External	Internal				
	Completed ?	Core Project	Lab Buildout	Furniture and Equipment	Moving Costs	Donations/ DSO/ State Approp.	Division/ Unit (incl. Bonds)	Investment Earnings	Auxiliary	E&G	Funding Needed
Academic/ Research Space											
Engineering Building I Renovation		$ 16,000,000	?	?	N/A	Potential	$ -	$ -	$ -	$ -	$ 16,000,000
Mathematical Sciences Renovation		11,000,000	?	?	N/A	Potential	-	-	-	-	11,000,000
ARA Small Research Building		13,000,000	?	?	?	?	-	-	-	-	13,000,000
Osceola ICAMR - Phase II		?	?	?	?	-	-	-	-	-	?
Archie Carr Turtle Research		5,000,000	?	?	N/A	Potential	-	-	-	-	5,000,000
Millican Hall Renovation		?	N/A	N/A	N/A	-	-	-	-	-	?
Swing Space/ Modulars		?	?	?	?	-	-	-	-	-	?
Lab Compliance		?	N/A	N/A	N/A	-	-	-	-	-	?
Trevor Colburn Building		23,000,000	?	?	?	-	-	-	-	23,000,000	-
Colburn Hall Renovation		15,000,000	?	?	?	-	-	-	-	15,000,000	-
Global UCF Building	Yes	17,200,000	N/A	?	?	-	600,000	10,000,000	4,800,000	1,800,000	-
Interdisciplinary Research Bldg - Phase I		27,000,000	?	3,000,000	?	-	3,000,000	24,000,000	-	3,000,000	-
Interdisciplinary Research Bldg - Phase II		17,000,000	?	?	?	-	-	17,000,000	-	-	-
Creol 3rd Floor Buildout		2,000,000	?	?	N/A	-	-	-	-	2,000,000	-
Creol Expansion		6,700,000	?	?	?	-	2,700,000	-	-	4,000,000	-
TAF Research (polluted drains)		1,500,000	N/A	N/A	N/A	-	-	-	-	1,500,000	-
Lab Renovation/ Repair - BSBS		1,400,000	?	N/A	N/A	-	1,039,000	-	-	361,000	-
Lab Renovation/ Repair - CECS		1,500,000	?	N/A	N/A	-	925,000	-	-	575,000	-
UCF Downtown											
Academic Building		60,000,000	N/A	?	?	40,000,000	9,000,000	-	11,000,000	-	-
Academic Building Overrun		10,000,000	N/A	N/A	N/A	Potential	-	-	-	-	10,000,000
Tri-Gen Building		20,000,000	N/A	N/A	N/A	20,000,000	-	-	-	-	-
Garage		15,000,000	N/A	N/A	N/A	-	15,000,000	-	-	-	-
Center for Emerging Media Renovation		5,000,000	N/A	N/A	N/A	-	-	-	-	5,000,000	-
Infrastructure		4,800,000	N/A	N/A	N/A	-	-	-	-	-	4,800,000
Downtown Welcome Center		3,000,000	N/A	?	?	-	-	-	-	-	3,000,000
Fountain		200,000	N/A	N/A	N/A	-	200,000	-	-	-	-
Other Facilities											
Performing Arts Center		50,000,000	N/A	?	N/A	Potential	-	-	-	-	50,000,000
Rehearsal Hall		10,000,000	N/A	?	N/A	Potential	-	-	-	-	10,000,000
UCF Entry Gateway		6,500,000	N/A	N/A	N/A	-	-	-	-	-	6,500,000
Band Building Road & Utilities		1,500,000	N/A	N/A	N/A	-	-	-	-	-	1,500,000
Band Building Lighting		1,000,000	N/A	N/A	N/A	-	-	-	-	-	1,000,000
Building Hardening for Shelter - Classroom I		2,200,000	N/A	N/A	N/A	-	-	-	-	-	2,200,000
Building Hardening for Shelters - Future		?	N/A	N/A	N/A	-	-	-	-	-	?
Twin Rivers Golf Course		2,000,000	N/A	N/A	N/A	-	-	-	-	-	2,000,000
Building Demolitions		?	N/A	N/A	N/A	-	-	-	-	-	?
Band Building	?	2,500,000	N/A	N/A	N/A	-	2,200,000	-	-	300,000	-
US Tennis Association Complex		3,500,000	N/A	N/A	N/A	-	-	-	-	3,500,000	-
UCF Fieldhouse - Upgrades/ chilled water		6,703,652	N/A	N/A	N/A	-	6,703,652	-	-	-	-
UCF Fieldhouse - Temp HVAC		800,000	N/A	N/A	N/A	800,000	-	-	-	-	-
UCFSC Athletic Leadership Center	Yes	5,600,000	N/A	?	?	5,600,000		-	-	-	-

Capital Projects
Current Funding Plan for Approved Projects
Updated 6/27/16 - DRAFT

	Estimated Cost					Secured Funding Sources					
						External	Internal				
	Completed ?	Core Project	Lab Buildout	Furniture and Equipment	Moving Costs	Donations/ DSO/ State Approp.	Division/ Unit (incl. Bonds)	Investment Earnings	Auxiliary	E&G	Funding Needed
UCFSC Eastside Club	Yes	2,600,000	N/A	?	?	2,600,000		-	-	-	-
UCFSC Stadium Video and Sound		5,392,866	N/A	N/A	N/A	?	5,392,866	-	-	-	-
UCFCC Arena Video and Sound		2,050,199	N/A	N/A	N/A	2,050,199	-	-	-	-	-
UCFCC Arena Plaza		3,681,000	N/A	N/A	N/A	350,000	3,331,000	-	-	-	
Infrastructure, HVAC and Other											
OUC Buy-out for Lake Nona		15,000,000	N/A	N/A	N/A	-	-	-	-	-	15,000,000
Alafaya Pedestrian Safety Maintenance		2,000,000	N/A	N/A	N/A	-	-	-	-	-	2,000,000
Central Energy Plant (Chillers)		13,000,000	N/A	N/A	N/A	-	-	-	13,000,000	-	-
Venue HVAC Repair	?	2,800,000	N/A	N/A	N/A	-	800,000	-	1,000,000	1,000,000	-
Generator for Biology Building	?	1,000,000	N/A	N/A	N/A	-	-	-	-	1,000,000	-
Daytona HVAC Repair	?	776,250	N/A	N/A	N/A	-	-	-	-	776,250	-
Road improvements - North Orion	?	341,000	N/A	N/A	N/A	-	341,000	-	-	-	-
Grand Total		**$ 416,244,967**	**$ -**	**$ 3,000,000**	**$ -**	**$ 71,400,199**	**$ 51,232,518**	**$ 51,000,000**	**$ 29,800,000**	**$ 62,812,250**	**$ 153,000,000**

Arena Video/Sound	$	2,050,199	UCF CC Surplus Funds
Stadium Video/Sound		5,392,866	Payback source?
	$	7,443,065	
	$	5,500,000	A&F Aux cash
		1,203,652	Aux loan payback from MMR
Fieldhouse HVAC	$	6,703,652	

University of Central Florida
Education and General
2016-17 Operating Budget - Beginning Carryforward Fund Balance Composition
August 2016

		University E&G	Medical E&G
A.	**Beginning E&G Carryforward Fund Balance - July 1, 2016 :**		
	Cash	$ 165,432,697	$ 18,279,768
	Investments	$ -	$ -
	Accounts Receivable	$ 3,431	$ -
	Less: Accounts Payable	$ 11,805,305	$ 1,172,101
	Less: Deferred Fees	$ -	$ -
	Beginning E&G Fund Balance Before Encumbrances :	$ 153,630,823	$ 17,107,667
B.	**Expenditures to Date :**	$ 6,437,355	$ 706,560
C.	**Encumbrances to Date :**	$ 16,375,195	$ 2,516,135
D.	**E&G Carryforward Fund Balance - as of August 18, 2016 :**	$ 130,818,273	$ 13,884,972
E.	**Restricted / Contractual Obligations**		
	5% Statutory Reserve Requirement	$ 29,486,198	$ 2,083,580
	Board Reserve Requirement	$ -	$ -
	Prior Period Issues (provide detail list)	$ -	$ -
	Pass-Through Funds (provide detail list)	$ -	$ -
	Legislatively Earmarked Funds*	$ 7,709,972	$ 155,000
	Enterprise Resource Planning Systems	$ -	$ -
	Campus Security - Safety Issues	$ 895,500	$ -
	Information Technology Issues	$ 80,850	$ -
	Building Maintenance and Repairs	$ 216,000	$ -
	Deferred Maintenance Projects	$ -	$ -
	Utilities Cost Increase Reserve	$ -	$ -
	Other Facilities Requirements (provide detail list)	$ -	$ -
	I&R Centers (provide detail list)	$ -	$ -
	Faculty / Instructional Cost Requirements	$ 23,714,189	$ 1,642,984
	Leave Payout Reserve	$ -	$ -
	Vacant Faculty Lines	$ -	$ -
	Tuition Differential	$ 353,258	$ -
	Enrollment and Retention Efforts	$ 387,300	$ -
	Research Support	$ 4,012,446	$ -
	Total Restricted Funds :	$ 66,855,713	$ 3,881,564
F.	**Commitments**		
	Board Reserve Requirement	$ -	$ -
	Prior Period Issues (provide detail list)	$ -	$ -
	Pass-Through Funds (provide detail list)	$ -	$ -
	Legislatively Earmarked Funds*	$ -	$ -
	Enterprise Resource Planning Systems	$ -	$ -
	Campus Security - Safety Issues	$ 2,131,694	$ -
	Information Technology Issues	$ 1,734,185	$ -
	Building Maintenance and Repairs	$ 2,267,552	$ -
	Deferred Maintenance Projects	$ 2,957,828	$ -
	Utilities Cost Increase Reserve	$ 1,119,000	$ -
	Other Facilities Requirements (provide detail list)	$ -	$ -
	I&R Centers (provide detail list)	$ -	$ -
	Faculty / Instructional Cost Requirements	$ 22,786,981	$ 3,200,000
	Leave Payout Reserve	$ 1,361,023	$ -
	Vacant Faculty Lines	$ -	$ -
	Tuition Differential	$ -	$ -
	Financial Aid	$ 450,000	$ -
	Enrollment and Retention Efforts	$ 1,729,168	$ -
	Research Support	$ 12,330,508	$ 700,000
	Equipment Replacements	$ 1,374,117	$ 300,000
	Scholarships & Student Support	$ 3,227,359	$ -
	Public/Community Support	$ 6,012,023	$ -
	Quality Enhancement Plan	$ 2,100,000	$ -
	Health Services Support	$ -	$ 636,741
	LCME Required Reserves	$ 1,000,000	$ 5,166,667
	Academic Program Enhancments	$ -	$ -
	Sustainability Initiatives	$ 1,381,122	$ -
	Total Commitments :	$ 63,962,560	$ 10,003,408
G.	**Available E&G Carryforward Balance as of August 18, 2016 :**	$ 0	$ 0

* Please provide details of earmark reserve balances (specific issue name, appropriation year, amount).

Disclosure Notes:

Legislatively Restricted Funds	University E&G	Medical E&G
FY 2013 & 2014 IT Performance Funds	5,291,489	
2014-15 UCF Downtown Presence	1,020,000	
2014-15 Anti-Hazing/High Risk Behaviors	895,418	
2015-16 Center for Reading, I-Station	230,704	
2015-16 Florida Center for Nursing	84,656	
2015-16 Lou Frey Institute	187,705	
2015-16 Crohn's & Colitis Research		155,000
	7,709,972	155,000

University of Central Florida

2016-17 E&G Budget, Summary of Allocations and Reserve

	University Divisions						University Reserves					
	Academic Affairs	Admin & Finance	President's Division	Communications and Marketing	University Relations	Total Divisions	Recurring	Recurring for Facility Needs	Non-Recurring	Total Central Reserve	Medical School	Grand Total
2016-17 Operating Budget												
2015-16 End of year total budget, including all allocations	$ 524,067,980	$ 127,382,522	$ 22,293,194	$ 10,828,945	$ 2,623,679	$ 687,196,320	$ 26,150,546	$ -	$ (2,777,032)	$ 23,373,514	$ 61,564,340	$ 772,134,174
Less: Temporary allocations and carry forward	(106,178,754)	(49,929,765)	(10,156,124)	(6,707,486)	(576,326)	(173,548,455)	-	-	2,777,032	2,777,032	(20,829,102)	(191,600,525)
2016-17 Beginning of year base budget (excluding carry forward)	$ 417,889,226	$ 77,452,757	$ 12,137,070	$ 4,121,459	$ 2,047,353	$ 513,647,865	$ 26,150,546	$ -	$ -	$ 26,150,546	$ 40,735,238	$ 580,533,649
PERMANENT Beginning of Year Allocations												
State funding												
Performance funding	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,204,414	$ -	$ -	$ 16,204,414	$ -	$ 16,204,414
Retirement adjustments	-	-	-	-	-	-	597,117	-	-	597,117	45,226	642,343
Plant, operations, and maintenance for new space-annualization	-	85,373	-	-	-	85,373	-	-	-	-	-	85,373
Dr. Phillips Center for Performing Arts	3,900,299	-	-	-	-	3,900,299	-	-	-	-	-	3,900,299
Advanced Manufacturing Sensor Project	5,000,000	-	-	-	-	5,000,000	-	-	-	-	-	5,000,000
Center for Reading- Istation	2,000,000	-	-	-	-	2,000,000	-	-	-	-	-	2,000,000
Urban Teacher Institute	250,000	-	-	-	-	250,000	-	-	-	-	-	250,000
Florida Center for Nursing	(450,000)	-	-	-	-	(450,000)	-	-	-	-	-	(450,000)
Emerging Preeminence Funding	-	-	-	-	-	-	5,000,000	-	-	5,000,000	-	5,000,000
Florida Center for Unique Abilities	8,000,000	-	-	-	-	8,000,000	-	-	-	-	-	8,000,000
University designated												
2015-16 salary increases (annualized)	3,557,470	457,867	136,333	58,605	15,155	4,225,430	(4,225,430)	-	-	(4,225,430)	-	-
2015-16 faculty/instructor promotional increases (annualized)	13,861	-	-	-	-	13,861	(13,861)	-	-	(13,861)	-	-
2015-16 Faculty ADI pool	(700,000)	-	-	-	-	(700,000)	700,000	-	-	700,000	-	-
2014-15 support staff for first 100 new faculty (annualized)	406,750	32,300	-	-	-	439,050	(439,050)	-	-	(439,050)	-	-
2015-16 support staff for second 100 new faculty (annualized)	163,373	-	-	-	-	163,373	(163,373)	-	-	(163,373)	-	-
Title IX coordinator (annualized)	-	-	48,527	-	-	48,527	(48,527)	-	-	(48,527)	-	-
Title IX investigator (full year)	66,495	-	-	-	-	66,495	(66,495)	-	-	(66,495)	-	-
Enrollment management position for IKM	55,000	-	-	-	-	55,000	(55,000)	-	-	(55,000)	-	-
Communications & marketing	-	-	-	1,311,500	-	1,311,500	(1,311,500)	-	-	(1,311,500)	-	-
Pegasus Magazine	-	-	-	100,000	-	100,000	(100,000)	-	-	(100,000)	-	-
University Budget Committee allocations:												
2016-17 new faculty lines (45)	5,600,000	-	-	-	-	5,600,000	(5,600,000)	-	-	(5,600,000)	-	-
ITR - Library materials inflationary costs	679,000	-	-	-	-	679,000	(679,000)	-	-	(679,000)	-	-
ITR - Security incident response	745,700	-	-	-	-	745,700	(745,700)	-	-	(745,700)	-	-
ITR - Divisional discretionary funds	300,000	-	-	-	-	300,000	(300,000)	-	-	(300,000)	-	-
ORC - Divisional discretionary funds	85,500	-	-	-	-	85,500	(85,500)	-	-	(85,500)	-	-
SDES - Merit-based scholarships (LEAD, Academic Enrich, Brain Bowl)	575,000	-	-	-	-	575,000	(575,000)	-	-	(575,000)	-	-
SDES - SARC Learning support services	264,000	-	-	-	-	264,000	(264,000)	-	-	(264,000)	-	-
SDES - Divisional discretionary funds	400,000	-	-	-	-	400,000	(400,000)	-	-	(400,000)	-	-
CGS - Contribution to doctoral fellowships	510,000	-	-	-	-	510,000	(510,000)	-	-	(510,000)	-	-
CGS - Graduate health insurance (in addition to $869k in waiver authority)	265,680	-	-	-	-	265,680	(265,680)	-	-	(265,680)	-	-
CGS - Graduate stipends	669,600	-	-	-	-	669,600	(669,600)	-	-	(669,600)	-	-
A&F - Office of Security Management	-	500,000	-	-	-	500,000	(500,000)	-	-	(500,000)	-	-
A&F - Athletic scholarships for women (Title IX)	-	330,000	-	-	-	330,000	(330,000)	-	-	(330,000)	-	-
AA - Divisional discretionary funds	1,500,000	-	-	-	-	1,500,000	(1,500,000)	-	-	(1,500,000)	-	-
A&F - Divisional discretionary funds	-	800,000	-	-	-	800,000	(800,000)	-	-	(800,000)	-	-
PRES - Divisional discretionary funds	-	-	165,000	-	-	165,000	(165,000)	-	-	(165,000)	-	-
C&M - Divisional discretionary funds	-	-	-	33,000	-	33,000	(33,000)	-	-	(33,000)	-	-

University of Central Florida

2016-17 E&G Budget, Summary of Allocations and Reserve

	University Divisions						University Reserves					
	Academic Affairs	Admin & Finance	President's Division	Communications and Marketing	University Relations	Total Divisions	Recurring	Recurring for Facility Needs	Non-Recurring	Total Central Reserve	Medical School	Grand Total
C&M - UCF Branding Campaign	-	-	-	510,000	-	510,000	(510,000)	-	-	(510,000)	-	-
UR - Divisional discretionary funds	-	-	-	-	16,500	16,500	(16,500)	-	-	(16,500)	-	-
Reserve for facility needs	-	-	-	-	-	-	(1,500,000)	1,500,000	-	-	-	-
UBC allocations funded from Emerging Preeminence Funds:								-				
Faculty Excellence- National Academy Members	1,187,000	-	-	-	-	1,187,000	(1,187,000)	-	-	(1,187,000)	-	-
AA - Trustee chairs (5)	250,000	-	-	-	-	250,000	(250,000)	-	-	(250,000)	-	-
ORC - Research administration process & technology implementation	585,600	-	-	-	-	585,600	(585,600)	-	-	(585,600)	-	-
CGS - Doctoral & post-doctoral fellowships	1,900,000	-	-	-	-	1,900,000	(1,900,000)	-	-	(1,900,000)	-	-
Preeminence supporting initiatives	1,077,400	-	-	-	-	1,077,400	(1,077,400)	-	-	(1,077,400)	-	-
Tuition and fees:												
Allocate 2015-16 increase in differential for need-based aid	396,512	-	-	-	-	396,512	(396,512)	-	-	(396,512)	-	-
2015-16 tuition excess collections available to UBC	-	-	-	-	-	-	12,000,000	-	-	12,000,000	-	12,000,000
2016-17 projected tuition growth held in reserve	-	-	-	-	-	-	5,023,195	-	-	5,023,195	-	5,023,195
2016-17 projected increase in differential for need-based aid	162,253	-	-	-	-	162,253	660,756	-	-	660,756	-	823,009
Projected decrease in FIEA tuition	(126,733)	-	-	-	-	(126,733)	-	-	-	-	-	(126,733)
College of Engineering Graduate SCH Growth	513,824	-	-	-	-	513,824	(513,824)	-	-	(513,824)	-	-
Medical school increase in enrollment	-	-	-	-	-	-	-	-	-	-	791,144	791,144
Total permanent allocations	$ 39,803,584	$ 2,205,540	$ 349,860	$ 2,013,105	$ 31,655	$ 44,403,744	$ 12,402,930	$ 1,500,000	$ -	$ 13,902,930	$ 836,370	$ 59,143,044
TEMPORARY Beginning of Year Allocations												
Reverse 2015-16 temporary allocations and carryforward	$ (106,178,754)	$ (49,929,765)	$ (10,156,124)	$ (6,707,486)	$ (576,326)	$ (173,548,455)	$ -	$ -	$ 2,777,032	$ 2,777,032	$ (20,829,102)	$ (191,600,525)
Encumbrances (PO rollovers)	11,753,507	2,827,967	903,475	595,261	62,571	16,142,781	-	-	-	-	1,784,396	17,927,177
6/30/16 carryforward	89,493,937	7,050,239	2,037,729	2,193,543	386,582	101,162,030	-	-	36,326,012	36,326,012	15,323,181	152,811,223
State funding												
Dr. Phillips Center for Performing Arts	1,147,744	-	-	-	-	1,147,744	-	-	-	-	-	1,147,744
Evans Community School	1,500,000	-	-	-	-	1,500,000	-	-	-	-	-	1,500,000
Incubator	1,000,000	-	-	-	-	1,000,000	-	-	-	-	-	1,000,000
Lou Frey Institute	500,000	-	-	-	-	500,000	-	-	-	-	-	500,000
University security management technology	-	300,000	-	-	-	300,000	-	-	-	-	-	300,000
Florida FIRST Robotics Team Grant	100,000	-	-	-	-	100,000	-	-	-	-	-	100,000
Chron's and Colitis research	-	-	-	-	-	-	-	-	-	-	100,000	100,000
University designated												
Recurring allocations from non-recurring funds:												
Salary Support for Undergraduate Studies/Teaching & Learning Hiring Plan	300,000	-	-	-	-	300,000	-	-	(300,000)	(300,000)	-	-
Undergraduate education pilot projects/ Quality Enhancement Plan	700,000	-	-	-	-	700,000	-	-	(700,000)	(700,000)	-	-
Development - Enhancement Plan	-	-	2,000,000	-	-	2,000,000	-	-	(2,000,000)	(2,000,000)	-	-
Foundation support	-	-	1,500,000	-	-	1,500,000	-	-	(1,500,000)	(1,500,000)	-	-
Athletics compliance positions	-	-	350,000	-	-	350,000	-	-	(350,000)	(350,000)	-	-
Convocation Center rent	-	1,000,000	-	-	-	1,000,000	-	-	(1,000,000)	(1,000,000)	-	-
Conference entrance fees	-	600,000	-	-	-	600,000	-	-	(600,000)	(600,000)	-	-
Finance & Accounting operations	-	2,500,000	-	-	-	2,500,000	-	-	(2,500,000)	(2,500,000)	-	-
Health Sciences Campus Boggy Creek assessment	-	45,000	-	-	-	45,000	-	-	(45,000)	(45,000)	-	-
Health Sciences Campus property taxes	-	2,000	-	-	-	2,000	-	-	(2,000)	(2,000)	-	-
International and cyber insurance	-	160,000	-	-	-	160,000	-	-	(160,000)	(160,000)	-	-
Rosen maintenance costs	-	250,000	-	-	-	250,000	-	-	(250,000)	(250,000)	-	-
Non-recurring allocations:												
Project Surface (Tennis complex)	-	-	1,155,000	-	-	1,155,000	-	-	(1,155,000)	(1,155,000)	-	-
Investment in research (Osceola)	4,500,000	-	-	-	-	4,500,000	-	-	(4,500,000)	(4,500,000)	-	-

University of Central Florida

2016-17 E&G Budget, Summary of Allocations and Reserve

	University Divisions						University Reserves					
	Academic Affairs	Admin & Finance	President's Division	Communications and Marketing	University Relations	Total Divisions	Recurring	Recurring for Facility Needs	Non-Recurring	Total Central Reserve	Medical School	Grand Total
Sematech (Year 5 of 5)	500,000	-	-	-	-	500,000	-	-	(500,000)	(500,000)	-	-
Creative Village coordinator (final year of commitment)	250,000	-	-	-	-	250,000	-	-	(250,000)	(250,000)	-	-
PBS partnership	-	-	-	2,149,654	-	2,149,654	-	-	(2,149,654)	(2,149,654)	-	-
University Innovation Alliance liaison	-	-	48,090	-	-	48,090	-	-	(48,090)	(48,090)	-	-
Contract management software (legal)	-	-	53,934	-	-	53,934	-	-	(53,934)	(53,934)	-	-
Oracle/Cisco contract payback (Year 2 of 5)	(2,329,154)	-	-	-	-	(2,329,154)	-	-	2,329,154	2,329,154	-	-
Lab renovations (CECS)	575,000	-	-	-	-	575,000	-	-	(575,000)	(575,000)	-	-
Academic advising costs- EAB agreement (final year of commitment)	150,000	-	-	-	-	150,000	-	-	(150,000)	(150,000)	-	-
Marketing for faculty hires from AA	(55,000)	-	-	55,000	-	-	-	-	-	-	-	-
Lab decontamination (BSBS)	-	84,400	-	-	-	84,400	-	-	(84,400)	(84,400)	-	-
University Budget Committee allocations:												
ORC - Research administration process & technology implementation	1,973,500	-	-	-	-	1,973,500	-	-	(1,973,500)	(1,973,500)	-	-
ORC - Operating budget shortfall	2,000,000	-	-	-	-	2,000,000	-	-	(2,000,000)	(2,000,000)	-	-
ITR - Security incident response	565,680	-	-	-	-	565,680	-	-	(565,680)	(565,680)	-	-
ITR - IT database/application licenses	300,480	-	-	-	-	300,480	-	-	(300,480)	(300,480)	-	-
AA - National Academy Members (1 Full + 1 Transition)	1,719,500	-	-	-	-	1,719,500	-	-	(1,719,500)	(1,719,500)	-	-
C&M - UCF Branding Campaign	-	-	-	360,000	-	360,000	-	-	(360,000)	(360,000)	-	-
Total temporary allocations (including change in carry forward)	$ 10,466,440	$ (35,110,159)	$ (2,107,896)	$ (1,354,028)	$ (127,173)	$ (28,232,816)	$ -	$ -	$ 15,639,960	$ 15,639,960	$ (3,621,525)	136,596,842
2016-17 Beginning of year total budget	$ 574,338,004	$ 94,477,903	$ 20,535,158	$ 11,488,022	$ 2,528,161	$ 703,367,248	$ 38,553,476	$ 1,500,000	$ 12,862,928	$ 52,916,404	$ 58,779,185	$ 815,062,837

PLANNED MID-YEAR ALLOCATIONS

Note: Amounts below are estimates. Budget will be allocated based on actual cost. Allocations are subject to availability of funds.

PERMANENT allocations to be recorded during the year										
2016-17 salary increase (estimated allocation)	$ 6,273,000	$ 807,000	$ 240,000	$ 103,000	$ 27,000	$ 7,450,000	$ (7,450,000)	$ -	$ -	$ (7,450,000)
Faculty/instructor promotional increase	750,000	-	-	-	-	750,000	(750,000)	-	-	(750,000)
TIP, RIA, SoTL	500,000	-	-	-	-	500,000	(500,000)	-	-	(500,000)
Graduate health insurance	675,000	-	-	-	-	675,000	(675,000)	-	-	(675,000)
Pool for lower paid faculty	250,000	-	-	-	-	250,000	(250,000)	-	-	(250,000)
FY17 State retirement adjustments (to be allocated among divisions)	597,117	-	-	-	-	597,117	(597,117)	-	-	(597,117)
2014-15 support staff for first 100 new faculty	670,599	133,600	-	-	-	804,199	(804,199)	-	-	(804,199)
2015-16 support staff for second 100 new faculty	1,523,221	-	-	-	-	1,523,221	(1,523,221)	-	-	(1,523,221)
E&G interest allocation	-	4,000,000	-	-	-	4,000,000	(4,000,000)	-	-	(4,000,000)
Estimated professional/ misc fee collections	152,588	-	-	-	-	152,588	(152,588)	-	-	(152,588)
Estimated differential tuition for need based aid allocations	660,756	-	-	-	-	660,756	(660,756)	-	-	(660,756)
Soldiers to Scholars - Program Manager	-	-	-	-	82,160	82,160	(82,160)	-	-	(82,160)
Soldiers to Scholars - Veteran's Housing	-	-	-	-	50,000	50,000	(50,000)	-	-	(50,000)
Total to be allocated from recurring funds	$ 12,052,281	$ 4,940,600	$ 240,000	$ 103,000	$ 159,160	$ 17,495,041	$ (17,495,041)	$ -	$ -	$ (17,495,041)
TEMPORARY allocations to be recorded during the year										
Recurring allocations from non-recurring funds:										
UCF Knights Success Grant	$ 150,000	$ -	$ -	$ -	$ -	$ 150,000	$ -	$ -	$ (150,000)	$ (150,000)
Development Enhancement Plan	-	-	2,547,000	-	-	2,547,000	-	-	(2,547,000)	(2,547,000)
PO&M - FSEC	-	373,000	-	-	-	373,000	-	-	(373,000)	(373,000)
Health Sciences Campus PO&M	-	252,836	-	-	-	252,836	-	-	(252,836)	(252,836)
Director of Governmental Relations	-	-	-	-	138,600	138,600	-	-	(138,600)	(138,600)
Subtotal- recurring items	$ 150,000	$ 625,836	$ 2,547,000	$ -	$ 138,600	$ 3,461,436	$ -	$ -	$ (3,461,436)	$ (3,461,436)

University of Central Florida

2016-17 E&G Budget, Summary of Allocations and Reserve

	University Divisions						University Reserves					
	Academic Affairs	Admin & Finance	President's Division	Communications and Marketing	University Relations	Total Divisions	Recurring	Recurring for Facility Needs	Non-Recurring	Total Central Reserve	Medical School	Grand Total
Non-recurring allocations:												
Furniture for Interdisciplinary Research Building	$ -	$ 3,000,000	$ -	$ -	$ -	$ 3,000,000	$ -	$ -	$ (3,000,000)	$ (3,000,000)		
Pipe repair at Biology Animal Center	1,500,000	-	-	-	-	1,500,000	-	-	(1,500,000)	(1,500,000)		
Development Enhancement Plan	-	-	900,000	-	-	900,000	-	-	(900,000)	(900,000)		
Re-key building	-	300,000	-	-	-	300,000	-	-	(300,000)	(300,000)		
Generator for Biology Building	-	929,000	-	-	-	929,000	-	-	(929,000)	(929,000)		
Band Building	300,000	-	-	-	-	300,000	-	-	(300,000)	(300,000)		
Strategic planning initiatives	200,000	-	-	-	-	200,000	-	-	(200,000)	(200,000)		
Chiller Plant	-	5,000,000	-	-	-	5,000,000	-	-	(5,000,000)	(5,000,000)		
HR Consulting	-	300,000	-	-	-	300,000	-	-	(300,000)	(300,000)		
Lab decontamination (BSBS)	115,600	-	-	-	-	115,600	-	-	(115,600)	(115,600)		
Subtotal- non-recurring items	2,115,600	9,529,000	900,000	-	-	12,544,600	-	-	(12,544,600)	(12,544,600)		
Total to be allocated from non-recurring funds	$ 2,265,600	$ 10,154,836	$ 3,447,000	$ -	$ 138,600	$ 16,006,036	$ -	$ -	$ (16,006,036)	$ (16,006,036)		
2016-17 Total budget after mid-year allocations	**$ 588,655,885**	**$ 109,573,339**	**$ 24,222,158**	**$ 11,591,022**	**$ 2,825,921**	**$ 736,868,325**	**$ 21,058,435**	**$ 1,500,000**	**$ (3,143,108)**	**$ 19,415,327**	**$ 58,779,185**	**$ 815,062,837**

COMPOSITION OF CENTRAL RESERVE

	Recurring	Non-recurring	Total
Central reserve after beginning of year allocations	$ 38,553,476	$ 12,862,928	$ 51,416,404
Facility reserve after beginning of year allocations	1,500,000	(1,500,000)	-
Allocations to be recorded during the year	(17,495,041)	(14,506,036)	(32,001,077)
	22,558,435	(3,143,108)	19,415,327
Projected tuition growth to be allocated to colleges through College Budget Model	(5,023,195)	5,023,195	-
Total available reserves as of July 1, 2016	$ 17,535,240	$ 1,880,087	$ 19,415,327

Recommended for approval:

A. Dale Whittaker, Provost & Vice President for Academic Affairs — Date 8/31/16

Approval:

John C. Hitt, President — Date 8/31/16

	UCF Executive Budget Committee Meeting **AGENDA**
Date:	November 22, 2016
Time:	9:00 – 10:00 a.m.
Location:	MH-395E
Facilitator:	Provost Dale Whittaker and Vice President William Merck
Invitees:	Rachel Altfield, Scott Cole, Maribeth Ehasz, Deb German, Grant Heston, Michael Johnson, Elizabeth Klonoff, Keith Koons, John Pittman, Rick Schell, Cynthia Young, Tracy Clark, Christy Tant, Lisa Jones, Mike Morsberger, Mark Wray

UCF Budget Philiosphy: An effective budgeting process transforms strategic goals into achievable operating plans, and:

- ***Properly and continuously aligns resources***
- ***Employs an "all-funds" approach***
- ***Maintains fiscal responsibility with those closest to operational decisions***
- ***Increases communication, transparency, and accountability***

- - - - Agenda Topics - - - - -

1. Opening Remarks
2. Approval of minutes from August meeting
3. Update on Preeminent Postdoctoral Program - P^3 (handout 1)
4. Planning for annual funding requests process – announcement(s), timeline, supporting documentation, presentations
5. Thoughts on scheduling select ROI reports in July/ August (from the Spring 2015 round of funding requests)
6. Closing remarks

Handout 1

UCF 2017 Preeminent Postdoctoral Program – P^3

Through an Exceptional Funding Request, the **UCF College of Graduate Studies** has been allocated funding to pilot a program to augment the number of postdoctoral scholars at the university. According to NIH, NSF and the National Postdoctoral Association (NPA), a postdoctoral scholar is an individual who has received a doctoral degree (or equivalent) and is engaged in a temporary and defined period of mentored advanced training to enhance the professional skills and research independence needed to pursue her or his chosen career path.

Advancing UCF's research, teaching and service missions, P^3 will provide two levels of support for **first-time** UCF postdoctoral scholars who begin their contracts in 2017. For externally funded postdoctoral scholars, P^3 will provide 50% matching support (salary and benefits) for two years. For scholars, who are being funded off start-up funds, P^3 will provide 25% matching support (salary and benefits) for two years. To attract outstanding applicants, a $5,000 travel/research allowance will be awarded to each scholar.

Eligibility

Principal investigators who desire postdoctoral scholars to assist with their research and can document the availability of matching funds and necessary resources (e.g., research space, computer, supplies) for two years are eligible to apply. The minimum salary of $50,000 for these new employees will exceed the Fair Labor Standards Act (FLSA). Coupled with UCF employee benefits (fringe=34.36% or $17,180), the minimum match requirement from the PI using external funding for each of the two years is $33,590. For PIs using start-up funds, the minimum match requirement is $50,385 for each of the two years.

Postdoctoral Scholar Support Levels

	External Funds		Start-up Funds	
Year	P^{3*}	PI*	P^{3*}	PI*
1	$38,590	$33,590	$21,795	$50,385
2	$33,590	$33,590	$16,795	$50,385
3†	-	$67,180	-	$67,180
4†	-	$67,180	-	$67,180

*minimum level of funding provided
†from anticipated external sources

Program funding will be available starting January 2017. During its first year, P^3 is expected to support >25 new postdoctoral positions. This projection is dependent on how many PIs use external versus start-up matches and salary levels, which will be determined by the PIs who may require salaries above the minimum rate to meet discipline norms. Note that the UCF postdoctoral fringe rate is reduced to 24.35% if the salary exceeds $70,000.

Expectations

PIs must submit a postdoctoral mentoring plan that describes how the PI (research group, department, college, etc.) will provide advanced training in the discipline and enhance professional skills to promote scholarly independence. This plan may involve participation in faculty development and teaching opportunities available through existing UCF programs (e.g., Faculty Excellence, FCTL, Pathways to

Success) and/or collaboration with industry partners. It is expected that the PI and scholar will be involved in grant writing to support continued research activities beyond the two-year match period. Currently, postdoctoral scholars are eligible to remain in that job category at UCF for up to four years.

Postdoctoral scholars will be required to create Individual Development Plans (IDPs) following guidelines similar to those outlined by the AAAS (http://myidp.sciencecareers.org/) and the American Psychological Association (http://www.apa.org/education/grad/individual-development-plan.aspx). IDPs and mentoring activities will be tracked by the College of Graduate Studies.

Application Evaluation Criteria

Beginning November 7, 2016, applications will be evaluated on a first-come basis until funding for this year is exhausted. If the demand exceeds the resources, applications that submit strong postdoctoral mentoring plans and outline realistic, subsequent funding avenues to continue postdoctoral scholar support will receive priority. If a postdoctoral scholar has not already been identified, PIs will be required to document how they will recruit scholars who are under-represented in their field.

Once approved, PIs will have **six** months to hire the postdoctoral scholar or the award will be forfeited and the funding will be made available to other PIs. However, PIs will be eligible to reapply. Unless demand is low, the program will only support one postdoctoral scholar per PI.

Handout 1

UCF 2017 P^3 Application (page 1)

Please type or print legibly. E-mail the application and supporting documents in PDF format to postdoc@ucf.edu.

A. Postdoctoral Scholar Mentor Information

Last name_____ **First name**_____

Title_____ **Unit**_____

B. Research Project Information

Project title_____

Funding source/agency or startup funds_____

Associated UCF grant account number_____

Briefly describe expected postdoctoral scholar project duties.

_____

_____

_____

_____

Briefly list other resources to be provided to the postdoctoral scholar (e.g., office/lab space).

_____

_____

_____

_____

C. Postdoctoral Scholar Information

Postdoctoral scholar annual salary $_____ **Expected start date**_____

If known, name of postdoctoral scholar_____

Doctoral institution_____ **Date degree received**_____

If unknown, explain how you plan to advertise for the postdoctoral position and include how you will encourage applications from under-represented groups in your discipline.

_____

_____

_____

_____

Handout 1

UCF 2017 P^3 Application (page 2)

D. Future Funding Sources

Identify potential sources for continuation of postdoctoral scholar funding after two years.

1. Title of RFP/funding program _____
Agency_____ **Projected deadline date** _____

In a few sentences, describe how your research relates to the RFP or program's goals.

_____
_____
_____

2. Title of RFP/funding program _____
Agency_____ **Projected deadline date** _____

In a few sentences, describe how your research relates to the RFP or program's goals.

_____
_____
_____

3. Title of RFP/funding program _____
Agency_____ **Projected deadline date** _____

In a few sentences, describe how your research relates to the RFP or program's goals.

_____
_____
_____

Attach additional pages of other possible funding sources if known.

E. Postdoctoral Mentoring Plan

Provide a one-page outline of your proposed mentoring plan. You may want to use resources available at: NSF and the National Postdoctoral Association for guidance. Identify specific UCF programs that you plan on using. If the appointment will involve teaching, designate the courses and semesters they will be taught.

F. Signatures

PI (Print) _____ **(Signature)**_____ **Date**_____

If appropriate:
Dept Chair (Print) _____ **(Signature)**_____ **Date**_____

College (Print) _____ **(Signature)**_____ **Date**_____
Assoc Dean

	UCF Executive Budget Committee Meeting **AGENDA**
Date:	January 23, 2016
Time:	3:00 – 4:00 p.m.
Location:	MH-395E
Facilitator:	Provost Dale Whittaker and Vice President William Merck
Invitees:	Rachel Altfield, Scott Cole, Maribeth Ehasz, Deb German, Grant Heston, Michael Johnson, Elizabeth Klonoff, Keith Koons, John Pittman, Rick Schell, Cynthia Young, Tracy Clark, Christy Tant, Lisa Jones, Mike Morsberger, Mark Wray, Ronnie Korosec

UCF Budget Philiosphy: An effective budgeting process transforms strategic goals into achievable operating plans, and:

- ***Properly and continuously aligns resources***
- ***Employs an "all-funds" approach***
- ***Maintains fiscal responsibility with those closest to operational decisions***
- ***Increases communication, transparency, and accountability***

- - - - Agenda Topics - - - - -

1. Opening Remarks
2. Approval of minutes from November meeting
3. Establishment of the Facilities Budget Committee
4. Update on use of emerging preeminence funding for faculty (Cynthia Young)
5. Update on performance/ preeminence metrics (Paige Borden)
6. Update on enrollment management goals (Maribeth Ehasz)
7. Closing remarks

From: Christina Tant <Christy.Tant@ucf.edu>
Sent: Tuesday, May 09, 2017 3:04 PM
To: Donna DuBuc
Subject: RE: IRIF Phase 1 funding request

Donna – Yes, it is in addition to the $47m, but I think it's coming from multiple E&G departments. I'm going to forward some additional emails on this…

From: Donna DuBuc
Sent: Tuesday, May 09, 2017 12:04 PM
To: Christina Tant
Subject: FW: IRIF Phase 1 funding request

Christy,
This is all E&G funding? It's in addition to the current commitment $30m Ph1 + $17m Ph2? I'm wondering if we need to add budget to the FY18 auxiliary reserve.
Donna

From: Tracy Clark
Sent: Tuesday, May 09, 2017 8:09 AM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>; Rebeca Richards <Rebeca.Richards@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>
Subject: Re: IRIF Phase 1 funding request

Bill,

I have secured $6.5 million for the IRIF buildout. Please have Lashanda's team set up a construction project to receive the transfers. Thank you.

Sent from my iPad

On May 4, 2017, at 4:53 PM, Bill Martin <Bill.Martin@ucf.edu> wrote:

> Tracy,
>
> As you know, we received Phase 1 costs several weeks ago, and they came in a good bit higher than our original estimate. We have worked the past few weeks with the construction manager and subcontractors to limit the demolition scope in order to save time and reduce costs. We have received new numbers for Phase 1. I'm happy to say that the total cost for both Phase 1 and Phase 2 is now back to the numbers provided in January. The Phase 1 number has still gone up, but when combined with the Phase 2 number that went down (see email below), we are back to the January number.
>
> 1/11/17 Phase 1 & 2 total cost - $6,511,743.03
>
> Current Phase 1 & 2 total cost - $6,511,743.03
> Phase 2 total cost - $2,686,376.28 (previously approved below)
> Phase 1 total cost - $3,825,366.75 (need approval)

We think that this is the best that we can do on the numbers to keep the scope intact and hit the December deadline. We would like your immediate approval on this funding (Phase 1 total cost - $3,825,366.75, Phase 1 & 2 total cost - $6,511,743.03) so we can move forward with the Phase 1 amendment. Please confirm.

Thanks for your patience as we have worked though the complications of these mid-construction changes!
Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288

From: Bill Martin
Sent: Thursday, March 16, 2017 10:29 AM
To: Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: RE: IRIF Phase 2 funding request

Thank you! We will move forward with the contract amendment.

Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288

From: Tracy Clark
Sent: Thursday, March 16, 2017 10:25 AM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: Re: IRIF Phase 2 funding request

You should move forward with the contracts. I've got most of the funding committed by the various sections - I'm still working on a small amount. But don't use that to hold you up.

Sent from my iPad

On Mar 16, 2017, at 10:17 AM, Bill Martin <Bill.Martin@ucf.edu> wrote:

Tracy,

Under the "All labs" tab there is a detailed breakdown of the base building vs research assignments. These assignments are based on the following criteria. If a cost is for the general improvement of the building and can be used long term by multiple users, it is assigned to base building. If the cost is specific to research needs for an individual user that will not likely be used by future end users, it is assigned to research.

Below are the costs that fall under the new "MISC Building" category. All of these serve the long term use of the building, so they are assigned to the base building category:

- HVAC - $25,398.00
  - $8,889.14 for additional zone controls for offices related to RISES. These controls can be used long term by any building occupant, so they are assigned to base building.
  - $1,777.88 to split room 262 into two offices. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
  - $1,777.88 to split room 362 into two offices. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
  - $12,953.10 for duct adjustments related to the buildouts that serve the long term use of the building, so they are assigned to base building.
- Paint - $1,152.00 - Additional painting costs related to splitting rooms 262 and 362. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
- Plumbing - $53,894.00
  - $24,606.00 this is related to an eye wash that can be used by future building occupants, so they are assigned to base building.
  - $18,414.00 this is to add gas bottle manifolds. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
  - $10,874.00 this is related to switching places of a break area and an office. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
- Flooring - $0.05 – this is to make up for a rounding error for flooring that is all base building.

Please let me know if you have more questions.

When can we anticipate having funding approval? Our contract amendment is ready for routing and signatures.

Thanks!
Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196

C: 407-516-9288

From: Tracy Clark
Sent: Friday, March 10, 2017 4:27 PM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: RE: IRIF Phase 2 funding request

What is the new category "MISC Building" for $97.5k? who should be responsible for this? It was not on the prior lists?

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Bill Martin
Sent: Friday, March 10, 2017 3:54 PM
To: Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: RE: IRIF Phase 2 funding request

Tracy, currently Phase 2 lags Phase 1 by about 4 months. Much of the work in Phase 1 has already been completed and needs to be re-done…no avoiding that. However, in Phase 2 the work is 4 months behind so we prioritized getting those changes priced first so we did not have to re-do as much work. Had we done Phase 1 first, the Phase 2 number would have been significantly higher because of the re-work. This also will minimize the schedule delay – because Phase 2 is set to finish last, it was critical that we got all of those changes priced and approved. It sounds backwards, but there is a reason for it!

I'd love to give you guys a site tour to see it in person. Let me know if you have any interest.

The document that I sent does not include Phase 1 yet, only Phase 2. Phase 1 will be reviewed at the end of the month.

How quickly do you anticipate the official green light? We are preparing a contract amendment, but that can't be executed until we get the funding approval.

Hope this helps,
Bill

Bill Martin, AIA, LEED AP

Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288

From: Tracy Clark
Sent: Friday, March 10, 2017 3:27 PM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: RE: IRIF Phase 2 funding request

I was working on funding for total (phase 1 and 2). Why would we get phase 2 first? I thought phase 1 was were significant savings were to occur for CECS?

Thanks.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Bill Martin
Sent: Friday, March 10, 2017 3:23 PM
To: Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: IRIF Phase 2 funding request

Tracy,

We recently received and reviewed the bid proposal for the changes to Phase 2 of IRIF from the Construction Manager, CPPI. Phase 1 costs are anticipated at the end of this month and will be requested separately. For Phase 2, the costs have come in slightly under our original estimate. Our original Phase 2 cost estimate was $3,141,983.95, and the actual bid value is $2,686,376.28 – a difference of -$455,607.68. Please see the attached spreadsheet with the details.

We need immediate confirmation that this value ($2,686,376.28) is available for the construction of the project and to draw against for project expenses, in order for us to proceed with a contract amendment to add this scope of work to the project. Please confirm at your earliest convenience.

Thanks,
Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Thursday, January 05, 2017 4:26 PM
To: Dale Whittaker; Dania Suarez
Subject: IRIF

Nothing on the carryforward plans for IRIF build out for COS or CECS. It's possible there's some funding in the startup numbers, or they may have some C&G funding they could use towards this. I'll start the conversation.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Thursday, January 05, 2017 5:47 PM
To: Michael Johnson
Subject: IRIF Build out costs for COS
Attachments: IRIF PHASE 1 ADDED COST ESTIMATE 120216.xlsx

Michael,

Sit down cause the numbers are big!

First of all the good news, we can fully fulfill Dale's 65% share of the estimated startup commitment for the FCI clusters! (You may remember that in the beginning Dale could only commit to being able to fund part of his commitment – approximately 60% of it). We can now fund his full commitment.

Now to the IRIF build out costs. Total estimated lab build out costs for IRIF both phase 1 and 2 is $6.5 million.

We are going to centrally handle COS and CECS basic build out costs, along with additional infrastructure costs due to design changes. That's about $1.7 million.

The FCI clusters is going to handle another $1.7 million for the four FCI clusters going into the building (CYBER, SCS, RISES AND ECP) from salary savings from late cluster hires (both basic build out and research specific costs). We can do this in addition to making up Dale's initial startup shortfall.

The research build out costs related to COS' occupancy of IRIF is projected to be $916k. $324k is for Phase 1 and $592k is for Phase 2. Have you have planned for these costs? You can use startup funds, E&G funds, Aux. or C&G monies.

Attached is the overall cost schedule for your review. There are detail pages, room by room, that facilities has if you would like to see your sheets. I have asked for them, but not yet received them.

Let me know you thoughts.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

UCF FACILITIES PLANNING AND CONSTRUCTION

IRIF ANTICIPATED BUILD-OUT COSTS - TOTAL PHASE 1 AND 2

12/2/2016

College/Department		PROJECT COSTS: Construction Cost	Added Furniture	Design Cost	PMS	BCO	SFM	Contingency	Total by Department	
RISES	base building	$110,276	$0	$6,559	$2,337	$2,006	$276	$11,683	$133,137	$492,167.61
	research	$262,428	$37,750	$15,608	$6,316	$4,694	$656	$31,579	$359,030	
COS	base building	$582,312	$0	$35,010	$12,346	$8,269	$1,456	$61,732	$701,126	$1,617,380.68
	research	$696,494	$67,500	$42,599	$16,132	$11,130	$1,741	$80,659	$916,255	
ECP	base building	$469,566	$0	$30,516	$10,002	$6,711	$300	$50,008	$567,103	$977,936.87
	research	$317,315	$23,750	$19,700	$7,215	$5,984	$793	$36,076	$410,834	
CECS	base building	$549,100	$0	$34,208	$11,666	$8,813	$1,373	$58,331	$663,491	$1,368,844.16
	research	$518,700	$69,500	$32,111	$12,406	$9,308	$1,297	$62,031	$705,353	
HAR	base building	$81,776	$0	$5,335	$1,742	$1,575	$0	$8,711	$99,139	$995,011.96
	research	$605,750	$143,750	$38,764	$15,765	$11,503	$1,514	$78,826	$895,873	
CYBER	base building	$0	$0	$0	$0	$0	$0	$0	$0	$143,149.46
	research	$98,800	$21,000	$5,876	$2,514	$2,145	$247	$12,568	$143,149	
NSTC	base building	$422,967	$0	$27,593	$9,011	$6,060	$0	$45,056	$510,687	$598,412.41
	research	$72,200	$0	$4,710	$1,538	$1,406	$181	$7,691	$87,726	
SCS	base building	$30,400	$0	$1,983	$648	$616	$0	$3,238	$36,885	$47,561.05
	research	$2,280	$7,000	$149	$189	$110	$6	$943	$10,676	
AAC	base building	$6,232	$0	$407	$133	$110	$0	$664	$7,545	$7,545.18
	research	$0	$0	$0	$0	$0	$0	$0	$0	
infrastructure	base building	$200,000	$0	$12,471	$4,249	$3,674	$300	$20,000	$240,695	
TOTAL		$5,026,596	$370,250	$165,750	$114,209	$84,114	$10,139	$569,797	$6,488,704	

TOTAL ESTIMATE	**$6,488,704**

TOTAL BASE BUILDING	$2,959,808

TOTAL RESEARCH	$3,528,896

NOTES:

1) ESTIMATE IS BASED OFF CONSTRUCTION COSTS THAT HAVE BEEN PROVIDED BY THE A/E AND CM BASED OFF THE LIMITED INFORMATION KNOWN ON REQUESTED CHANGES TO DATE. DESIGN HAS NOT BEEN APPROVED FOR THESE CHANGES (AND WILL NOT BE APPROVED UNTIL FULL FUNDING IS PROVIDED). IF ADDITIONAL SCOPE IS DISCOVERED DURING DESIGN, COSTS COULD INCREASE FROM THE ABOVE ROUGH-ORDER-OF-MAGNITUDE ESTIMATES
2) "INFRASTRUCTURE" IS RELATED TO ADDITIONAL DATA AND SWITCHES WHICH WILL BE NEEDED DUE TO CHANGES. THESE COSTS HAVE BEEN ASSIGNED TO TO THE BASE BUILDING COST.
3) THIS ESTIMATE IS FOR ALL CHANGES. SEE PHASE 1 AND PHASE 2 BREAKOUTS FOR ADDITIONAL BREAKDOWNS.
4) REFER TO THE EMAIL ON THE CONCEPT DESIGN MEETING MINUTES FROM FEBRUARY 2015 WHERE FP&C ADVISED THAT THESE COSTS ARE NOT IN THE CURRENT BUDGET AND WILL NEED TO BE PROVIDED WHEN THE BUILD-OUT OCCURS.
5) IN ADDITION TO COST INCREASES, THESE CHANGES ARE LIKELY TO CAUSE SCHEDULE DELAYS TO THE PROJECT, AS MUCH OF THE WORK RELATED TO THESE CHANGES HAS ALREADY BEEN COMPLETED (WALLS FRAMED, INFRASTRUCTURE ROUGHED IN, ETC.). SPECIFIC SCHEDULE DELAYS CANNOT BE KNOWN UNTIL THE CHANGES ARE BID, WHICH IS DEPENDENT ON WHEN FUNDING IS AVAILABLE.
6) TIME IS OF THE ESSENCE FOR FUNDING OF THE ABOVE. PRIOR TO CONSTRUCTION, CONSIDERABLE DESIGN EFFORT IS REQURIED TO PROPERLY ENGINEER THE REQUESTED CHANGES. THEY WILL THEN NEED TO BE BID, AND THEN AN ADDENDUM WILL NEED TO BE EXECUTED TO IMPLEMENT THE CHANGES.

		Total
Base Building	$737,125	**FCI**
Research Costs	$923,690	$1,660,815
Base Building		**COS**
Research Costs	$916,255	$916,255
Base Building		**CECS**
Research Costs	$1,601,226	$1,601,226
Base Building	$510,687	**NANO**
Research Costs	$87,726	$598,412
Base Building	$1,711,996	**Central**
Research Costs	$0	$1,711,996

$6,488,704

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Thursday, January 05, 2017 5:47 PM
To: Michael Georgiopoulos
Subject: IRIF Build out costs for CECS
Attachments: IRIF PHASE 1 ADDED COST ESTIMATE 120216.xlsx

Michael,

Sit down cause the numbers are big!

First of all the good news, we can fully fulfill Dale's 65% share of the estimated startup commitment for the FCI clusters! (You may remember that in the beginning Dale could only commit to being able to fund part of his commitment – approximately 60% of it). We can now fund his full commitment.

Now to the IRIF build out costs. Total estimated lab build out costs for IRIF both phase 1 and 2 is $6.5 million.

We are going to centrally handle COS and CECS basic build out costs, along with additional infrastructure costs due to design changes. That's about $1.7 million.

The FCI clusters is going to handle another $1.7 million for the four FCI clusters going into the building (CYBER, SCS, RISES AND ECP) from salary savings from late cluster hires (both basic build out and research specific costs). We can do this in addition to making up Dale's initial startup shortfall.

The research build out costs related to CECS for the HAR cluster is projected to be $900k and the research build out costs for other CECS space in IRIF is projected to be $700k. $1 million is needed for phase 1 and the other $600k for phase 2. Have you have planned for these costs? You can use startup funds, E&G funds, Aux. or C&G monies.

Attached is the overall cost schedule for your review. There are detail pages, room by room, that facilities has if you would like to see your sheets. I have asked for them, but not yet received them.

Let me know you thoughts.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

UCF FACILITIES PLANNING AND CONSTRUCTION

IRIF ANTICIPATED BUILD-OUT COSTS - TOTAL PHASE 1 AND 2

12/2/2016

College/Department		PROJECT COSTS: Construction Cost	Added Furniture	Design Cost	PMS	BCO	SFM	Contingency	Total by Department	
RISES	base building	$110,276	$0	$6,559	$2,337	$2,006	$276	$11,683	$133,137	$492,167.61
	research	$262,428	$37,750	$15,608	$6,316	$4,694	$656	$31,579	$359,030	
COS	base building	$582,312	$0	$35,010	$12,346	$8,269	$1,456	$61,732	$701,126	$1,617,380.68
	research	$696,494	$67,500	$42,599	$16,132	$11,130	$1,741	$80,659	$916,255	
ECP	base building	$469,566	$0	$30,516	$10,002	$6,711	$300	$50,008	$567,103	$977,936.87
	research	$317,315	$23,750	$19,700	$7,215	$5,984	$793	$36,076	$410,834	
CECS	base building	$549,100	$0	$34,208	$11,666	$8,813	$1,373	$58,331	$663,491	$1,368,844.16
	research	$518,700	$69,500	$32,111	$12,406	$9,308	$1,297	$62,031	$705,353	
HAR	base building	$81,776	$0	$5,335	$1,742	$1,575	$0	$8,711	$99,139	$995,011.96
	research	$605,750	$143,750	$38,764	$15,765	$11,503	$1,514	$78,826	$895,873	
CYBER	base building	$0	$0	$0	$0	$0	$0	$0	$0	$143,149.46
	research	$98,800	$21,000	$5,876	$2,514	$2,145	$247	$12,568	$143,149	
NSTC	base building	$422,967	$0	$27,593	$9,011	$6,060	$0	$45,056	$510,687	$598,412.41
	research	$72,200	$0	$4,710	$1,538	$1,406	$181	$7,691	$87,726	
SCS	base building	$30,400	$0	$1,983	$648	$616	$0	$3,238	$36,885	$47,561.05
	research	$2,280	$7,000	$149	$189	$110	$6	$943	$10,676	
AAC	base building	$6,232	$0	$407	$133	$110	$0	$664	$7,545	$7,545.18
	research	$0	$0	$0	$0	$0	$0	$0	$0	
infrastructure	base building	$200,000	$0	$12,471	$4,249	$3,674	$300	$20,000	$240,695	
TOTAL		$5,026,596	$370,250	$165,750	$114,209	$84,114	$10,139	$569,797	$6,488,704	

TOTAL ESTIMATE	**$6,488,704**

TOTAL BASE BUILDING	$2,959,808

TOTAL RESEARCH	$3,528,896

NOTES:

1) ESTIMATE IS BASED OFF CONSTRUCTION COSTS THAT HAVE BEEN PROVIDED BY THE A/E AND CM BASED OFF THE LIMITED INFORMATION KNOWN ON REQUESTED CHANGES TO DATE. DESIGN HAS NOT BEEN APPROVED FOR THESE CHANGES (AND WILL NOT BE APPROVED UNTIL FULL FUNDING IS PROVIDED). IF ADDITIONAL SCOPE IS DISCOVERED DURING DESIGN, COSTS COULD INCREASE FROM THE ABOVE ROUGH-ORDER-OF-MAGNITUDE ESTIMATES
2) "INFRASTRUCTURE" IS RELATED TO ADDITIONAL DATA AND SWITCHES WHICH WILL BE NEEDED DUE TO CHANGES. THESE COSTS HAVE BEEN ASSIGNED TO TO THE BASE BUILDING COST.
3) THIS ESTIMATE IS FOR ALL CHANGES. SEE PHASE 1 AND PHASE 2 BREAKOUTS FOR ADDITIONAL BREAKDOWNS.
4) REFER TO THE EMAIL ON THE CONCEPT DESIGN MEETING MINUTES FROM FEBRUARY 2015 WHERE FP&C ADVISED THAT THESE COSTS ARE NOT IN THE CURRENT BUDGET AND WILL NEED TO BE PROVIDED WHEN THE BUILD-OUT OCCURS.
5) IN ADDITION TO COST INCREASES, THESE CHANGES ARE LIKELY TO CAUSE SCHEDULE DELAYS TO THE PROJECT, AS MUCH OF THE WORK RELATED TO THESE CHANGES HAS ALREADY BEEN COMPLETED (WALLS FRAMED, INFRASTRUCTURE ROUGHED IN, ETC.). SPECIFIC SCHEDULE DELAYS CANNOT BE KNOWN UNTIL THE CHANGES ARE BID, WHICH IS DEPENDENT ON WHEN FUNDING IS AVAILABLE.
6) TIME IS OF THE ESSENCE FOR FUNDING OF THE ABOVE. PRIOR TO CONSTRUCTION, CONSIDERABLE DESIGN EFFORT IS REQURIED TO PROPERLY ENGINEER THE REQUESTED CHANGES. THEY WILL THEN NEED TO BE BID, AND THEN AN ADDENDUM WILL NEED TO BE EXECUTED TO IMPLEMENT THE CHANGES.

		Total
		FCI
Base Building	$737,125	
Research Costs	$923,690	$1,660,815
		COS
Base Building		
Research Costs	$916,255	$916,255
		CECS
Base Building		
Research Costs	$1,601,226	$1,601,226
		NANO
Base Building	$510,687	
Research Costs	$87,726	$598,412
		Central
Base Building	$1,711,996	
Research Costs	$0	$1,711,996
		$6,488,704

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Friday, March 10, 2017 6:29 PM
To: Seresa Cruz
Cc: Florian Jentsch; Christopher Parkinson; Michael Johnson; Jennifer Steele; Manoj Chopra; Dale Whittaker
Subject: Re: IRIF build out cost

Thank you very much!

Sent from IPhone

On Mar 10, 2017, at 6:28 PM, Seresa Cruz <Seresa.Cruz@ucf.edu> wrote:

> Tracy,
>
> Yes; we have cancelled (reallocated) start-up funds from two planned lines. The $885k is available in our carry forward.
>
> Thank you,
> Seresa
>
> Seresa Cruz,
> Director, Academic Support Services
> College of Sciences
> Budget and Human Resources
>
> On Mar 10, 2017, at 5:02 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:
>
> > All – I'm checking on the status of your financial commitment for the research buildout costs related to COS's occupancy of IRIF – phase I and II. You may recall that the base build out costs are being funded centrally, and the FCI base and research build out costs are being handled with carryforward FCI funds – so no obligation on the part of COS there.
> > Original quotes for COS were $324k for phase I and $592k for phase II. I received a revised cost estimate for phase II today from Bill Martin (attached) which reduces COS's estimate by approximately $61k. New cost estimates for Phase I will be in towards the end of this month.
> > Bill Martin needs a commitment for the phase II funds to be able to move forward. You share would be $531,520.
> > Can you please get back to me ASAP.
> > Thanks.
> > Tracy Clark, CPA
> > Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
> > UCF Finance and Accounting
> > 12424 Research Parkway, Ste 300
> > Orlando, Florida 32826
> > Phone: 407-882-1006

Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Florian Jentsch
Sent: Monday, January 30, 2017 12:08 PM
To: Christopher Parkinson <Parkinson@ucf.edu>; Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Michael Johnson <Michael.Johnson@ucf.edu>; Jennifer Steele <Jennifer.Steele@ucf.edu>; Manoj Chopra <Manoj.Chopra@ucf.edu>; Seresa Cruz <Seresa.Cruz@ucf.edu>
Subject: RE: IRIF build out cost

Hi Tracy, Chris, and Manoj:
As Chris said in his reply, we have been reviewing the build-out cost. Right now, Jenny is finishing an email with some requests for explanation/changes for a couple of rooms which she will send to Bill Martin and Trey Beck (the project manager), to resolve with the architect who drew the plans. For most rooms/labs, there were no or only very minor changes.
Once we have the final numbers, we will make a recommendation to the Dean. As discussed in a meeting Chris, Manoj, Christy, Jenny, and I had a week ago, in which we mostly talked about procedures for reassignment and refurbishment/renovation of labs upon vacating them, we also wanted to inquire (a) as to the due dates for any payments for IRIF and/or whether the College could pay these in installments, and (b) whether central administration will provide any support for on-campus moves (in general, but also for IRIF). If you could let us know about any possibilities in this respect, I would greatly appreciate it.
Thank you and best regards,

Florian

Florian Jentsch, Ph.D.
Associate Dean,
College of Sciences
Professor,
Department of Psychology and
Institute for Simulation & Training
University of Central Florida

COS-Office: Room CS 236
PII-Office: Room PII-117H (3100 Technology Pkwy, Orlando 32826)
Phone: (407) 823-1912 (COS Dean's Office)
(407) 882-0304 (PII, with voice mail)
Mobile: (407) 925-3691
E-mail: Florian.Jentsch@ucf.edu
fjentsch@ist.ucf.edu
florianjentsch@aol.com

From: Christopher Parkinson
Sent: Sunday, January 29, 2017 15:24
To: Tracy Clark
Cc: Florian Jentsch; Michael Johnson; Jennifer Steele
Subject: Re: IRIF build out cost

Florian was sent the buildout. Christy, Florian and Jenne met and they are working on it.
Chris.

Christopher L. Parkinson
Professor, and

Special Assistant to the Provost on Faculty Cluster Affairs
Dept. of Biology
University of Central Florida
407-823-4847
Or 338Q Millican Hall

On Jan 29, 2017, at 2:23 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:

> I just wanted to check on the status of this?
> Tracy Clark, CPA
> Associate Provost for Budget, Planning and Administration and
> Associate Vice President for Finance
> UCF Finance and Accounting
> 12424 Research Parkway, Ste 300
> Orlando, Florida 32826
> Phone: 407-882-1006
> Fax: 407-882-1102
> Tracy.Clark@ucf.edu
>
> **From:** Florian Jentsch
> **Sent:** Monday, January 09, 2017 2:31 PM
> **To:** Tracy Clark <Tracy.Clark@ucf.edu>; Christopher Parkinson <Parkinson@ucf.edu>
> **Cc:** Michael Johnson <Michael.Johnson@ucf.edu>; Jennifer Steele <Jennifer.Steele@ucf.edu>
> **Subject:** IRIF build out cost
> Hi Tracy and Chris:
> Dean Johnson has shared with me your email to him of 05 JAN 2017 with the title "IRIF Build out costs for COS" and its attachment, and asked me to look into these and identify any cost savings that could be realized by reducing scope and/or changing requested additions/modifications.
> Unfortunately, the Excel spreadsheet in the above referenced email only contains the cost estimates in the aggregate and does not show which of the rooms were particularly expensive and/or which of the requested modifications were considered as "research" or how much they would each cost.
> If available, could I please get access to more detailed cost estimates, especially for the two COS rooms/labs included in Phase I? If it is impossible to send this information electronically, please let me know where and when I might be able to review these, for a couple of hours. Jenny Steele and I would be happy to come over to Millican Hall or the IRIF construction trailer, as appropriate.
> Thank you and best regards,
>
> Florian
>
> ---
>
> Florian Jentsch, Ph.D.
> *Associate Dean,*
> College of Sciences
> *Professor*,
> Department of Psychology and
> Institute for Simulation & Training
> University of Central Florida
>
> ---
>
> COS-Office: Room CS 236
> PII-Office: Room PII-117H (3100 Technology Pkwy, Orlando 32826)
> Phone: (407) 823-1912 (COS Dean's Office)

(407) 882-0304 (PII, with voice mail)
Mobile: (407) 925-3691
E-mail: Florian.Jentsch@ucf.edu
fjentsch@ist.ucf.edu
florianjentsch@aol.com

<Phase II Lab Buildout Breakdown 030817.pdf>

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Friday, March 10, 2017 6:38 PM
To: Megan Diehl
Subject: Fwd: IRIF build out cost

This is the approach we need to take with Michael G.'s request. He needs to reallocate carry forward/start up to fund the full $1 million college of engineering research build out. As you are evaluating his exceptional funding request, I would go back to him and tell him that our evaluation of his available funds is that he needs to reprioritize in order to fulfill this need.

Sent from IPhone

Begin forwarded message:

> **From:** Seresa Cruz <Seresa.Cruz@ucf.edu>
> **Date:** March 10, 2017 at 6:28:33 PM EST
> **To:** Tracy Clark <Tracy.Clark@ucf.edu>
> **Cc:** Florian Jentsch <Florian.Jentsch@ucf.edu>, Christopher Parkinson <Parkinson@ucf.edu>, Michael Johnson <Michael.Johnson@ucf.edu>, Jennifer Steele <Jennifer.Steele@ucf.edu>, Manoj Chopra <Manoj.Chopra@ucf.edu>
> **Subject: Re: IRIF build out cost**
>
> Tracy,
>
> Yes; we have cancelled (reallocated) start-up funds from two planned lines. The $885k is available in our carry forward.
>
> Thank you,
> Seresa
>
> Seresa Cruz,
> Director, Academic Support Services
> College of Sciences
> Budget and Human Resources
>
> On Mar 10, 2017, at 5:02 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:
>
> > All – I'm checking on the status of your financial commitment for the research buildout costs related to COS's occupancy of IRIF – phase I and II. You may recall that the base build out costs are being funded centrally, and the FCI base and research build out costs are being handled with carryforward FCI funds – so no obligation on the part of COS there.
> > Original quotes for COS were $324k for phase I and $592k for phase II. I received a revised cost estimate for phase II today from Bill Martin (attached) which reduces COS's estimate by approximately $61k. New cost estimates for Phase I will be in towards the end of this month.
> > Bill Martin needs a commitment for the phase II funds to be able to move forward. You share would be $531,520.
> > Can you please get back to me ASAP.

Thanks.
Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Florian Jentsch
Sent: Monday, January 30, 2017 12:08 PM
To: Christopher Parkinson <Parkinson@ucf.edu>; Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Michael Johnson <Michael.Johnson@ucf.edu>; Jennifer Steele <Jennifer.Steele@ucf.edu>; Manoj Chopra <Manoj.Chopra@ucf.edu>; Seresa Cruz <Seresa.Cruz@ucf.edu>
Subject: RE: IRIF build out cost

Hi Tracy, Chris, and Manoj:
As Chris said in his reply, we have been reviewing the build-out cost. Right now, Jenny is finishing an email with some requests for explanation/changes for a couple of rooms which she will send to Bill Martin and Trey Beck (the project manager), to resolve with the architect who drew the plans. For most rooms/labs, there were no or only very minor changes.
Once we have the final numbers, we will make a recommendation to the Dean. As discussed in a meeting Chris, Manoj, Christy, Jenny, and I had a week ago, in which we mostly talked about procedures for reassignment and refurbishment/renovation of labs upon vacating them, we also wanted to inquire (a) as to the due dates for any payments for IRIF and/or whether the College could pay these in installments, and (b) whether central administration will provide any support for on-campus moves (in general, but also for IRIF). If you could let us know about any possibilities in this respect, I would greatly appreciate it.
Thank you and best regards,

Florian

Florian Jentsch, Ph.D.
Associate Dean,
College of Sciences
Professor,
Department of Psychology and
Institute for Simulation & Training
University of Central Florida

COS-Office: Room CS 236
PII-Office: Room PII-117H (3100 Technology Pkwy, Orlando 32826)
Phone: (407) 823-1912 (COS Dean's Office)
(407) 882-0304 (PII, with voice mail)
Mobile: (407) 925-3691
E-mail: Florian.Jentsch@ucf.edu
fjentsch@ist.ucf.edu
florianjentsch@aol.com

From: Christopher Parkinson
Sent: Sunday, January 29, 2017 15:24
To: Tracy Clark
Cc: Florian Jentsch; Michael Johnson; Jennifer Steele
Subject: Re: IRIF build out cost

Florian was sent the buildout. Christy, Florian and Jenne met and they are working on it.
Chris.

Christopher L. Parkinson
Professor, and
Special Assistant to the Provost on Faculty Cluster Affairs
Dept. of Biology
University of Central Florida
407-823-4847
Or 338Q Millican Hall

On Jan 29, 2017, at 2:23 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:

> I just wanted to check on the status of this?
> Tracy Clark, CPA
> Associate Provost for Budget, Planning and Administration and
> Associate Vice President for Finance
> UCF Finance and Accounting
> 12424 Research Parkway, Ste 300
> Orlando, Florida 32826
> Phone: 407-882-1006
> Fax: 407-882-1102
> Tracy.Clark@ucf.edu
>
> **From:** Florian Jentsch
> **Sent:** Monday, January 09, 2017 2:31 PM
> **To:** Tracy Clark <Tracy.Clark@ucf.edu>; Christopher Parkinson <Parkinson@ucf.edu>
> **Cc:** Michael Johnson <Michael.Johnson@ucf.edu>; Jennifer Steele <Jennifer.Steele@ucf.edu>
> **Subject:** IRIF build out cost
> Hi Tracy and Chris:
> Dean Johnson has shared with me your email to him of 05 JAN 2017 with the title "IRIF Build out costs for COS" and its attachment, and asked me to look into these and identify any cost savings that could be realized by reducing scope and/or changing requested additions/modifications.
> Unfortunately, the Excel spreadsheet in the above referenced email only contains the cost estimates in the aggregate and does not show which of the rooms were particularly expensive and/or which of the requested modifications were considered as "research" or how much they would each cost.
> If available, could I please get access to more detailed cost estimates, especially for the two COS rooms/labs included in Phase I? If it is impossible to send this information electronically, please let me know where and when I might be able to review these, for a couple of hours. Jenny Steele and I would be happy to come over to Millican Hall or the IRIF construction trailer, as appropriate.
> Thank you and best regards,
>
> Florian
>
> Florian Jentsch, Ph.D.
> *Associate Dean,*
> College of Sciences

Professor,
Department of Psychology and
Institute for Simulation & Training
University of Central Florida

COS-Office: Room CS 236
PII-Office: Room PII-117H (3100 Technology Pkwy, Orlando 32826)
Phone: (407) 823-1912 (COS Dean's Office)
(407) 882-0304 (PII, with voice mail)
Mobile: (407) 925-3691
E-mail: Florian.Jentsch@ucf.edu
fjentsch@ist.ucf.edu
florianjentsch@aol.com

<Phase II Lab Buildout Breakdown 030817.pdf>

E&G Commitments

University of Central Florida
Central Reserve - Planned E&G Budget Allocations
Fiscal 2016-17

UPDATED - 3/10/17

		XREF	Source	Original 2016-17	To-Date 2016-17	Revised 2016-17	5-Year Plan 2017-18	2018-19	2019-20	2020-21
A.	**Recurring allocations from recurring funds**									
	FY17 State retirement adjustments	Q		597,117	-	597,117	-	-	-	-
	Retirement adjustments (SUS#8)			-	-	23,609	-	-	-	-
	Health insurance adjustments (SUS #7)			-	-	2,596,150	-	-	-	-
1	2015-16 Salary increase	B1		4,225,430	4,225,430	4,225,430	-	-	-	-
	2016-17 Salary increase	B2		7,450,000	4,373,820	4,430,317	2,637,102	-	-	-
1	ADI Pool	A2		(700,000)	(700,000)	(700,000)	750,000	750,000	750,000	750,000
1*	Faculty/ instructor promotional increases (annualized)	A		763,861	577,558	577,558	764,135	750,000	750,000	750,000
	TIP, RIA, SoTL	A		500,000	-	500,000	500,000	500,000	500,000	500,000
	Pool for lower-paid faculty	A		250,000	111,392	111,392	99,426	-	-	-
	Graduate health insurance	G		675,000	566,846	566,846	220,000	?	?	?
1*	Support staff for first 100 faculty	D		1,220,260	525,919	525,919	90,466	-	-	-
1*	Support staff for second 100 faculty	D		1,686,594	348,309	348,309	1,103,319			
1	Title IX Coordinator (President) - annualized	O		48,527	48,527	48,527	-	-	-	-
1	Title IX Investigator (SDES) - full year	O		66,495	66,495	66,495	-	-	-	-
1	Enrollment Management Position for IKM	O		55,000	55,000	55,000	-	-	-	-
	Soldier to Scholars - Program Manager	O		82,160	20,700	20,700	55,900	-	-	-
	Soldier to Scholars - Veteran's Housing	O		50,000	13,800	13,800	36,200	-	-	-
1	Communications and Marketing	L		1,311,500	1,311,500	1,311,500	-	-	-	-
1	Pegasus Magazine	L		100,000	100,000	100,000	-	-	-	-
1	UCF Branding Campaign	X	UBC	510,000	510,000	510,000	785,000	?	?	?
1	2016-17 New faculty lines (45)	E	UBC	5,600,000	5,600,000	5,600,000	-	-	-	-
5, 1	National Academy Members	E	UBC	1,187,000	1,187,000	1,187,000	-	-	-	-
5, 1	Trustee Chairs (5)	E	UBC	250,000	250,000	250,000	-	-	-	-
5, 1	Research Admin Process & Technology Implementation	F	UBC	585,600	585,600	585,600	-	-	-	-
5, 1	Post-doctoral fellowship opportunities (to be held in reserve)	G	UBC	1,900,000	1,900,000	1,900,000	-	-	-	-
5, 1	Preeminence supporting initiatives - AA	P	UBC	1,077,400	1,077,400	1,077,400	-	-	-	-
1	College of Engineering Graduate SCH Growth	P	Tuition-PY	513,824	513,824	513,824	-	-	-	-
1	Contribution toward ORC Doctoral fellowhips	G	UBC	510,000	510,000	510,000	-	-	-	-
1	Increase graduate waivers & health insurance ($869,520 to be issued as wa	G	UBC	265,680	265,680	265,680	-	-	-	-
1	Increase graduate stipends	G	UBC	669,600	669,600	669,600	-	-	-	-
1	Merit-based scholarships (LEAD, Acad Enrich, Brain Bowl)	H	UBC	575,000	575,000	575,000	-	-	-	-
1	SARC Learning support services	H	UBC	264,000	264,000	264,000	-	-	-	-
1	Library inflation (FY16 and FY17)	H	UBC	679,000	679,000	679,000	-	-	-	-
1	Office of Security Management	I	UBC	500,000	500,000	500,000	-	-	-	-
1	IT Security Incident Response	I	UBC	745,700	745,700	745,700	-	-	-	-
1	Undesignated divisional reserve allocations	J	UBC	3,300,000	3,300,000	3,300,000	-	-	-	-
1	Athletic scholarships for women (Title IX)	H	UBC	330,000	330,000	330,000	-	-	-	-
	Athletic scholarships (to replace waivers)			-	-	-	3,453,000	3,453,000	3,453,000	3,453,000
1	Differential tuition for need based aid (FY16)	H	Tuition-PY	396,512	396,512	396,512	-	-	-	-
	Differential tuition for need based aid (FY17)	H	Tuition-CY	660,756	-	660,756	-	-	-	-
	Tuition - E&G Interest		Tuition-PY	4,000,000	2,330,148	4,000,000	-	-	-	-
	Tuition - Estimated professional/ misc fee collections		Tuition-PY	152,588	-	152,588	-	-	-	-
	Tuition - Committed for College Budget Model	U	Tuition-CY	5,023,195	2,002,109	5,023,195	-	-	-	-
	PBS Partnership	N		-	-	-	800,000	800,000	800,000	800,000
	Total recurring allocations from recurring funds			***48,077,799***	***35,836,869***	***45,114,524***	***11,294,548***	***6,253,000***	***6,253,000***	***6,253,000***
B.	**Recurring allocations from nonrecurring funds**									
1	Development - Enhancement Plan	M		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
1	Foundation Support	M		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
	Development - Enhancement Plan - NEW	M		2,547,000	2,423,000	2,423,000	2,423,000	2,423,000	2,423,000	2,304,000
	Athletics- Development Positions			-	470,300	470,300	470,300	470,300	470,300	470,300
1	Convocation Center rent	R		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
1	Conference entrance fees (5 years through 2016-17)	S		600,000	600,000	600,000	600,000	600,000	600,000	600,000
1	Athletic Compliance Positions	B3		350,000	350,000	350,000	350,000	350,000	350,000	350,000
	Director of Governmental Relations	O		138,600	-	138,600	206,000	206,000	206,000	206,000
1	Quality Enhancement Plan (QEP)	P		700,000	700,000	700,000	700,000	700,000	700,000	700,000
1	Undergraduate studies hiring plan	P		300,000	300,000	300,000	300,000	300,000	300,000	300,000
	UCF Knights Success Grant (to enhance graduation rate)	H		150,000	150,000	150,000	150,000	150,000	150,000	150,000
1	Finance & Accounting Operations	Y		2,500,000	2,500,000	2,500,000	2,500,000	-	-	-
	Health Sciences Campus chilled water expenses	Q		-	-	-	-	2,500,000	2,500,000	2,500,000
	PO&M - Osceola	Q		-	-	-	-	?	?	?
	PO&M - FSEC	Q		373,000	365,000	373,000	373,000	373,000	373,000	373,000
	Health Sciences Campus PO&M	Q		252,836	-	252,836	252,836	252,836	252,836	252,836
1	Health Sciences Campus Boggy Creek assessment	Q		45,000	45,000	45,000	45,000	45,000	45,000	45,000
1	Health Sciences Campus property taxes	Q		2,000	2,000	2,000	2,000	2,000	2,000	2,000
1	Rosen maintenance costs	Q		250,000	250,000	250,000	250,000	250,000	250,000	250,000
1	International and cyber insurance	Q		160,000	160,000	160,000	160,000	160,000	160,000	160,000
	Total recurring allocations from nonrecurring funds			***12,868,436***	***12,815,300***	***13,214,736***	***13,282,136***	***13,282,136***	***13,282,136***	***13,163,136***
C.	**Nonrecurring allocations**									
	2014-15 support staff for first 100 faculty (FY16)	D		22,989	22,989	22,989	-	-	-	-
1	ORC operating budget shortfall	F1	UBC	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	?	?
1	SEMATECH ($2.5 million over 5 years)	F1		500,000	500,000	500,000	-	-	-	-
1	Investment in Research (Osceola)	F2		4,500,000	4,500,000	4,500,000	3,000,000	3,000,000	3,000,000	1,500,000
	Furniture for Interdisciplinary Research building (June 2017)	F3		3,000,000	3,000,000	3,000,000	-	-	-	-
	Base buildout - IRIF	F3	Facility	-	2,300,000	2,300,000	-	-	-	-
4	COS - Pipe repair at Biology Animal Center	F3	Facility	1,500,000	-	-	1,500,000	-	-	-
1	CECS - Renovation of 3 CECE labs	F3		575,000	575,000	575,000	-	-	-	-
1*	BSBS Lab Decontamination	F3		200,000	154,400	200,000		-	-	-
1	Research Admin Process & Technology Implementation	F4	UBC	1,973,500	1,973,500	1,973,500	-	-	-	-
1	PBS Partnership (excluding purchase price)	N		2,149,654	2,149,654	2,149,654	985,000	888,000	400,000	-

E&G Commitments

UPDATED - 3/10/17

		XREF	Source	Original 2016-17	To-Date 2016-17	Revised 2016-17	5-Year Plan 2017-18	2018-19	2019-20	2020-21
1	US Tennis Association Complex (due end of 2016) (Project Surface)	M		1,155,000	1,155,000	1,155,000	1,190,000	-	-	-
	Development Enhancement Plan - NEW	M		900,000	900,000	900,000	-	-	-	-
	Center for Emerging Media Renovation	K		5,000,000	5,000,000	5,000,000	-	-	-	-
	Generator for Biology Building	K		929,000	929,000	929,000	-	-	-	-
	Band building	K		300,000	-	300,000	-	-	-	-
1	National Academy Members	E	UBC	1,719,500	1,719,500	1,719,500	-	-	-	-
	HR Consulting Projects	O		300,000	-	300,000	-	-	-	-
1	Creative Village Project Liaison and Coordinator	O		250,000	250,000	250,000	-	-	-	-
	Strategic planning initiatives (consulting)	O		200,000	-	200,000	-	-	-	-
1	Contract management software (Legal)	B3		53,934	53,934	53,934	61,449	69,565	?	?
1	University Innovation Alliance liaison	B3		48,090	48,090	48,090	-	-	-	-
	Re-key building	I		300,000	-	-	500,000	?	?	?
1	IT Security Incident Response	I	UBC	565,680	565,680	565,680	-	-	-	-
1	IT database/ application licenses	I	UBC	300,480	300,480	300,480	-	-	-	-
1	Academic advising costs (EAB 5-year contract through 2019-20)	H		150,000	150,000	150,000	150,000	150,000	?	?
1	Oracle/ Cisco Contract (5-year payback through 2019-20)	Z		(2,329,154)	(2,329,154)	(2,329,154)	(1,529,401)	(1,529,401)	(1,529,401)	-
1	UCF Branding Campaign	X	UBC	360,000	360,000	360,000	640,000	?	?	?
	ID theft services	I		-	45,200	45,200	-	-	-	-
	Athletic scholarships			-	870,000	870,000	1,000,000	1,000,000	1,000,000	
	GAA progression fees- FY16	C		-	49,067	49,067	-	-	-	-
	Daytona State College - HVAC replacement project			-	-	?	-	-	-	-
	Creative Village start up costs			-	-	?	?	?	?	?
	Boggy Creek Bond Assessment (once development begins)			-	-	?	?	?	?	?
	Health Sciences Campus support (pending but not approved)			-	-	?	?	?	?	?
	Total nonrecurring allocations			***26,623,673***	***27,242,340***	***28,087,940***	***9,497,048***	***5,578,164***	***2,870,599***	***1,500,000***
D.	Total Recurring and Non-recurring Allocations:									
	Recurring allocations (A)			48,077,799	35,836,869	45,114,524	11,294,548	6,253,000	6,253,000	6,253,000
	Non-recurring allocations (B + C)			39,492,109	40,057,640	41,302,676	22,779,184	18,860,300	16,152,735	14,663,136
	Total allocations			87,569,908	75,894,509	86,417,200	34,073,732	25,113,300	22,405,735	20,916,136

Facilities Projects
Current Funding Plan for Approved Projects and Information for Those Not Yet Approved

NOTE: Wording in RED indicates 2/13/17 & 3/2/17 changes or adds.

Updated 3/2/17 - DRAFT

	Estimated Cost					Secured Funding Sources							
						External	Internal - Division/Unit (incl. Bonds)						
	Completed ?	Core Project	Lab Buildout	Furniture and Equipment	Moving Costs	Donations/ DSO/ State Approp./Loan	Academic Affairs	Admin & Finance	F&S	Investment Earnings	Auxiliary	E&G	Funding Needed
Academic/ Research Space													
Engineering Building I Renovation	No	$ 20,667,375	?	N/A	N/A	$ 3,620,723			$ 173,619	$ -	$ -	$ -	$ 16,873,033
Mathematical Sciences Renovation	No	15,464,512	?	N/A	N/A	3,877,895			1,000,000	-	-	-	10,586,617
ARA Small Research Building	No	27,000,000	?	N/A	?	-			-	-	-	-	27,000,000
Osceola ICAMR - Phase II	No	?	?	?	?	-			-	-	-	-	?
Archie Carr Turtle Research	No	5,000,000	N/A	N/A	N/A	Potential			-	-	-	-	5,000,000
Millican Hall Renovation	No	13,270,196	N/A	N/A	N/A	-			-	-	-	-	13,270,196
Swing Space/ Modulars	No	32,746,967	?	N/A	?	-			-	-	-	-	32,746,967
Lab Compliance	No	?	N/A	N/A	?	-			-	-	-	-	?
Trevor Colburn Building and Colbourn Demolition	No	38,000,000	N/A	N/A	N/A	-			-	-	-	38,000,000	-
~~Colburn Hall Renovation~~	~~No~~	~~-~~	~~N/A~~	~~-~~	~~?~~	~~-~~			~~-~~	~~-~~	~~-~~	~~-~~	~~-~~
Global UCF Building	Yes	17,200,000	N/A	N/A	N/A	-		600,000		10,000,000	4,800,000	1,800,000	-
Interdisciplinary Research Bldg - Phase I	No	30,000,000	2,948,480	N/A	N/A	-		3,000,000		24,000,000	-	3,000,000	2,948,480
Interdisciplinary Research Bldg - Phase II	No	16,614,853	2,765,920	N/A	N/A	-			-	17,000,000	-	-	2,380,773
Creol 3rd Floor Buildout	No	2,000,000	N/A	-	N/A	-			-	-	-	2,000,000	-
Creol Expansion	No	6,784,228	N/A		?	-		2,700,000		-	-	4,000,000	84,228
TAF Research (polluted drains)	No	10,000	N/A	N/A	N/A	-		10,000		-	-	-	-
TAF Research (HVAC)	No	2,000,000	N/A	N/A	N/A	-		2,000,000		-	-	-	-
Lab Renovation/ Repair - BSBS	No		?	N/A	N/A	-		(361,000)		-	-	361,000	-
Lab Renovation/ Repair - BSBS Lake Nona (PK Lab)	No	?	?	N/A	N/A	-		-		-	-	361,000	?
Lab Renovation/ Repair - CECS	No	1,500,000	?	N/A	N/A	-		925,000		-	-	575,000	-
Performing Arts Center - Phase I	No	30,000,000	N/A	N/A	N/A	Potential			-	-	-	-	30,000,000
Performing Arts Center - Phase II	No	24,727,944	N/A	N/A	N/A								24,727,944
Rehearsal Hall		10,000,000	N/A	?	N/A	Potential			-	-	-	-	10,000,000
Band Building	Under Construction	2,500,000	N/A	N/A	N/A	-	300,000	400,000	1,500,000	-	-		300,000
Chemistry - Phase I (EFR#036)	No	2,452,000	N/A	N/A	N/A								
Chemistry - Phase II (EFR#036)	No	5,275,000	N/A	N/A	N/A								
Chemistry - Phase III (EFR#036)	No	5,280,000	N/A	N/A	N/A								
FSEC HVAC Chiller System Replacement (EFR#032)	No	6,000,000	N/A	N/A	N/A								
Elevator Modernization - VAB, Nicholson, BAI	No	460,000	N/A	N/A	N/A				460,000				-
Flooring Replacement - HPA and Nicholson	No	816,800	N/A	N/A	N/A				74,871				741,929
VAB HVAC Replacement (EFR#005)	No	4,000,000	N/A	N/A	N/A								
Fire Alarm System Master Communicator	No	500,000	N/A	N/A	N/A				500,000				-
Smoke System Fan Replacement - Engineering II, Psychology, HPAII	No	650,000	N/A	N/A	N/A								
Biological Sciences (Building 20) HVAC System Replacement (EFR#006)	No	5,000,000	N/A	N/A	N/A								
Roof Replacement - Tech Commons II and Barbara Ying	No	275,000	N/A	N/A	N/A				275,000				-
Exterior Door Replacement - Engineering	No	200,000	N/A	N/A	N/A				200,000				-
Biological Sciences (Building 20) Code Compliance Upgrades (EFR#035)	No	4,000,000	N/A	N/A	N/A								
Classroom Upgrades and Seating Replacement (EFR#029) (Note below:recurring funds requested)	No	270,000	N/A	N/A	N/A								
Research Building I	No	61,000,000	N/A	N/A	N/A								
Research Building II	No	66,000,000	N/A	N/A	N/A								
Laboratory Research Maintenance and Repairs (EFR#028) (Note below:recurring funds requested)	No	596,000	N/A	N/A	N/A								
UCF Downtown													
Academic Building	No	60,000,000	N/A	5,346,000	?	40,000,000		20,000,000		-	11,000,000	-	(5,654,000)
Academic Building Overrun	No	10,000,000	N/A	N/A	N/A	Potential		-		-	-	-	10,000,000
Tri-Gen Building	No	20,000,000	N/A	N/A	N/A	20,000,000		-		-	-	-	-
Garage	No	15,000,000	N/A	N/A	N/A	-		15,000,000		-	-	-	-
Center for Emerging Media Renovation	No	5,000,000	N/A	N/A	N/A	-		-		-	-	5,000,000	-
Infrastructure	No	4,800,000	N/A	N/A	N/A	-				-	-	295,533	4,504,467
Downtown Welcome Center	No	3,000,000	N/A	?	?	-		-		-	-	-	3,000,000
Fountain	No	200,000	N/A	N/A	N/A	-		200,000		-	-	-	-
Centroplex - UCFPD Renovation	No	450,000											
Centroplex - Interdisciplinary Research Renovation	No	1,050,000											
COHPA Centers -Housing	No	900,000											

Facilities Projects
Current Funding Plan for Approved Projects and Information for Those Not Yet Approved

NOTE: Wording in RED indicates 2/13/17 & 3/2/17 changes or adds.

Updated 3/2/17 - DRAFT

	Estimated Cost				Secured Funding Sources							
					External	Internal - Division/Unit (incl. Bonds)						
	Completed ?	Core Project	Lab Buildout	Furniture and Equipment	Moving Costs	Donations/ DSO/ State Approp./Loan	Academic Affairs	Admin & Finance	F&S	Investment Earnings	Auxiliary	E&G	Funding Needed
Other Facilities													
UCF Entry Gateway - Phase I (CDA)	No	2,515,560	N/A	N/A	N/A	-			-	-	-	-	2,515,560
UCF Entry Gateway - Phase II	No	6,642,054	N/A	N/A	N/A								6,642,054
Twin Rivers Golf Course		2,000,000	N/A	N/A	N/A	-			-	-	-	-	2,000,000
US Tennis Association Complex		3,500,000	N/A	N/A	N/A	-			-	-	-	3,500,000	-
UCF Fieldhouse - Upgrades/ chilled water	No	6,703,652	N/A	N/A	N/A	-		6,703,652		-	-	-	-
UCF Fieldhouse - Temp HVAC	Yes	700,000	N/A	N/A	N/A	800,000		-		-	-	-	(100,000)
UCFSC Athletic Leadership Center	Yes	6,237,915	N/A	N/A	N/A	5,600,000				-	-	-	637,915
UCFSC Eastside Club	Yes	2,600,000	N/A	N/A	N/A	2,600,000				-	-	-	-
UCFSC Stadium Video and Sound	Under Construction	6,066,327	N/A	N/A	N/A	?		5,392,866		-	-	-	673,461
UCFCC Arena Video and Sound	Under Construction	2,315,394	N/A	N/A	N/A	2,050,199		-		-	-	-	265,195
UCFCC Arena Plaza	Yes	3,681,000	N/A	N/A	N/A	350,000		3,331,000		-	-	-	
Stadium Rust Remediation(EFR#031) (Note below:recurring funds requested)	No	6,250,000	N/A	N/A	N/A								
Northeast campus utility extension which includes connector Infrastructure and pad(EFR#034)	No	2,400,000	N/A	N/A	N/A								
University Swing Space(EFR#015)	No	810,000	N/A	N/A	N/A								
Infrastructure, HVAC and Other													
OUC Buy-out for Lake Nona	No	15,000,000	N/A	N/A	N/A	-			-	-	-	-	15,000,000
CDA - Alafaya Pedestrian Safety - Mid-block Crossings(EFR#012)	No	517,000	N/A	N/A	N/A	-			-	-	-	-	517,000
CDA - Alafaya Pedestrian Safety - Pedestrian Lighting(EFR#013) (Note below:recurring funds requested)	No	75,000	N/A	N/A	N/A								
CDA - Alafaya Pedestrian Safety - Signalization(EFR#014)	No	100,000	N/A	N/A	N/A								
CDA - Alafaya Pedestrian Safety - Alafaya & University Wayfinding/Branding(EFR#008)	No	50,000	N/A	N/A	N/A								
CDA - Alafaya Pedestrian Safety - Campus Wayfinding	Ongoing	750,000	N/A	N/A	N/A				750,000				-
CDA - Alafaya Pedestrian Safety - Campus Bike Path(EFR#009)	No	500,000	N/A	N/A	N/A								
Reflecting Pond (EFR#037) (Note below:recurring funds requested)	No	729,543	N/A	N/A	N/A				50,000			-	679,543
Central Energy Plant (Chillers)	No	14,600,000	N/A	N/A	N/A	-		1,600,000		-	13,000,000	-	-
Venue HVAC Repair	No 7/31	2,800,000	N/A	N/A	N/A	-		800,000		-	1,000,000	1,000,000	-
Generator for Biology Building	No	1,000,000	N/A	N/A	N/A	-		-		-	-	1,000,000	-
Daytona HVAC Repair	Yes	776,250	N/A	N/A	N/A	-		-		-	-	776,250	-
CDA - Road Improvements - North Orion	Yes	347,000	N/A	N/A	N/A	-		341,000		-	-	-	6,000
CDA - Road Improvements - Libra	Yes	4,800,000	N/A	N/A	N/A								-
Band Building Road & Utilities	No	1,500,000	N/A	N/A	N/A	-		54,339	483,847	-	-		961,814
Band Building Lighting	No	1,000,000	N/A	N/A	N/A	-			-	-	-	-	1,000,000
Building Hardening for Shelter - Classroom I	No	2,200,000	N/A	N/A	N/A	-			-	-	-	-	2,200,000
Building Hardening for Shelters - Future	No	9,800,000	N/A	N/A	N/A	-			-	-	-	-	9,800,000
Building Demolitions (3 buildings)	No	500,000	N/A	N/A	N/A	-			34,900	-	-	-	465,100
Chilled Water Replacement	No	21,617,120	N/A	N/A	N/A								
Wastewater, Water, Natural Gas Replacement	No	29,640,000	N/A	N/A	N/A								
Alarms, Camera, Access Control (Note below:recurring funds requested)	NO	12,960,000	N/A	N/A	N/A								
1,500 Ft of Chilled Water Lines District Energy Plant (DEP) to North Orion	No	2,200,000	N/A	N/A	N/A								
Purchase Additional Wastewater Treatment Capacity	No	1,575,160	N/A	N/A	N/A								
Grand Total		**$ 756,119,851**	**$ 5,714,400**	**$ 5,346,000**	**$ -**	**$ 78,898,817**	**$ 300,000**	**$ 62,696,857**	**$ 5,502,237**	**$ 51,000,000**	**$ 29,800,000**	**$ 61,668,783**	**$ 231,774,277**

Recurring funds requested		**Per year**	
Classroom Upgrades and Seating Replacement (EFR#029)	No	$270,000	ongoing
Laboratory Research Maintenance and Repairs (EFR#028)	No	$596,000	ongoing
CDA - Alafaya Pedestrian Safety - Pedestrian Lighting(EFR#013)	No	$25,000	ongoing
Reflecting Pond (EFR#037)	No	$91,322	ongoing
Alarms, Camera, Access Control	No	$2,246,000	ongoing
CDA - Educational Programs	No	$167,000	ongoing
Unfunded PO&M - 2016-17	No	$2,271,842	ongoing
Unfunded PO&M - 2017-18?	No	$353,713	ongoing

Facilities Projects
Current Funding Plan for Approved Projects and Information for Those Not Yet Approved

Updated 4/21/17

	Type	Collective Impact Goal	Revenue Generating?	Phase	Project Cost	Funding Needed
Research						
Interdisciplinary Research Bldg	Capital Plan			Select	52,329,253	5,329,253
Research Building II	Capital Plan			Select	61,000,000	61,000,000
Research Building III	Capital Plan			Select	66,000,000	66,000,000
ARA Small Research Building	Capital Plan			Select	27,000,000	27,000,000
Osceola ICAMR - Phase II				Select	-	-
Creol 3rd Floor Buildout				Select	2,000,000	-
Creol Expansion				Select	6,784,228	84,228
TAF Research (HVAC)	MP			Select	2,000,000	-
TAF Research (polluted drains)	MP			Select	10,000	-
Lab Renovation/ Repair - Biology	MP			Select	361,000	-
Lab Renovation/ Repair - BSBS Lake Nona (PK Lab)	MP			Select	-	-
Lab Renovation/ Repair - CECS	MP			Select	1,500,000	-
Laboratory Research Maintenance and Repairs	MP			Select	596,000	596,000
Archie Carr Turtle Research	Capital Plan			Select	5,000,000	5,000,000
Lab Compliance				Select	-	-
Renovations						
Engineering Building I Renovation	Capital Plan			Select	20,667,375	16,873,033
Mathematical Sciences Renovation	Capital Plan			Select	15,464,512	10,586,617
Chemistry - Phase I				Select	2,452,000	2,452,000
Chemistry - Phase II				Select	5,275,000	5,275,000
Chemistry - Phase III				Select	5,280,000	5,280,000
FSEC HVAC Chiller System Replacement				Select	6,000,000	6,000,000
VAB HVAC Replacement				Select	4,000,000	4,000,000
Flooring Replacement - HPA and Nicholson				Select	816,800	741,929
Elevator Modernization - VAB, Nicholson, BAI				Select	460,000	-
Millican Hall Renovation	Capital Plan			Select	13,270,196	13,270,196
Biological Sciences (Building 20) HVAC System Replacement				Select	5,000,000	5,000,000
Biological Sciences (Building 20) Code Compliance Upgrades				Select	4,000,000	4,000,000
Generator for Biology Building				Select	1,000,000	-
Roof Replacement - Tech Commons II and Barbara Ying				Select	275,000	-
Exterior Door Replacement - Engineering				Select	200,000	-
Smoke System Fan Replacement - Engineering II, Psychology, HPAII				Select	650,000	650,000
Classroom Upgrades and Seating Replacement				Select	270,000	270,000
Fire Alarm System Master Communicator				Select	500,000	-
University Swing Space				Select	810,000	810,000
Daytona HVAC Repair				Completed	776,250	-

Facilities Projects
Current Funding Plan for Approved Projects and Information for Those Not Yet Approved

Updated 4/21/17

	Type	Collective Impact Goal	Revenue Generating?	Phase	Project Cost	Funding Needed
New Buildings						
Global UCF Building				Completed	17,200,000	-
Band Building				Select	2,500,000	300,000
Trevor Colburn Building and Colbourn Hall Demolition				Select	38,000,000	-
Performing Arts Center - Phase I				Select	30,000,000	30,000,000
Performing Arts Center - Phase II				Select	24,727,944	24,727,944
Rehearsal Hall				Select	10,000,000	10,000,000
UCF Entry Gateway - Phase I (CDA)				Select	2,515,560	2,515,560
UCF Entry Gateway - Phase II				Select	6,642,054	6,642,054
Swing Space/ Modulars				Select	32,746,967	32,746,967
UCF Downtown						
Academic Building				Select	65,346,000	(5,654,000)
Academic Building Overrun				Select	10,000,000	10,000,000
Tri-Gen Building				Select	20,000,000	-
Garage				Select	15,000,000	-
Center for Emerging Media Renovation				Select	5,000,000	-
Infrastructure				Select	4,800,000	4,504,467
Downtown Welcome Center				Select	3,000,000	3,000,000
Fountain				Select	200,000	-
Centroplex - UCFPD Renovation				Select	450,000	450,000
Centroplex - Interdisciplinary Research Renovation				Select	1,050,000	1,050,000
COHPA Centers -Housing				Select	900,000	900,000

Facilities Projects
Current Funding Plan for Approved Projects and Information for Those Not Yet Approved

Updated 4/21/17

	Type	Collective Impact Goal	Revenue Generating?	Phase	Project Cost	Funding Needed
Athletics						
Twin Rivers Golf Course				Select	2,000,000	2,000,000
US Tennis Association Complex				Select	3,500,000	-
UCF Fieldhouse - Upgrades/ chilled water				Select	6,703,652	-
UCF Fieldhouse - Temp HVAC				Completed	700,000	(100,000)
UCFSC Athletic Leadership Center				Completed	6,237,915	637,915
UCFSC Eastside Club				Completed	2,600,000	-
UCFSC Stadium Video and Sound				Construction	6,066,327	673,461
UCFCC Arena Video and Sound				Construction	2,315,394	265,195
UCFCC Arena Plaza				Completed	3,681,000	-
Stadium Rust Remediation				Select	6,250,000	6,250,000
Venue HVAC Repair				Select	2,800,000	-
Auxiliary Operations						
Infrastructure, HVAC and Other						
OUC Buy-out for Lake Nona				Select	15,000,000	15,000,000
CDA - Alafaya Pedestrian Safety - Mid-block Crossings				Select	517,000	517,000
CDA - Alafaya Pedestrian Safety - Pedestrian Lighting				Select	75,000	75,000
CDA - Alafaya Pedestrian Safety - Signalization				Select	100,000	100,000
CDA - Alafaya Pedestrian Safety - Alafaya & University Wayfinding/Branding				Select	50,000	50,000
CDA - Alafaya Pedestrian Safety - Campus Wayfinding				Select	750,000	-
CDA - Alafaya Pedestrian Safety - Campus Bike Path				Select	500,000	500,000
Reflecting Pond				Select	729,543	679,543
Central Energy Plant (Chillers)				Select	14,600,000	-
Band Building Road & Utilities				Select	1,500,000	961,814
Band Building Lighting				Select	1,000,000	1,000,000
Building Hardening for Shelter - Classroom I				Select	2,200,000	2,200,000
Building Hardening for Shelters - Future				Select	9,800,000	9,800,000
Building Demolitions (3 buildings)				Select	500,000	465,100
Chilled Water Replacement				Select	21,617,120	21,617,120
Wastewater, Water, Natural Gas Replacement				Select	29,640,000	29,640,000
Alarms, Camera, Access Control				Select	12,960,000	12,960,000
1,500 Ft of Chilled Water Lines District Energy Plant (DEP) to North Orion				Select	2,200,000	2,200,000
Purchase Additional Wastewater Treatment Capacity				Select	1,575,160	1,575,160

Facilities Projects
Current Funding Plan for Approved Projects and Information for Those Not Yet Approved

Updated 4/21/17

	Type	Collective Impact Goal	Revenue Generating?	Phase	Project Cost	Funding Needed
Northeast campus utility extension which includes connector Infrastructure and pad				Select	2,400,000	2,400,000
Grand Total					**$ 583,064,998**	**$ 340,539,304**

Recurring funds requested

Classroom Upgrades and Seating Replacement (EFR#029)	No
Laboratory Research Maintenance and Repairs (EFR#028)	No
CDA - Alafaya Pedestrian Safety - Pedestrian Lighting(EFR#013)	No
Reflecting Pond (EFR#037)	No
Alarms, Camera, Access Control	No
CDA - Educational Programs	No
Unfunded PO&M - 2016-17	No
Unfunded PO&M - 2017-18?	No

From: Christopher Parkinson <Parkinson@ucf.edu>
Sent: Tuesday, May 09, 2017 7:46 AM
To: Tracy Clark
Subject: RE: IRIF Buildout

Morning Tracy

This seems to be about the same as before for us. I believe we are fine in terms of the costs. I will go through my budget this week to make sure all is still good, but we have not filled all the positions so there will be additional cost savings.

Chris

From: Tracy Clark
Sent: Thursday, May 04, 2017 6:28 PM
To: Michael Georgiopoulos <michaelg@ucf.edu>; Michael Johnson <Michael.Johnson@ucf.edu>; Christopher Parkinson <Parkinson@ucf.edu>; Christopher Hale <Christopher.Hale@ucf.edu>; Elizabeth Klonoff <Elizabeth.Klonoff@ucf.edu>
Cc: Joel Hartman <Joel.Hartman@ucf.edu>; Dale Whittaker <Dale.Whittaker@ucf.edu>; William Merck <William.Merck@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>; Bill Martin <Bill.Martin@ucf.edu>
Subject: IRIF Buildout

All –

Facilities and Safety (F&S) has worked extremely hard to get the final IRIF Phase I and Phase II buildout quotes to fit within our expected budget. Although Phase II came in lower than expected Phase I came in higher. F&S went back to the sub-contractors and between these vendors, the general contractor, and some financial risk on the side of F&S, they have committed to completing the work within the $6.5 million originally quoted in January. **We need to give them our go ahead ASAP in order to stay on schedule for a December opening.**

I need each of you to share in this cost as shown below:

Faculty Cluster	$1,700,000
College of Science	900,000
College of Engineering and Computer Science	1,000,000
NANO	600,000
Central Funding	2,300,000

Please send me an email with your commitment for the above contribution. Thanks and let me know if you have any questions.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Thursday, May 04, 2017 7:46 PM
To: Dale Whittaker
Subject: Re: IRIF Buildout

I do. We just have to fund $600,000 more from central - I wasn't comfortable asking the units for more.

Bill Martin and team got the subs down as far as they could and then they released F&S contingency funds. Time is of the essence.

Next week's Facilities Budget Committee is on cost estimating - you don't want to miss it!!! I'd say a fiancé person needs to be involved ALL throughout the process - all meetings if necessary. And not one that works in F&S.

Our consolation prize - I got Lee to fund the lease space buildout for Limbitless - $40k!! Albert will be very happy since their bank account is only $113k and they didn't know how they'd handle the buildout costs.

Sent from my iPad

On May 4, 2017, at 7:06 PM, Dale Whittaker <Dale.Whittaker@ucf.edu> wrote:

> If you approve, I approve our share
>
> On May 4, 2017, at 6:28 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:
>
> > All –
> > Facilities and Safety (F&S) has worked extremely hard to get the final IRIF Phase I and Phase II buildout quotes to fit within our expected budget. Although Phase II came in lower than expected Phase I came in higher. F&S went back to the sub-contractors and between these vendors, the general contractor, and some financial risk on the side of F&S, they have committed to completing the work within the $6.5 million originally quoted in January. **We need to give them our go ahead ASAP in order to stay on schedule for a December opening.**
> > I need each of you to share in this cost as shown below:
> > Faculty Cluster $1,700,000
> > College of Science 900,000
> > College of Engineering and Computer Science 1,000,000
> > NANO 600,000
> > Central Funding 2,300,000
> > Please send me an email with your commitment for the above contribution. Thanks and let me know if you have any questions.
> > Tracy Clark, CPA
> > Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
> > UCF Finance and Accounting
> > 12424 Research Parkway, Ste 300
> > Orlando, Florida 32826
> > Phone: 407-882-1006
> > Fax: 407-882-1102
> > Tracy.Clark@ucf.edu

From: Christopher Hale
Subject: FW: IRIF Buildout
To: Tracy Clark
Cc: Elizabeth Klonoff
Sent: May 8, 2017 9:01 AM (UTC-04:00)

Hi Tracy,
NANO will provide $600K in funding as identified below.
Chris

From: Tracy Clark
Sent: Thursday, May 04, 2017 6:28 PM
To: Michael Georgiopoulos <michaelg@ucf.edu>; Michael Johnson <Michael.Johnson@ucf.edu>; Christopher Parkinson <Parkinson@ucf.edu>; Christopher Hale <Christopher.Hale@ucf.edu>; Elizabeth Klonoff <Elizabeth.Klonoff@ucf.edu>
Cc: Joel Hartman <Joel.Hartman@ucf.edu>; Dale Whittaker <Dale.Whittaker@ucf.edu>; William Merck <William.Merck@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>; Bill Martin <Bill.Martin@ucf.edu>
Subject: IRIF Buildout

All –

Facilities and Safety (F&S) has worked extremely hard to get the final IRIF Phase I and Phase II buildout quotes to fit within our expected budget. Although Phase II came in lower than expected Phase I came in higher. F&S went back to the sub-contractors and between these vendors, the general contractor, and some financial risk on the side of F&S, they have committed to completing the work within the $6.5 million originally quoted in January. **We need to give them our go ahead ASAP in order to stay on schedule for a December opening.**

I need each of you to share in this cost as shown below:

Faculty Cluster	$1,700,000
College of Science	900,000
College of Engineering and Computer Science	1,000,000
NANO	600,000
Central Funding	2,300,000

Please send me an email with your commitment for the above contribution. Thanks and let me know if you have any questions.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Michael Georgiopoulos
Subject: RE: IRIF Buildout
To: Tracy Clark
Cc: Michael Georgiopoulos; Nanette Aubert
Sent: May 5, 2017 11:08 AM (UTC-04:00)

Tracy,

CECS will cost share $1M. Please coordinate with Nanette.

Regards,

Michael

From: Tracy Clark
Sent: Thursday, May 4, 2017 6:28 PM
To: Michael Georgiopoulos <michaelg@ucf.edu>; Michael Johnson <Michael.Johnson@ucf.edu>; Christopher Parkinson <Parkinson@ucf.edu>; Christopher Hale <Christopher.Hale@ucf.edu>; Elizabeth Klonoff <Elizabeth.Klonoff@ucf.edu>
Cc: Joel Hartman <Joel.Hartman@ucf.edu>; Dale Whittaker <Dale.Whittaker@ucf.edu>; William Merck <William.Merck@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>; Bill Martin <Bill.Martin@ucf.edu>
Subject: IRIF Buildout

All –

Facilities and Safety (F&S) has worked extremely hard to get the final IRIF Phase I and Phase II buildout quotes to fit within our expected budget. Although Phase II came in lower than expected Phase I came in higher. F&S went back to the sub-contractors and between these vendors, the general contractor, and some financial risk on the side of F&S, they have committed to completing the work within the $6.5 million originally quoted in January. **We need to give them our go ahead ASAP in order to stay on schedule for a December opening.**

I need each of you to share in this cost as shown below:

Faculty Cluster	$1,700,000
College of Science	900,000
College of Engineering and Computer Science	1,000,000
NANO	600,000
Central Funding	2,300,000

Please send me an email with your commitment for the above contribution. Thanks and let me know if you have any questions.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Michael Johnson
Subject: Re: IRIF Buildout
To: Tracy Clark
Cc: Seresa Cruz
Sent: May 5, 2017 8:55 AM (UTC-04:00)

Tracy,

We're in.

Mike

Michael D. Johnson, Dean
College of Sciences
University of Central Florida

On May 4, 2017, at 6:28 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:

All –

Facilities and Safety (F&S) has worked extremely hard to get the final IRIF Phase I and Phase II buildout quotes to fit within our expected budget. Although Phase II came in lower than expected Phase I came in higher. F&S went back to the sub-contractors and between these vendors, the general contractor, and some financial risk on the side of F&S, they have committed to completing the work within the $6.5 million originally quoted in January. **We need to give them our go ahead ASAP in order to stay on schedule for a December opening.**

I need each of you to share in this cost as shown below:

Faculty Cluster	$1,700,000
College of Science	900,000
College of Engineering and Computer Science	1,000,000
NANO	600,000
Central Funding	2,300,000

Please send me an email with your commitment for the above contribution. Thanks and let me know if you have any questions.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Bill Martin
Sent: Tuesday, May 09, 2017 8:11 AM
To: Tracy Clark
Cc: Lee Kernek; William Merck; Christina Tant; Rebeca Richards; Donna DuBuc
Subject: RE: IRIF Phase 1 funding request

Thanks Tracy, we are proceeding with the contract amendment, I'll get with Lashanda on the transfers.

Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288

UCF FACILITIES PLANNING AND CONSTRUCTION

From: Tracy Clark
Sent: Tuesday, May 09, 2017 8:09 AM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>; Rebeca Richards <Rebeca.Richards@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>
Subject: Re: IRIF Phase 1 funding request

Bill,

I have secured $6.5 million for the IRIF buildout. Please have Lashanda's team set up a construction project to receive the transfers. Thank you.

Sent from my iPad

On May 4, 2017, at 4:53 PM, Bill Martin <Bill.Martin@ucf.edu> wrote:

> Tracy,
>
> As you know, we received Phase 1 costs several weeks ago, and they came in a good bit higher than our original estimate. We have worked the past few weeks with the construction manager and subcontractors to limit the demolition scope in order to save time and reduce costs. We have received new numbers for Phase 1. I'm happy to say that the total cost for both Phase 1 and Phase 2 is now back to the numbers provided in January. The Phase 1 number has still gone up, but when combined with the Phase 2 number that went down (see email below), we are back to the January number.
>
> 1/11/17 Phase 1 & 2 total cost - $6,511,743.03

Current Phase 1 & 2 total cost - $6,511,743.03
Phase 2 total cost - $2,686,376.28 (previously approved below)
Phase 1 total cost - $3,825,366.75 (need approval)

We think that this is the best that we can do on the numbers to keep the scope intact and hit the December deadline. We would like your immediate approval on this funding (Phase 1 total cost - $3,825,366.75, Phase 1 & 2 total cost - $6,511,743.03) so we can move forward with the Phase 1 amendment. Please confirm.

Thanks for your patience as we have worked though the complications of these mid-construction changes!
Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288
<image003.jpg>

From: Bill Martin
Sent: Thursday, March 16, 2017 10:29 AM
To: Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: RE: IRIF Phase 2 funding request

Thank you! We will move forward with the contract amendment.

Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288
<image004.jpg>

From: Tracy Clark
Sent: Thursday, March 16, 2017 10:25 AM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: Re: IRIF Phase 2 funding request

You should move forward with the contracts. I've got most of the funding committed by the various sections - I'm still working on a small amount. But don't use that to hold you up.

Sent from my iPad

On Mar 16, 2017, at 10:17 AM, Bill Martin <Bill.Martin@ucf.edu> wrote:

Tracy,

Under the "All labs" tab there is a detailed breakdown of the base building vs research assignments. These assignments are based on the following criteria. If a cost is for the general improvement of the building and can be used long term by multiple users, it is assigned to base building. If the cost is specific to research needs for an individual user that will not likely be used by future end users, it is assigned to research.

Below are the costs that fall under the new "MISC Building" category. All of these serve the long term use of the building, so they are assigned to the base building category:

- HVAC - $25,398.00
  - $8,889.14 for additional zone controls for offices related to RISES. These controls can be used long term by any building occupant, so they are assigned to base building.
  - $1,777.88 to split room 262 into two offices. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
  - $1,777.88 to split room 362 into two offices. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
  - $12,953.10 for duct adjustments related to the buildouts that serve the long term use of the building, so they are assigned to base building.
- Paint - $1,152.00 - Additional painting costs related to splitting rooms 262 and 362. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
- Plumbing - $53,894.00
  - $24,606.00 this is related to an eye wash that can be used by future building occupants, so they are assigned to base building.
  - $18,414.00 this is to add gas bottle manifolds. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
  - $10,874.00 this is related to switching places of a break area and an office. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
- Flooring - $0.05 – this is to make up for a rounding error for flooring that is all base building.

Please let me know if you have more questions.

When can we anticipate having funding approval? Our contract amendment is ready for routing and signatures.

Thanks!
Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction

University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288

From: Tracy Clark
Sent: Friday, March 10, 2017 4:27 PM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: RE: IRIF Phase 2 funding request

What is the new category "MISC Building" for $97.5k? who should be responsible for this? It was not on the prior lists?

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Bill Martin
Sent: Friday, March 10, 2017 3:54 PM
To: Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: RE: IRIF Phase 2 funding request

Tracy, currently Phase 2 lags Phase 1 by about 4 months. Much of the work in Phase 1 has already been completed and needs to be re-done…no avoiding that. However, in Phase 2 the work is 4 months behind so we prioritized getting those changes priced first so we did not have to re-do as much work. Had we done Phase 1 first, the Phase 2 number would have been significantly higher because of the re-work. This also will minimize the schedule delay – because Phase 2 is set to finish last, it was critical that we got all of those changes priced and approved. It sounds backwards, but there is a reason for it!

I'd love to give you guys a site tour to see it in person. Let me know if you have any interest.

The document that I sent does not include Phase 1 yet, only Phase 2. Phase 1 will be reviewed at the end of the month.

How quickly do you anticipate the official green light? We are preparing a contract amendment, but that can't be executed until we get the funding approval.

Hope this helps,

Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288
<image004.jpg>

From: Tracy Clark
Sent: Friday, March 10, 2017 3:27 PM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: RE: IRIF Phase 2 funding request

I was working on funding for total (phase 1 and 2). Why would we get phase 2 first? I thought phase 1 was were significant savings were to occur for CECS?

Thanks.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Bill Martin
Sent: Friday, March 10, 2017 3:23 PM
To: Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: IRIF Phase 2 funding request

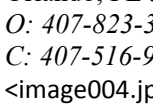
Tracy,

We recently received and reviewed the bid proposal for the changes to Phase 2 of IRIF from the Construction Manager, CPPI. Phase 1 costs are anticipated at the end of this month and will be requested separately. For Phase 2, the costs have come in slightly under our original estimate. Our original Phase 2 cost estimate was $3,141,983.95, and the actual bid value is $2,686,376.28 – a difference of -$455,607.68. Please see the attached spreadsheet with the details.

We need immediate confirmation that this value ($2,686,376.28) is available for the construction of the project and to draw against for project expenses, in order for us to

proceed with a contract amendment to add this scope of work to the project. Please confirm at your earliest convenience.

Thanks,
Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288


Nester Garcia

From: Tammy Hintermeister
Sent: Wednesday, May 17, 2017 3:54 PM
To: Nester Garcia
Cc: Lashanda Brown-Neal; Cathy Hill
Subject: FW: Budget Transfer- Interdisciplinary Furniture

Importance: High

Nester,

Please transfer $3m to IRIF for the furniture.

Thanks!

Note: Due to limited use of the phone, please contact me by email or Skype (IM).

Tammy Hintermeister
Coordinator, Accounting – Construction
Facilities & Safety
Resource Management, Business Office
3528 N. Perseus Loop
Orlando, FL 32816
(P) 407-823-4983
(F) 407-823-4704

From: Lashanda Brown-Neal
Sent: Monday, May 08, 2017 12:20 PM
To: Tammy Hintermeister <Tammy.Hintermeister@ucf.edu>; Cathy Hill <Cathy.Hill@ucf.edu>
Subject: FW: Budget Transfer- Interdisciplinary Furniture
Importance: High

FYR…

Tammy- Please update the University resource spreadsheet to document this transfer.

Cathy- Please not these funds will be passing thru the FO CF dept.

From: Donna DuBuc
Sent: Monday, May 8, 2017 11:36 AM
To: Budget office <Budget@ucf.edu>
Cc: Rebeca Richards <Rebeca.Richards@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>; Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>; John Pittman <John.Pittman@ucf.edu>
Subject: Budget Transfer- Interdisciplinary Furniture

Budget Office,

Please transfer $3m from the university central carryforward reserve to A&F and from there to department 02800703 FO Carryforward to fund furniture for the Interdisciplinary Research Building phase 1 (transfers to construction SBL cat). This amount was approved with the university's 2016-17 allocation document.

This will be a temporary/non-recurring transfer to the division's base budget. Please notify John Pittman and Lashanda Brown-Neal once the transfer has posted.

Thank you,

Donna L. DuBuc, CPA
Associate Director
Budget, Planning and Administration

University of Central Florida
Finance and Accounting
12424 Research Pkwy, Suite 300
Orlando, FL 32826-3249
donna.dubuc@ucf.edu
Ph. 407.882.1105
Fax 407.882.1102

From: Christina Tant <Christy.Tant@ucf.edu>
Sent: Tuesday, May 09, 2017 3:18 PM
To: Donna DuBuc
Cc: Megan Diehl
Subject: FW: IRIF buildout commitments
Attachments: RE: IRIF Buildout; FW: IRIF Buildout; RE: IRIF Buildout; Re: IRIF Buildout; Re: IRIF Buildout; RE: IRIF Phase 1 funding request

Donna – Below is a summary of the funding sources that cover the $6.5 million of IRIF buildout costs. Attached are the emails confirming the contributions from each unit. LaShanda was asked to set up a new project to track these separately from the building construction. We should work toward making these transfers prior to June 30, 2017.

Please work with Seresa, Nanette, and Chris Hale on their transfers. I bet Megan Nelson would be glad to assist.

Let me know if you have any questions.

Provost E&G Reserve - Faculty Cluster	$ 1,700,000
College of Science	900,000
College of Engineering	1,000,000
NANO	600,000
Central E&G Reserve (FY18 Facilities Reserve)	1,500,000
Central E&G Reserve	800,000
	$ 6,500,000

From: Tracy Clark
Sent: Tuesday, May 09, 2017 3:01 PM
To: Christina Tant <Christy.Tant@ucf.edu>
Subject: IRIF buildout commitments

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Christopher Parkinson <Parkinson@ucf.edu>
Sent: Tuesday, May 09, 2017 7:46 AM
To: Tracy Clark
Subject: RE: IRIF Buildout

Morning Tracy

This seems to be about the same as before for us. I believe we are fine in terms of the costs. I will go through my budget this week to make sure all is still good, but we have not filled all the positions so there will be additional cost savings.

Chris

From: Tracy Clark
Sent: Thursday, May 04, 2017 6:28 PM
To: Michael Georgiopoulos <michaelg@ucf.edu>; Michael Johnson <Michael.Johnson@ucf.edu>; Christopher Parkinson <Parkinson@ucf.edu>; Christopher Hale <Christopher.Hale@ucf.edu>; Elizabeth Klonoff <Elizabeth.Klonoff@ucf.edu>
Cc: Joel Hartman <Joel.Hartman@ucf.edu>; Dale Whittaker <Dale.Whittaker@ucf.edu>; William Merck <William.Merck@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>; Bill Martin <Bill.Martin@ucf.edu>
Subject: IRIF Buildout

All –

Facilities and Safety (F&S) has worked extremely hard to get the final IRIF Phase I and Phase II buildout quotes to fit within our expected budget. Although Phase II came in lower than expected Phase I came in higher. F&S went back to the sub-contractors and between these vendors, the general contractor, and some financial risk on the side of F&S, they have committed to completing the work within the $6.5 million originally quoted in January. **We need to give them our go ahead ASAP in order to stay on schedule for a December opening.**

I need each of you to share in this cost as shown below:

Faculty Cluster	$1,700,000
College of Science	900,000
College of Engineering and Computer Science	1,000,000
NANO	600,000
Central Funding	2,300,000

Please send me an email with your commitment for the above contribution. Thanks and let me know if you have any questions.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Christopher Hale
Subject: FW: IRIF Buildout
To: Tracy Clark
Cc: Elizabeth Klonoff
Sent: May 8, 2017 9:01 AM (UTC-04:00)

Hi Tracy,
NANO will provide $600K in funding as identified below.
Chris

From: Tracy Clark
Sent: Thursday, May 04, 2017 6:28 PM
To: Michael Georgiopoulos <michaelg@ucf.edu>; Michael Johnson <Michael.Johnson@ucf.edu>; Christopher Parkinson <Parkinson@ucf.edu>; Christopher Hale <Christopher.Hale@ucf.edu>; Elizabeth Klonoff <Elizabeth.Klonoff@ucf.edu>
Cc: Joel Hartman <Joel.Hartman@ucf.edu>; Dale Whittaker <Dale.Whittaker@ucf.edu>; William Merck <William.Merck@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>; Bill Martin <Bill.Martin@ucf.edu>
Subject: IRIF Buildout

All –

Facilities and Safety (F&S) has worked extremely hard to get the final IRIF Phase I and Phase II buildout quotes to fit within our expected budget. Although Phase II came in lower than expected Phase I came in higher. F&S went back to the sub-contractors and between these vendors, the general contractor, and some financial risk on the side of F&S, they have committed to completing the work within the $6.5 million originally quoted in January. **We need to give them our go ahead ASAP in order to stay on schedule for a December opening.**

I need each of you to share in this cost as shown below:

Faculty Cluster	$1,700,000
College of Science	900,000
College of Engineering and Computer Science	1,000,000
NANO	600,000
Central Funding	2,300,000

Please send me an email with your commitment for the above contribution. Thanks and let me know if you have any questions.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Michael Georgiopoulos
Subject: RE: IRIF Buildout
To: Tracy Clark
Cc: Michael Georgiopoulos; Nanette Aubert
Sent: May 5, 2017 11:08 AM (UTC-04:00)

Tracy,

CECS will cost share $1M. Please coordinate with Nanette.

Regards,

Michael

From: Tracy Clark
Sent: Thursday, May 4, 2017 6:28 PM
To: Michael Georgiopoulos <michaelg@ucf.edu>; Michael Johnson <Michael.Johnson@ucf.edu>; Christopher Parkinson <Parkinson@ucf.edu>; Christopher Hale <Christopher.Hale@ucf.edu>; Elizabeth Klonoff <Elizabeth.Klonoff@ucf.edu>
Cc: Joel Hartman <Joel.Hartman@ucf.edu>; Dale Whittaker <Dale.Whittaker@ucf.edu>; William Merck <William.Merck@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>; Bill Martin <Bill.Martin@ucf.edu>
Subject: IRIF Buildout

All –

Facilities and Safety (F&S) has worked extremely hard to get the final IRIF Phase I and Phase II buildout quotes to fit within our expected budget. Although Phase II came in lower than expected Phase I came in higher. F&S went back to the sub-contractors and between these vendors, the general contractor, and some financial risk on the side of F&S, they have committed to completing the work within the $6.5 million originally quoted in January. **We need to give them our go ahead ASAP in order to stay on schedule for a December opening.**

I need each of you to share in this cost as shown below:

Faculty Cluster	$1,700,000
College of Science	900,000
College of Engineering and Computer Science	1,000,000
NANO	600,000
Central Funding	2,300,000

Please send me an email with your commitment for the above contribution. Thanks and let me know if you have any questions.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Michael Johnson
Subject: Re: IRIF Buildout
To: Tracy Clark
Cc: Seresa Cruz
Sent: May 5, 2017 8:55 AM (UTC-04:00)

Tracy,

We're in.

Mike

Michael D. Johnson, Dean
College of Sciences
University of Central Florida

On May 4, 2017, at 6:28 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:

All –

Facilities and Safety (F&S) has worked extremely hard to get the final IRIF Phase I and Phase II buildout quotes to fit within our expected budget. Although Phase II came in lower than expected Phase I came in higher. F&S went back to the sub-contractors and between these vendors, the general contractor, and some financial risk on the side of F&S, they have committed to completing the work within the $6.5 million originally quoted in January. **We need to give them our go ahead ASAP in order to stay on schedule for a December opening.**

I need each of you to share in this cost as shown below:

Faculty Cluster	$1,700,000
College of Science	900,000
College of Engineering and Computer Science	1,000,000
NANO	600,000
Central Funding	2,300,000

Please send me an email with your commitment for the above contribution. Thanks and let me know if you have any questions.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Dale Whittaker
Subject: Re: IRIF Buildout
To: Tracy Clark
Sent: May 4, 2017 7:07 PM (UTC-04:00)

If you approve, I approve our share

On May 4, 2017, at 6:28 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:

All –

Facilities and Safety (F&S) has worked extremely hard to get the final IRIF Phase I and Phase II buildout quotes to fit within our expected budget. Although Phase II came in lower than expected Phase I came in higher. F&S went back to the sub-contractors and between these vendors, the general contractor, and some financial risk on the side of F&S, they have committed to completing the work within the $6.5 million originally quoted in January. **We need to give them our go ahead ASAP in order to stay on schedule for a December opening.**

I need each of you to share in this cost as shown below:

Faculty Cluster	$1,700,000
College of Science	900,000
College of Engineering and Computer Science	1,000,000
NANO	600,000
Central Funding	2,300,000

Please send me an email with your commitment for the above contribution. Thanks and let me know if you have any questions.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Bill Martin
Sent: Tuesday, May 09, 2017 8:11 AM
To: Tracy Clark
Cc: Lee Kernek; William Merck; Christina Tant; Rebeca Richards; Donna DuBuc
Subject: RE: IRIF Phase 1 funding request

Thanks Tracy, we are proceeding with the contract amendment, I'll get with Lashanda on the transfers.

Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288

UCF FACILITIES PLANNING AND CONSTRUCTION

From: Tracy Clark
Sent: Tuesday, May 09, 2017 8:09 AM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>; Rebeca Richards <Rebeca.Richards@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>
Subject: Re: IRIF Phase 1 funding request

Bill,

I have secured $6.5 million for the IRIF buildout. Please have Lashanda's team set up a construction project to receive the transfers. Thank you.

Sent from my iPad

On May 4, 2017, at 4:53 PM, Bill Martin <Bill.Martin@ucf.edu> wrote:

> Tracy,
>
> As you know, we received Phase 1 costs several weeks ago, and they came in a good bit higher than our original estimate. We have worked the past few weeks with the construction manager and subcontractors to limit the demolition scope in order to save time and reduce costs. We have received new numbers for Phase 1. I'm happy to say that the total cost for both Phase 1 and Phase 2 is now back to the numbers provided in January. The Phase 1 number has still gone up, but when combined with the Phase 2 number that went down (see email below), we are back to the January number.
>
> 1/11/17 Phase 1 & 2 total cost - $6,511,743.03

Current Phase 1 & 2 total cost - $6,511,743.03
Phase 2 total cost - $2,686,376.28 (previously approved below)
Phase 1 total cost - $3,825,366.75 (need approval)

We think that this is the best that we can do on the numbers to keep the scope intact and hit the December deadline. We would like your immediate approval on this funding (Phase 1 total cost - $3,825,366.75, Phase 1 & 2 total cost - $6,511,743.03) so we can move forward with the Phase 1 amendment. Please confirm.

Thanks for your patience as we have worked though the complications of these mid-construction changes!
Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288
<image003.jpg>

From: Bill Martin
Sent: Thursday, March 16, 2017 10:29 AM
To: Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: RE: IRIF Phase 2 funding request

Thank you! We will move forward with the contract amendment.

Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288
<image004.jpg>

From: Tracy Clark
Sent: Thursday, March 16, 2017 10:25 AM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: Re: IRIF Phase 2 funding request

You should move forward with the contracts. I've got most of the funding committed by the various sections - I'm still working on a small amount. But don't use that to hold you up.

Sent from my iPad

On Mar 16, 2017, at 10:17 AM, Bill Martin <Bill.Martin@ucf.edu> wrote:

Tracy,

Under the "All labs" tab there is a detailed breakdown of the base building vs research assignments. These assignments are based on the following criteria. If a cost is for the general improvement of the building and can be used long term by multiple users, it is assigned to base building. If the cost is specific to research needs for an individual user that will not likely be used by future end users, it is assigned to research.

Below are the costs that fall under the new "MISC Building" category. All of these serve the long term use of the building, so they are assigned to the base building category:

- HVAC - $25,398.00
  - $8,889.14 for additional zone controls for offices related to RISES. These controls can be used long term by any building occupant, so they are assigned to base building.
  - $1,777.88 to split room 262 into two offices. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
  - $1,777.88 to split room 362 into two offices. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
  - $12,953.10 for duct adjustments related to the buildouts that serve the long term use of the building, so they are assigned to base building.
- Paint - $1,152.00 - Additional painting costs related to splitting rooms 262 and 362. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
- Plumbing - $53,894.00
  - $24,606.00 this is related to an eye wash that can be used by future building occupants, so they are assigned to base building.
  - $18,414.00 this is to add gas bottle manifolds. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
  - $10,874.00 this is related to switching places of a break area and an office. While a user request, this serves the long term use of the building by any occupant, so they are assigned to base building.
- Flooring - $0.05 – this is to make up for a rounding error for flooring that is all base building.

Please let me know if you have more questions.

When can we anticipate having funding approval? Our contract amendment is ready for routing and signatures.

Thanks!
Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction

University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288

From: Tracy Clark
Sent: Friday, March 10, 2017 4:27 PM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: RE: IRIF Phase 2 funding request

What is the new category "MISC Building" for $97.5k? who should be responsible for this? It was not on the prior lists?

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Bill Martin
Sent: Friday, March 10, 2017 3:54 PM
To: Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: RE: IRIF Phase 2 funding request

Tracy, currently Phase 2 lags Phase 1 by about 4 months. Much of the work in Phase 1 has already been completed and needs to be re-done…no avoiding that. However, in Phase 2 the work is 4 months behind so we prioritized getting those changes priced first so we did not have to re-do as much work. Had we done Phase 1 first, the Phase 2 number would have been significantly higher because of the re-work. This also will minimize the schedule delay – because Phase 2 is set to finish last, it was critical that we got all of those changes priced and approved. It sounds backwards, but there is a reason for it!

I'd love to give you guys a site tour to see it in person. Let me know if you have any interest.

The document that I sent does not include Phase 1 yet, only Phase 2. Phase 1 will be reviewed at the end of the month.

How quickly do you anticipate the official green light? We are preparing a contract amendment, but that can't be executed until we get the funding approval.

Hope this helps,

Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288
<image004.jpg>

From: Tracy Clark
Sent: Friday, March 10, 2017 3:27 PM
To: Bill Martin <Bill.Martin@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: RE: IRIF Phase 2 funding request

I was working on funding for total (phase 1 and 2). Why would we get phase 2 first? I thought phase 1 was were significant savings were to occur for CECS?

Thanks.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Bill Martin
Sent: Friday, March 10, 2017 3:23 PM
To: Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: IRIF Phase 2 funding request

Tracy,

We recently received and reviewed the bid proposal for the changes to Phase 2 of IRIF from the Construction Manager, CPPI. Phase 1 costs are anticipated at the end of this month and will be requested separately. For Phase 2, the costs have come in slightly under our original estimate. Our original Phase 2 cost estimate was $3,141,983.95, and the actual bid value is $2,686,376.28 – a difference of -$455,607.68. Please see the attached spreadsheet with the details.

We need immediate confirmation that this value ($2,686,376.28) is available for the construction of the project and to draw against for project expenses, in order for us to

proceed with a contract amendment to add this scope of work to the project. Please confirm at your earliest convenience.

Thanks,
Bill

Bill Martin, AIA, LEED AP
Director of Facilities Planning & Construction
University of Central Florida
P.O. Box 163020
3528 North Perseus Loop, Building 16
Orlando, FL 32816-3020
O: 407-823-3196
C: 407-516-9288


From: Budget office
Sent: Wednesday, May 24, 2017 5:16 PM
To: Donna DuBuc
Cc: Stacy Vu; Megan Diehl; Christopher Hale
Subject: RE: Budget Transfer- IRIF Buildout

Donna,

The budget transfer is posted, JID 192711 dated 5/24/17.

Thank you,
Lea

From: Donna DuBuc
Sent: Tuesday, May 16, 2017 8:40 PM
To: Budget office <Budget@ucf.edu>
Cc: Christina Tant <Christy.Tant@ucf.edu>; Stacy Vu <Stacy.Vu@ucf.edu>; Megan Diehl <Megan.Diehl@ucf.edu>
Subject: Budget Transfer- IRIF Buildout

Budget office,

Please transfer $2.3m from the university's central carryforward reserve to ORC department 20010710 for the IRIF buildout (SBL cat transfer to construction). $1.5m is a use of the E&G facilities reserve. Please see the attached messages for support and approval.

This will be a temporary/non-recurring increase to the division's base budget. Please notify myself, Stacy Vu, Megan Diehl, and Chris Hale once the transfer has been processed.

Thank you,

Donna L. DuBuc, CPA
Associate Director
Budget, Planning and Administration
University of Central Florida
Finance and Accounting
12424 Research Pkwy, Suite 300
Orlando, FL 32826-3249
donna.dubuc@ucf.edu
Ph. 407.882.1105
Fax 407.882.1102

From: Megan Diehl
Sent: Tuesday, May 16, 2017 2:23 PM
To: Donna DuBuc
Cc: Stacy Vu
Subject: RE: IRIF buildout commitments

Journal #192585 was submitted today to fund the $1.7M FCI commitment.

MKD

From: Donna DuBuc
Sent: Tuesday, May 16, 2017 11:17 AM
To: Megan Diehl <Megan.Diehl@ucf.edu>
Cc: Stacy Vu <Stacy.Vu@ucf.edu>
Subject: RE: IRIF buildout commitments

Megan,

Would you please transfer this funding to ORC 20010710 and let Stacy and I know once the transfer has been processed? Chris Hale is aware this is coming.

Thank you,
Donna

From: Christina Tant
Sent: Tuesday, May 09, 2017 3:18 PM
To: Donna DuBuc <Donna.DuBuc@ucf.edu>
Cc: Megan Diehl <Megan.Diehl@ucf.edu>
Subject: FW: IRIF buildout commitments

Donna – Below is a summary of the funding sources that cover the $6.5 million of IRIF buildout costs. Attached are the emails confirming the contributions from each unit. LaShanda was asked to set up a new project to track these separately from the building construction. We should work toward making these transfers prior to June 30, 2017.

Please work with Seresa, Nanette, and Chris Hale on their transfers. I bet Megan Nelson would be glad to assist.

Let me know if you have any questions.

Provost E&G Reserve - Faculty Cluster	$ 1,700,000
College of Science	900,000
College of Engineering	1,000,000
NANO	600,000
Central FR&G Reserve (FY18 Facilities Reserve)	1,500,000
Central E&G Reserve	800,000
	$ 6,500,000

From: Tracy Clark
Sent: Tuesday, May 09, 2017 3:01 PM
To: Christina Tant <Christy.Tant@ucf.edu>
Subject: IRIF buildout commitments

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

University of Central Florida

2017-18 E&G Budget, Summary of Allocations and Reserve

	University Divisions									University Reserves				
	Academic Affairs	Admin & Finance	President's Division	Communications and Marketing	University Relations	Information Technologies and Resources	Office of Research and Commercialization and Graduate Studies	Student Development and Enrollment Services	Total Divisions	Recurring	Recurring for Facility Needs	Non-Recurring	Total Central Reserve	Medical School
2016-17 Beginning Operating Budget														
2016-17 Beginning of year base budget	$ 335,251,537	$ 79,658,297	$ 12,486,930	$ 6,134,564	$ 2,079,008	$ 40,742,202	$ 26,686,094	$ 55,012,978	$ 558,051,610	$ 38,553,476	$ 1,500,000	$ -	$ 40,053,476	$ 41,571,608
2016-17 Beginning of year temporary budget	90,236,818	14,819,606	8,048,228	5,353,458	449,153	7,613,542	13,587,560	5,207,273	145,315,638	-	-	12,862,928	12,862,928	17,207,577
2016-17 Beginning of year total budget	$ 425,488,355	$ 94,477,903	$ 20,535,158	$ 11,488,022	$ 2,528,161	$ 48,355,744	$ 40,273,654	$ 60,220,251	$ 703,367,248	$ 38,553,476	$ 1,500,000	$ 12,862,928	$ 52,916,404	$ 58,779,185
PERMANENT Mid-year Allocations														
State funding														
Retirement adjustments	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 23,609	$ -	$ -	$ 23,609	$ -
Health insurance adjustments	-	-	-	-	-	-	-	-	-	2,596,150	-	-	2,596,150	123,200
Risk management adjustment	-	71,127	-	-	-	-	-	-	71,127	-	-	-	-	-
University designated														
2016-17 salary increases	2,823,502	558,679	235,704	93,076	22,072	330,363	157,439	210,939	4,431,774	(4,431,774)	-	-	(4,431,774)	-
2016-17 faculty equity increase	76,214	-	-	-	-	12,579	-	22,599	111,392	(111,392)	-	-	(111,392)	-
Faculty/instructor promotional increase	558,813	-	-	-	-	4,884	-	-	563,697	(563,697)	-	-	(563,697)	-
TIP, RIA, SoTL	536,639	-	-	-	-	-	30,361	-	567,000	(567,000)	-	-	(567,000)	-
Support staff for new faculty	669,072	116,929	-	-	-	-	47,348	40,879	874,228	(874,228)	-	-	(874,228)	-
Graduate health insurance	-	-	-	-	-	-	566,846	-	566,846	(566,846)	-	-	(566,846)	-
Soldiers to Scholars - Program Manager	-	-	-	-	20,700	-	-	-	20,700	(20,700)	-	-	(20,700)	-
Soldiers to Scholars - Veteran's Housing	-	-	-	-	13,800	-	-	-	13,800	(13,800)	-	-	(13,800)	-
Technical transfer - Provost-funded faculty lines	(252,500)	-	-	-	-	-	-	-	(252,500)	-	-	-	-	252,500
Graduate studies transfer to Office of Research	(9,271,565)	-	-	-	-	-	9,271,565	-	-	-	-	-	-	-
Permanent transfers between units:														
Miscellaneous transfers between units	28,621		-		-	156,077	-	(184,698)	-	-	-	-	-	-
ORC/F&A/CS&T - Business Process & Tech Restructuring	-	242,802	-	-	-	50,000	(292,802)	-	-	-	-	-	-	-
UCF Police Communications	-	(55,900)	-	55,900	-	-	-	-	-	-	-	-	-	-
Total permanent transfers between units	28,621	186,902	-	55,900	-	206,077	(292,802)	(184,698)	-	-	-	-	-	-
Permanent transfers from Provost reserve:														
Differential tuition true-up	(162,253)						-	162,253	-				-	-
Faculty salary support	(307,500)	-	-	-	-		307,500		-	-	-	-	-	-
MS Tuition Revenue Sharing	-	-	-	-	-		-		-	-	-	-	-	-
Postdoctoral research program	(1,900,000)	-	-	-	-		1,900,000		-	-	-	-	-	-
Staff salary support	-	-	-	-	-		-		-	-	-	-	-	-
Total permanent transfers from Provost reserve	(2,369,753)	-	-	-	-	-	2,207,500	162,253	-	-	-	-	-	-
Permanent transfers between units, including Provost allocation	(2,341,132)	186,902	-	55,900	-	206,077	1,914,698	(22,445)	-	-	-	-	-	-
Tuition and fees:														
UCF Online- summer and fall 16 distributions	733,763	-	-	-	-	-	2,303	-	736,066	(736,066)	-	-	(736,066)	-
GAA progression fee	93,000	-	-	-	-	-	-	-	93,000	(93,000)	-	-	(93,000)	-
Total permanent adjustments and transfers	$ - $ (6,374,194)	$ 933,637	$ 235,704	$ 148,976	$ 56,572	$ 553,903	$ 11,990,560	$ 251,972	$ 7,797,130	$ (5,358,744)	$ -	$ -	$ (5,358,744)	$ 375,700
TEMPORARY Mid-year Allocations														
University designated														
E&G interest allocation	$ -	$ 3,904,941	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,904,941	$ -	$ -	$ (3,904,941)	$ (3,904,941)	$ -
Graduate studies transfer to Office of Research	(1,344,945)	-	-	-	-	-	1,344,945	-	-	-	-	-	-	-
Temporary transfers between units:														
Miscellaneous transfers between units	93,688	-	(180,954)	(6,828)	(22,672)	618,118	(457,461)	(43,891)	-	-	-	-	-	-
Instructional reimbursement for teaching Honors courses/seminars	(4,000)	-	4,000	-	-	-	-	-	-	-	-	-	-	-
CREOL Start-up	500,000	-		-	-	-	(500,000)	-	-	-	-	-	-	-
AMPAC portion of faculty startup for Lorraine Leon	250,000	-		-	-	-	(250,000)	-	-	-	-	-	-	-
Center for Applied Biomedical Additive Manufacturing (CABAM)	100,000	-		-	-	-	(100,000)	-	-	-	-	-	-	-
F&A/CS&T - Business Process & Tech Restructuring	-	482,000		-	-	352,500	(834,500)	-	-	-	-	-	-	-
UCF Online faculty support	400,000					(400,000)			-	-	-	-	-	-
UCFIT Staff Transition	(214,225)			-	-	693,925	-	(479,700)	-	-	-	-	-	-
AGB Audit Consulting Fees	-	(20,000)	20,000	-	-	-	-	-	-	-	-	-	-	-
Total temporary transfers between units	1,125,463	462,000	(156,954)	(6,828)	(22,672)	1,264,543	(2,141,961)	(523,591)	-	-	-	-	-	-
Temporary transfers from Provost reserve:														
Burnett debt service	(1,834,973)	-	-	-	-	-	1,834,973	-	-	-	-	-	-	-
Burnham Annual Agreement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dr. Phillips Performing Arts Ctr	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Faculty awards	(20,000)	-	-	-	-	-	20,000	-	-	-	-	-	-	-
Faculty startup funding	(615,000)	-	-	-	-	-	615,000	-	-	-	-	-	-	-
IRIF buildout support	(1,700,000)	-	-	-	-	-	1,700,000	-	-	-	-	-	-	-
NR salary support	(1,500)	-	-	-	-	1,500	-	-	-	-	-	-	-	-
Strategic discretionary allocations	(150,000)	-	-	-	-	-	150,000	-	-	-	-	-	-	-
Timely Completion Initiative	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total temporary transfers from Provost reserve	(4,321,473)	-	-	-	-	1,500	4,319,973	-	-	-	-	-	-	-
Total temporary transfers between units, including Provost allocations	(3,196,010)	462,000	(156,954)	(6,828)	(22,672)	1,266,043	2,178,012	(523,591)	-	-	-	-	-	-
Tuition and fees:														
Differential tuition - need based awards	-	-	-	-	-	-	-	511,132	511,132	-	-	(511,132)	(511,132)	-
UCF Online operating expense & college faculty support	-	-	-	-	-	740,277	-	-	740,277	-	-	(740,277)	(740,277)	-
UCF Online- spring 17 distribution	1,175,592	-	-	-	-	-	-	-	1,175,592	-	-	(1,175,592)	(1,175,592)	-

University of Central Florida

2017-18 E&G Budget, Summary of Allocations and Reserve

	University Divisions									University Reserves				
	Academic Affairs	Admin & Finance	President's Division	Communications and Marketing	University Relations	Information Technologies and Resources	Office of Research and Commercialization and Graduate Studies	Student Development and Enrollment Services	Total Divisions	Recurring	Recurring for Facility Needs	Non-Recurring	Total Central Reserve	Medical School
GAA progression fees	133,167	-	-	-	-	-	-	-	133,167	-	-	(133,167)	(133,167)	-
Athletic scholarships- conversion from waivers	-	-	-	-	-	-	-	870,000	870,000	-	-	(870,000)	(870,000)	-
Recurring allocations from non-recurring funds:														
UCF Knights Success Grant	-	-	-	-	-	-	-	150,000	150,000	-	-	(150,000)	(150,000)	-
Development Enhancement Plan	-	-	2,893,300	-	-	-	-	-	2,893,300	-	-	(2,893,300)	(2,893,300)	-
PO&M - FSEC	-	365,000	-	-	-	-	-	-	365,000	-	-	(365,000)	(365,000)	-
PO&M - Health Sciences	-	209,000	-	-	-	-	-	-	209,000	-	-	(209,000)	(209,000)	-
Non-recurring allocations:														
2016-17 $970 bonus for UFF and $275 bonus for AFSCME	1,383,976	88,254	5,737	2,853	-	56,928	32,680	31,082	1,601,510	-	-	(1,601,510)	(1,601,510)	-
Support staff for new faculty (FY16 portion)	22,989	-	-	-	-	-	-	-	22,989	-	-	(22,989)	(22,989)	-
Development enhancement plan	-	-	900,000	-	-	-	-	-	900,000	-	-	(900,000)	(900,000)	-
ID theft protection	-	45,200	-	-	-	-	-	-	45,200	-	-	(45,200)	(45,200)	-
Furniture for Interdisciplinary Research Building	-	3,000,000	-	-	-	-	-	-	3,000,000	-	-	(3,000,000)	(3,000,000)	-
Interdisciplinary Research buildout	-	-	-	-	-	-	2,300,000	-	2,300,000	-	(2,300,000)	-	(2,300,000)	-
Generator for Biology Building	-	929,000	-	-	-	-	-	-	929,000	-	-	(929,000)	(929,000)	-
Center for Emerging Media (CEM) at UCF Downtown renovation	-	5,000,000	-	-	-	-	-	-	5,000,000	-	-	(5,000,000)	(5,000,000)	-
Lab decontamination (BSBS)	-	70,000	-	-	-	-	-	-	70,000	-	-	(70,000)	(70,000)	-
Band building	-	300,000	-	-	-	-	-	-	300,000	-	-	(300,000)	(300,000)	-
Total temporary allocations (including carryforward)	$ (1,825,231)	$ 14,373,395	$ 3,642,083	$ (3,975)	$ (22,672)	$ 2,063,248	$ 5,855,637	$ 1,038,623	$ 25,121,108	$ -	$ (2,300,000)	$ (22,821,108)	$ (25,121,108)	$ -
2016-17 End of year total budget	$ 417,288,930	$ 109,784,935	$ 24,412,945	$ 11,633,023	$ 2,562,061	$ 50,972,895	$ 58,119,851	$ 61,510,846	$ 736,285,486	$ 33,194,732	$ (800,000)	$ (9,958,180)	$ 22,436,552	$ 59,154,885
2016-17 End of year base budget, excludes temporary allocations and carryfon	$ 328,877,343	$ 80,591,934	$ 12,722,634	$ 6,283,540	$ 2,135,580	$ 41,296,105	$ 38,676,654	$ 55,264,950	$ 565,848,740	$ 33,194,732	$ 1,500,000	$ -	$ 34,694,732	$ 41,947,308
2017-18 Operating Budget														
2016-17 End of year total budget, including all allocations	$ 417,288,930	$ 109,784,935	$ 24,412,945	$ 11,633,023	$ 2,562,061	$ 50,972,895	$ 58,119,851	$ 61,510,846	$ 736,285,486	$ 33,194,732	$ (800,000)	$ (9,958,180)	$ 22,436,552	$ 59,154,885
Less: Temporary allocations and carry forward	(88,411,587)	(29,193,001)	(11,690,311)	(5,349,483)	(426,481)	(9,676,790)	(19,443,197)	(6,245,896)	(170,436,746)	-	2,300,000	9,958,180	12,258,180	(17,207,577)
2017-18 Beginning of year base budget (excluding carry forward)	$ 328,877,343	$ 80,591,934	$ 12,722,634	$ 6,283,540	$ 2,135,580	$ 41,296,105	$ 38,676,654	$ 55,264,950	$ 565,848,740	$ 33,194,732	$ 1,500,000	$ -	$ 34,694,732	$ 41,947,308
PERMANENT Beginning of Year Allocations														
State funding														
Performance Funding:	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (3,608,951)	$ -	$ -	$ (3,608,951)	$ -
World Class Faculty and Scholar Program:	-	-	-	-	-	-	-	-	-	11,331,097	-	-	11,331,097	-
Reclass budget model flexible funds	(1,480,069)	-	-	-	-	-	-	-	(1,480,069)	1,480,069	-	-	1,480,069	-
UCF online- spring 17 (new tenure/tenure-track faculty)	1,175,592	-	-	-	-	-	-	-	1,175,592	(1,175,592)	-	-	(1,175,592)	-
2016-17 college budget model (new tenure/tenure-track faculty)	2,115,705	-	-	-	-	-	-	-	2,115,705	(2,115,705)	-	-	(2,115,705)	-
Ph.D. assistantship stipend increase	1,066,000	-	-	-	-	-	-	-	1,066,000	(1,066,000)	-	-	(1,066,000)	-
Protecting controlled unclassified information per DoD requiremen	-	-	-	-	-	-	1,118,618	-	1,118,618	(1,118,618)	-	-	(1,118,618)	-
Professional and Graduate Degree Excellence Program	4,342,388	-	-	-	-	-	-	-	4,342,388	-	-	-	-	-
Emerging Preeminence Funding:										8,666,667	-	-	8,666,667	-
Tenure/tenure-track faculty lines (30)	3,810,000	-	-	-	-	-	-	-	3,810,000	(3,810,000)	-	-	(3,810,000)	-
Scholarships (resident)	-	-	-	-	-	-	-	1,400,000	1,400,000	(1,400,000)	-	-	(1,400,000)	-
Florida Postsecondary Comprehensive Transition Program	984,565	-	-	-	-	-	-	-	984,565	-	-	-	-	-
Center for Reading- Istation	(5,000,000)	-	-	-	-	-	-	-	(5,000,000)	-	-	-	-	-
Urban Teacher Institute	(250,000)	-	-	-	-	-	-	-	(250,000)	-	-	-	-	-
Lou Frey Institute	(400,000)	-	-	-	-	-	-	-	(400,000)	-	-	-	-	-
Downtown Presence	(306,475)	-	-	-	-	-	-	-	(306,475)	-	-	-	-	-
Dr. Phillips Center for Performing Arts	(3,900,299)	-	-	-	-	-	-	-	(3,900,299)	-	-	-	-	-
Health insurance and retirement adjustments	-	-	-	-	-	-	-	-	-	3,259,605	-	-	3,259,605	202,109
Risk management adjustment	-	(95,829)	-	-	-	-	-	-	(95,829)	-	-	-	-	-
University designated														
2016-17 salary increases (annualized)	1,934,317	262,326	78,969	33,661	6,603	148,276	76,321	96,629	2,637,102	(2,637,102)	-	-	(2,637,102)	-
2016-17 faculty equity increase (annualized)	69,483	-	-	-	-	10,709	-	19,234	99,426	(99,426)	-	-	(99,426)	-
2016-17 faculty/instructor promotional increases (annualized)	11,441	-	-	-	-	-	634	2,061	14,136	(14,136)	-	-	(14,136)	-
Support staff for new faculty (annualized)	386,133	-	-	-	-	-	129,748	-	515,881	(515,881)	-	-	(515,881)	-
Soldiers to Scholars - Program Manager (annualized)	-	-	-	-	55,900	-	-	-	55,900	(55,900)	-	-	(55,900)	-
Soldiers to Scholars - Veterans Housing	-	-	-	-	36,200	-	-	-	36,200	(36,200)	-	-	(36,200)	-
Legislative internships	-	-	-	-	75,880	-	-	-	75,880	(75,880)	-	-	(75,880)	-
Athletics scholarships (to replace waivers)	-	-	-	-	-	-	-	3,453,000	3,453,000	(3,453,000)	-	-	(3,453,000)	-
PBS partnership	-	-	-	800,000	-	-	-	-	800,000	(800,000)	-	-	(800,000)	-
UCF branding campaign	-	-	-	785,000	-	-	-	-	785,000	(785,000)	-	-	(785,000)	-
Enrollment and registration technology upgrades	-	-	-	-	-	-	-	110,000	110,000	(110,000)	-	-	(110,000)	-
Redistribution of divisional resources	(3,672,000)	(940,000)	(114,000)	(75,000)	(26,000)	(435,000)	(373,000)	(365,000)	(6,000,000)	6,000,000	-	-	6,000,000	-
Scholarships (residents)	-	-	-	-	-	-	-	100,000	100,000	(100,000)	-	-	(100,000)	-
Title IX positions (4) and training	-	-	255,026	-	-	-	-	-	255,026	(255,026)	-	-	(255,026)	-
Police officers (4) for downtown campus	-	313,000	-	-	-	-	-	-	313,000	(313,000)	-	-	(313,000)	-

University of Central Florida

2017-18 E&G Budget, Summary of Allocations and Reserve

	University Divisions									University Reserves				
	Academic Affairs	Admin & Finance	President's Division	Communications and Marketing	University Relations	Information Technologies and Resources	Office of Research and Commercialization and Graduate Studies	Student Development and Enrollment Services	Total Divisions	Recurring	Recurring for Facility Needs	Non-Recurring	Total Central Reserve	Medical School
Advanced threat protection (phishing emails)	-	-	-	-	-	252,000	-	-	252,000	(252,000)	-	-	(252,000)	-
Market increases for lower paid staff	-	540,580	-	-	-	-	-	-	540,580	(540,580)	-	-	(540,580)	-
Redistribution for composite fringe benefit rate (CFBR) (TBD)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclass budget model flexible funds	1,480,069	-	-	-	-	-	-	-	1,480,069	(1,480,069)	-	-	(1,480,069)	-
2016-17 college budget model	(1,011,544)	-	-	-	-	-	-	-	(1,011,544)	1,011,544	-	-	1,011,544	-
Faculty cluster transfer from Provost operations to Office of Research	(760,346)	-	-	-	-	-	760,346	-	-	-	-	-	-	-
Permanent transfers between units:														
Faculty transfers - less allocation of RCA base redistribution	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Faculty transfers - regional to main campus non-web faculty	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community Relations move to University Relations	-	-	(1,908,860)	-	1,908,860	-	-	-	-	-	-	-	-	-
Staff and operating expense moves - UCF IT (preliminary)	(1,634,740)	-	-	-	-	2,441,316	-	(806,576)	-	-	-	-	-	-
Regional Campus participation fee adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal permanent transfers between units	(1,634,740)	-	(1,908,860)	-	1,908,860	2,441,316	-	(806,576)	-	-	-	-	-	-
Permanent transfers from Provost reserve:														
Doctoral Research Award program	(100,000)	-	-	-	-		100,000	-	-	-	-	-	-	-
EXCEL program continuation	-	-	-	-	-		-	-	-	-	-	-	-	-
Faculty Excellence & COACHE	-	-	-	-	-		-	-	-	-	-	-	-	-
Faculty Salary Support - Other	-	-	-	-	-		-	-	-	-	-	-	-	-
Faculty Salary Support - Provost Hires	(1,632,180)	-	-	-	-		1,632,180	-	-	-	-	-	-	-
Faculty Salary Support - Targeted Opportunity Program	-	-	-	-	-		-	-	-	-	-	-	-	-
Linkage Institutes	-	-	-	-	-		-	-	-	-	-	-	-	-
Operations & Collective Impact	-	-	-	-	-		-	-	-	-	-	-	-	-
PhD programs	-	-	-	-	-		-	-	-	-	-	-	-	-
SPEAK exam	(50,000)	-	-	-	-		50,000	-	-	-	-	-	-	-
Student Health Center partnership	(37,842)	-	-	-	-		-	37,842	-	-	-	-	-	-
Tangelo Park & Library Journals	(87,000)	-	-	-	-	87,000	-	-	-	-	-	-	-	-
Unfunded SCH growth	-	-	-	-	-		-	-	-	-	-	-	-	-
Subtotal permanent allocations from Provost reserve	(1,907,022)	-	-	-	-	87,000	1,782,180	37,842	-	-	-	-	-	-
Total permanent transfers between units, including Provost allocations	(3,541,762)	-	(1,908,860)	-	1,908,860	2,528,316	1,782,180	(768,734)	-	-	-	-	-	-
Tuition and fees:														
Allocate 2016-17 increase in differential for need-based aid	-	-	-	-	-	-	-	660,757	660,757	(660,757)	-	-	-	-
2016-17 tuition growth held in reserve	-	-	-	-	-	-	-	-	-	11,488,007	-	-	11,488,007	-
2016-17 college budget model - Degree Efficiency Allocation	600,000	-	-	-	-	-	-	-	600,000	(600,000)	-	-	(600,000)	-
2016-17 college budget model - Research Growth Allocation	575,763	-	-	-	-	-	24,237	-	600,000	(600,000)	-	-	(600,000)	-
2017-18 projected tuition growth held in reserve	-	-	-	-	-	-	-	-	-	3,970,017	-	-	3,970,017	-
2017-18 projected increase in differential for need-based aid	-	-	-	-	-	-	-	570,757	570,757	118,028	-	-	688,785	-
2017-18 projected increase in FIEA tuition held in reserve	-	-	-	-	-	-	-	-	-	170,434	-	-	170,434	-
2017-18 projected GAA progression fees held in reserve	-	-	-	-	-	-	-	-	-	383,489	-	-	383,489	-
2017-18 UCF online operating expense ($100k non-recurring, $650k	-	-	-	-	-	750,000	-	-	750,000	-	-	-	-	-
2017-18 UCF online faculty support (non-recurring)	-	-	-	-	-	412,000	-	-	412,000	-	-	-	-	-
Medical school increase in enrollment	-	-	-	-	-	-	-	-	-	-	-	-	-	63,812
Total permanent allocations	$ (1,771,039)	$ 80,077	$ (1,688,865)	$ 1,543,661	$ 2,057,443	$ 3,666,301	$ 3,519,084	$ 5,278,704	$ 12,685,366	$ 20,200,134	$ -	$ -	$ 21,431,648	$ 265,921
TEMPORARY Beginning of Year Allocations														
Reverse 2016-17 temporary allocations and carryforward	$ (88,411,587)	$ (29,193,001)	$ (11,690,311)	$ (5,349,483)	$ (426,481)	$ (9,676,790)	$ (19,443,197)	$ (6,245,896)	$ (170,436,746)	$ -	$ 2,300,000	$ 9,958,180	$ 12,258,180	$ (17,207,577)
Encumbrances (PO rollovers)	3,536,257	3,908,351	519,803	883,119	115,423	5,964,310	839,372	63,851	15,830,486	-	-	-	-	1,410,617
6/30/17 carryforward	92,019,755	7,580,132	1,464,037	2,271,127	243,296	2,436,578	10,726,362	5,523,901	122,265,188	-	(800,000)	29,586,948	28,786,948	11,326,789
State funding														
Advanced Manufacturing Sensor Project	-	-	-	-	-	-	2,500,000	-	2,500,000	-	-	-	-	-
PTSD Clinic for Florida Veterans and First Responders	1,500,000	-	-	-	-	-	-	-	1,500,000	-	-	-	-	-
Florida FIRST Robotics Team Grant	250,000	-	-	-	-	-	-	-	250,000	-	-	-	-	-
Florida Postsecondary Comprehensive Transition Program	15,435	-	-	-	-	-	-	-	15,435	-	-	-	-	-
University designated														
Recurring allocations from non-recurring funds:														
Development enhancement plan	-	-	6,721,752	-	-	-	-	-	6,721,752	-	-	(6,721,752)	(6,721,752)	-
Athletics compliance positions	-	-	350,000	-	-	-	-	-	350,000	-	-	(350,000)	(350,000)	-
Convocation Center rent	-	1,000,000	-	-	-	-	-	-	1,000,000	-	-	(1,000,000)	(1,000,000)	-
Conference entrance fees	-	600,000	-	-	-	-	-	-	600,000	-	-	(600,000)	(600,000)	-
Quality enhancement plan	700,000	-	-	-	-	-	-	-	700,000	-	-	(700,000)	(700,000)	-
Salary support for undergraduate studies/teaching & learning hiring pl	300,000	-	-	-	-	-	-	-	300,000	-	-	(300,000)	(300,000)	-
UCF Knights Success Grant	-	-	-	-	-	-	-	150,000	150,000	-	-	(150,000)	(150,000)	-
Finance & Accounting operations	-	2,500,000	-	-	-	-	-	-	2,500,000	-	-	(2,500,000)	(2,500,000)	-
PO&M FSEC	-	373,000	-	-	-	-	-	-	373,000	-	-	(373,000)	(373,000)	-
Health Sciences Campus PO&M	-	252,836	-	-	-	-	-	-	252,836	-	-	(252,836)	(252,836)	-
Health Sciences Campus Boggy Creek assessment	-	45,000	-	-	-	-	-	-	45,000	-	-	(45,000)	(45,000)	-

University of Central Florida

2017-18 E&G Budget, Summary of Allocations and Reserve

	University Divisions									University Reserves				
	Academic Affairs	Admin & Finance	President's Division	Communications and Marketing	University Relations	Information Technologies and Resources	Office of Research and Commercialization and Graduate Studies	Student Development and Enrollment Services	Total Divisions	Recurring	Recurring for Facility Needs	Non-Recurring	Total Central Reserve	Medical School
Health Sciences Campus property taxes	-	2,000	-	-	-	-	-	-	2,000	-	-	(2,000)	(2,000)	-
International and cyber insurance	-	160,000	-	-	-	-	-	-	160,000	-	-	(160,000)	(160,000)	-
Rosen maintenance costs	-	250,000	-	-	-	-	-	-	250,000	-	-	(250,000)	(250,000)	-
Director of Governmental Relations	-	-	-	-	206,000	-	-	-	206,000	-	-	(206,000)	(206,000)	-
Non-recurring allocations:	-								-	-	-	-	-	
Academic analytics	-								-	-	-	-	-	
Acadmy for Innovation in Higher Ed Leadership	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bridge funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Burnett Biomedical Building	(1,834,973)	-	-	-	-	-	1,834,973	-	-					
COACHE Survey	-	-	-	-	-	-	-	-	-					
Curriculum & Catalog management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EAB, year 1 of 2	(134,000)	-	-	-	-	-	-	134,000	-					
End-user computing specialist	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Faculty awards - Reach for the Stars, Collective Excellence	(35,000)	-	-	-	-	15,000	20,000	-	-					
Faculty salary support	(150,000)	-	-	-	-	-	150,000	-	-	-	-	-	-	-
Faculty salary support - Targeted Opportunity Program	-	-	-	-	-	-	-	-	-					
Faculty startup support - Provost Hires; Targeted Opportunity Proc	(3,044,237)	-	-	-	-	-	3,044,237	-	-					
Gallup-Purdue Index survey	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interim Dean support	-	-	-	-	-	-	-	-	-					
IT Performance funds	-	-	-	-	-	-	-	-	-					
Legal Settlement	(80,000)	-	80,000	-	-	-	-	-	-	-	-	-	-	-
Life Sciences Degree Program (Burnham Agreement)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Matching Funds - UTC Award	-	-	-	-	-	-	-	-	-	-	-	-	-	-
National Academy salary support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operations & Faculty Senate	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Otronicon sponsorship	(15,000)	-	-	-	-	-	15,000	-	-					
Provost Fellows	-	-	-	-	-	-	-	-	-					
Student service center	(2,700,000)	-	-	-	-	-	-	2,700,000	-					
Timely Completion Initiative - fall 2017	-	-	-	-	-	-	-	-	-					
Trustee Chairs, University Distinguished Professors	-	-	-	-	-	-	-	-	-					
UFF Course Releases, Summer & Fall 2017	-	-	-	-	-	-	-	-	-					
Zora Neale Hurston sponsorship	-	-	-	-	-	-	-	-	-					
Total temporary transfers from Provost reserve	(7,993,210)	-	80,000	-	-	15,000	5,064,210	2,834,000	-	-	-	-	-	-
Community Relations move to University Relations	-	-	(130,835)	-	130,835	-	-	-	-	-	-	-	-	-
UCF Online faculty support	412,000	-	-	-	-	(412,000)	-	-	-	-	-	-	-	-
Project Surface	-	-	1,190,000	-	-	-	-	-	1,190,000	-	-	(1,190,000)	(1,190,000)	-
Development- system upgrade	-	-	200,000	-	-	-	-	-	200,000	-	-	(200,000)	(200,000)	-
Investment in research (Osceola)	-	-	-	-	-	-	3,000,000	-	3,000,000	-	-	(3,000,000)	(3,000,000)	-
Athletics scholarships	-	-	-	-	-	-	-	1,000,000	1,000,000	-	-	(1,000,000)	(1,000,000)	-
PBS partnership	-	-	-	400,000	-	-	-	-	400,000	-	-	(400,000)	(400,000)	-
Contract management software (legal)	-	-	61,450	-	-	-	-	-	61,450	-	-	(61,450)	(61,450)	-
Oracle/Cisco contract payback (Year 3 of 5)	-	-	-	-	-	(1,529,401)	-	-	(1,529,401)	-	-	1,529,401	1,529,401	-
Academic advising costs- EAB agreement	-	-	-	-	-	-	-	150,000	150,000	-	-	(150,000)	(150,000)	-
Operating budget shortfall	-	-	-	-	-	-	2,000,000	-	2,000,000	-	-	(2,000,000)	(2,000,000)	-
UCF branding campaign	-	-	-	640,000	-	-	-	-	640,000	-	-	(640,000)	(640,000)	-
Alafaya pedestrian project	-	692,000	-	-	-	-	-	-	692,000	-	(692,000)	-	(692,000)	-
BSBS lab decontamination	-	2,380	-	-	-	-	-	-	2,380	-	-	(2,380)	(2,380)	-
Legal fees for Lake Nona Medical Center	-	-	500,000	-	-	-	-	-	500,000	-	-	(500,000)	(500,000)	-
Access control system (re-key buildings)	-	500,000	-	-	-	-	-	-	500,000	-	-	(500,000)	(500,000)	-
Recruiting	-	-	-	393,000	-	-	-	-	393,000	-	-	(393,000)	(393,000)	-
Classroom seating	-	1,025,000	-	-	-	-	-	-	1,025,000	-	-	(1,025,000)	(1,025,000)	-
Chilled water and infrastructure	-	16,300,000	-	-	-	-	-	-	16,300,000	-	-	(16,300,000)	(16,300,000)	-
Student service center	-	-	-	-	-	-	-	2,700,000	2,700,000	-	-	(2,700,000)	(2,700,000)	-
Total temporary allocations (including change in carry forward)	$ 2,328,650	$ 5,997,698	$ (734,104)	$ (762,237)	$ 269,073	$ (3,202,303)	$ 4,686,747	$ 6,175,856	$ 14,759,380	$ -	$ 808,000	$ (2,597,889)	$ (1,789,889)	$ (4,470,171)
2017-18 Beginning of year total budget	$ 417,846,541	$ 115,862,710	$ 21,989,976	$ 12,414,447	$ 4,888,577	$ 51,436,893	$ 66,325,682	$ 72,965,406	$ 763,730,232	$ 53,394,866	$ 8,000	$ (12,556,069)	$ 40,846,797	$ 54,950,635
PLANNED MID-YEAR ALLOCATIONS														
Note: Amounts below are estimates. Budget will be allocated based on actual cost. Allocations are subject to availability of funds.														
PERMANENT allocations to be recorded during the year														
2017-18 salary increase (estimated allocation)	$ 7,050,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,050,000	$ (7,050,000)	$ -	$ -	$ (7,050,000)	
Market increases for lower paid faculty and staff	250,000	-	-	-	-	-	-	-	250,000	(250,000)	-	-	(250,000)	
Faculty promotions; TIPs, RIAs, SoTLs	1,300,000	-	-	-	-	-	-	-	1,300,000	(1,300,000)	-	-	(1,300,000)	
ADI (administrative discretionary increase)	750,000	-	-	-	-	-	-	-	750,000	(750,000)	-	-	(750,000)	

University of Central Florida

2017-18 E&G Budget, Summary of Allocations and Reserve

	University Divisions									University Reserves				
	Academic Affairs	Admin & Finance	President's Division	Communications and Marketing	University Relations	Information Technologies and Resources	Office of Research and Commercialization and Graduate Studies	Student Development and Enrollment Services	Total Divisions	Recurring	Recurring for Facility Needs	Non-Recurring	Total Central Reserve	Medical School
Support staff for new faculty (rounds I and II)	615,000	-	-	-	-	60,000	-	-	675,000	(675,000)	-	-	(675,000)	
Faculty Salary Support - Mid-Year Provost Hires	(177,757)	-	-	-	-	-	177,757	-	-	-	-	-	-	
Graduate health insurance	-	-	-	-	-	-	220,000	-	220,000	(220,000)	-	-	(220,000)	
Classroom seating (position)	-	65,000	-	-	-	-	-	-	65,000	(65,000)	-	-	(65,000)	
E&G interest allocation	-	4,000,000	-	-	-	-	-	-	4,000,000	(4,000,000)	-	-	(4,000,000)	
Risk management funding to central	-	(1,705,634)	-	-	-	-	-	-	(1,705,634)	1,705,634	-	-	1,705,634	
CFBR funding redistribution	314,025	(30,102)	199,073	89,282	85,078	198,019	(28,162)	(208,375)	618,838	(1,484,463)	-	-	(1,484,463)	865,625
Estimated GAA progression fees- summer/fall true up + spring 2017 n	383,489	-	-	-	-	-	-	-	383,489	(383,489)	-	-	(383,489)	
Estimated professional/ misc fee collections	323,021	-	-	-	-	-	-	-	323,021	(323,021)	-	-	(323,021)	
Estimated differential tuition for need based aid	-	-	-	-	-	-	-	118,028	118,028	(118,028)	-	-	(118,028)	
Total to be allocated from recurring funds	$ 10,807,778	$ 2,329,264	$ 199,073	$ 89,282	$ 85,078	$ 258,019	$ 369,595	$ (90,347)	$ 14,047,742	$ (14,913,367)	$ -	$ -	$ (14,913,367)	
TEMPORARY allocations to be recorded during the year														
Non-recurring allocations:														
Development	$ -	$ -	$ 97,713	$ -	$ -	$ -	$ -	$ -	$ 97,713	$ -	$ -	$ (97,713)	$ (97,713)	
HR consulting (chart of accounts project)	-	300,000	-	-	-	-	-	-	300,000	-	-	(300,000)	(300,000)	
PBS partnership operating shortfall	-	-	-	585,000	-	-	-	-	585,000	-	-	(585,000)	(585,000)	
Strategic planning initiatives	200,000	-	-	-	-	-	-	-	200,000	-	-	(200,000)	(200,000)	
Adaptive Learning	(2,000,000)	-	-	-	-	2,000,000	-	-	-	-	-	-	-	
Provost Fellow (Faculty Excellence)	-	-	-	-	-	-	-	-	-	-	-	-	-	
UFF Course Releases - Spring 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	
Subtotal- non-recurring items	(1,800,000)	300,000	97,713	585,000	-	2,000,000	-	-	1,182,713	-	-	(1,182,713)	(1,182,713)	
Total to be allocated from non-recurring funds $ -	$ (1,800,000)	$ 300,000	$ 97,713	$ 585,000	$ -	$ 2,000,000	$ -	$ -	$ 1,182,713	$ -	$ -	$ (1,182,713)	$ (1,182,713)	
2017-18 Total budget after mid-year allocations	**$ 426,854,319**	**$ 118,491,974**	**$ 22,286,762**	**$ 13,088,729**	**$ 4,973,655**	**$ 53,694,912**	**$ 66,695,277**	**$ 72,875,059**	**$ 778,960,688**	**$ 38,481,499**	**$ 8,000**	**$ (13,738,782)**	**$ 24,750,717**	**$ 54,950,635**

COMPOSITION OF CENTRAL RESERVE

	Recurring	Non-recurring	Total
Central reserve after beginning of year allocations	$ 53,394,866	$ (12,556,069)	$ 40,838,797
Facility reserve after beginning of year allocations	8,000	-	8,000
Allocations to be recorded during the year	(14,913,367)	(1,182,713)	(16,096,080)
	38,489,499	(13,738,782)	24,750,717
Projected tuition growth to be allocated to colleges through College Budg	(5,023,195)	5,023,195	-
Total available reserves as of July 1, 2017	$ 33,466,304	$ (8,715,587)	$ 24,750,717

Recommended for approval:

A. Dale Whittaker, Provost & Executive Vice President for Academic Affairs — Date

Approval:

John C. Hitt, President — Date

Permanent allocations to be recorded during the year	$ (14,913,367)	$ -
Facility reserve	1,500,000	-
Projected tuition growth held in reserve	5,683,951	-
Available recurring reserve	61,132,282	-
2015-16 carryforward funds (estimate)	-	(12,556,069)
Subtotal	53,402,866	(12,556,069)
Permanent allocations to be recorded during the year	(14,913,367)	
Projected tuition growth to be allocated to colleges in FY18 and FY19	(5,023,195)	5,023,195
Recurring reserves as of July 1, 2016	33,466,304	
Non-recurring allocations to be recorded during the year		(1,182,713)
Total available reserves as of July 1, 2016	$ 33,466,304	$ (8,715,587)

October 3, 2017 Board of Governors Meeting Transcript

Speaker	Dialogue
1:08:24 - 1:23:15	
KINSLEY	[*standing at podium*] … As a new institution, Polytechnic has special legislative approval, if they have some additional funds, to direct some funds, operating funds, into capital projects. None of our other institutions have that legislative authority. Polytechnic is making that commitment to put some of its, quote, own funding, its operating funding, its carryforward into this project. So the total project budget is 38.7 million dollars. Um, it's been approved in their educational plant survey. Um, and I would say, for, going back to your question, Governor Morton, for an engineering research si-, facility, the NASF versus the GSF, this is still a really tight, tight facility. Um, because, you know, frankly, the institution, I'm sure, would like to have a larger facility, they would like to have more than two buildings. But this is just what's, you know, I think within the realm of possibility, and I'd be glad to take any questions, or I'm sure Polytechnic would as well. And there's just some … [*shakes head, smiles*] Yeah, again, I feel like I'm belaboring the obvious. A university should have more than one building, but … [*laughs*]
MULTIPLE	[*laughter*]
KINSLEY	OK.
UNIDENTIFIED MALE	[*inaudible*] building.
KINSLEY	So …
UNIDENTIFIED MALE	Life is a long time. [*laughter*]
KINSLEY	It is. [*shakes head yes*]
UNIDENTIFIED MALE	… be there 50 years at least. [*laughter*]
KINSLEY	Well, you know, I'm sure, back, back at inception, of, you know, I don't even remember the original names and we won't bring 'em up. But some of our original institutions, they, too, started out very modestly in it, but I think, we're hoping for, you know, this will move faster, than, you know, the seminary, you know, east or west of the Suwanee[SP]. This will be a li'l, be a li'l … just be, different world, different day and time. So, UCF, this research building, um, UCF is moving, has moved aggressively forward as they said they would. The picture on the right is actually, that's not a rendering, that's a photo as of this past July. UCF is really moving forward aggressively. Um, they're asking for half the money. Last year, they were asking for, they put up 8 million and they asked the State to put up the balance. This year they've cut that request in half. Um, they've cut it to 23.6 million dollars. Um, UCF, of all our schools, the, uh, the key thing to realize is they are woefully under in research space. They have faculty who have grants, and the grant, they can't conduct their grant-funded research because there's not space. They have, of course, the research part, and that's full as well. That's why UCF has moved forward aggressively to get

October 3, 2017 Board of Governors Meeting Transcript

Speaker	Dialogue
	this project up and running. Um, if this, if this is funded, UCF will use those funds to generate additional lab space, and create more lab space. So that's where all this funding is goin-, it's going into lab space. And -, UCF is here and will be glad to take any questions on this project. This has not received prior legislative funding. It was funded back some years ago. During the recession, UCF had to make a decision as to whether to finish their ROTC building, or f--, or you know, or, or start this project. They decided to finish the ROTC building.
HUIZENGA	So the, the, the slides here, Chris, where it says status of July 1st, 2017 and the building's up … is that … really up?
KINSLEY	It's really up. That's, that's a real, that's a real picture.
HUIZENGA	The 8 million dollars … they were able to ….
UNIDENTIFIED MALE	Yeah, so part of this has got to be reimbursement then, right?
KINSLEY	Yeah, part of this is reimbursement to the University. The University's, has basically floated itself a loan from internal funds because they felt they had no choice. They, they had to be able to have space for the scientists to conduct the research, to finish out these research grants.
UNIDENTIFIED MALE	Are, are you saying the la-, he, uh, labs are not in it yet?
KINSLEY	Um, well the labs are being constructed in it, so the labs will be in it.
HUIZENGA	It'll be done the end of the year.
KINSLEY	December. They'll be basically done, they basically had advanced this project with their own funding. But with the hope that the legislature will, you know, give them the funding back so they can meet, you know, other needs for lab space.
UNIDENTIFIED MALE	So, if, if, if it's not funded, … is the building still going to be completed?
KINSLEY	Yes. [*smiles*]
UNKNOWN	Yes. [*simultaneous speaking*]
UNIDENTIFIED MALE	Yeah. Must've had some extra money.
KINSLEY	[*smiles*]
UNIDENTIFIED SPEAKER	So is 23 million the number they're looking for, total?
KINSLEY	That's the number they're looking for, the, the, the State to put up half, half the funding for the project.
UNIDENTIFIED SPEAKER	OK.
KINSLEY	You know, I think, you know, taking a, a page out of some other schools who have put in significant …
UNIDENTIFIED MALE	Right.
KINSLEY	… you know, investment …
UNIDENTIFIED MALE	OK.
KINSLEY	… into it. And I think the difference is they've been more aggressive than the other schools in moving forward, uh, to get it funded. And I don't know if I've done this project justice or not. [*looks around*]

October 3, 2017 Board of Governors Meeting Transcript

Speaker	Dialogue
	I somewhat feel not. [*looks behind him*] Anybody, Bill, you wanna help, save, save, save this. [*laughs*]
MERCK	[*smiles, comes to podium*] None of our … I don't think it needs saving, Chris …
KINSLEY	OK. Thank you.
MERCK	… it's, it's, it's a great project.
UNIDENTIFIED SPEAKER	Yeah.
MERCK	Um, I think the question you're alluding to, and maybe not asking directly is, if we've been able to fund it internally, why do we need some more money from the legislature? Particularly if it's gonna be cl-, complete in December. The situation is, um, since we so desperately needed this building, we, since we are a large university, we have some fairly large cash balances. We also have significant overhead we're charging our auxiliaries and our grant & contract folks. So we've taken some of the cash that we have to fund the actual construction and created internal loans from the sources that those monies are coming from. This last 20, 20-um-3 million dollars, we, we've, uh, internally, um, committed that over the next five to seven years. So it'll take us about seven years of those accumulated overhead charges, interest, dividends, things like that, to pay our cash, that the accounts that cash came from back. So if the State will fund that 23. 6 for us, the remaining part, that eliminates the debt we've created internally, and where those funds are gonna come from to repay ourselves, we'll advance those directly into creating some more lab space on campus, because we're probably, right now, based on the plant surveys, at about half where we need to be with lab space. So it just helps us push even further forward to meet that deficit and to match up not only with the, the contract and grant work that Chris was talking about, but our provost has a, a pretty aggressive hiring program going with new faculty, many of whom, most of whom, are into research-type activities, and we need that for our students and our graduate students to progress.
HUIZENGA	Bill, do you have any presentation or, or, I mean, sure you do internally, but anything that you can share with us in November of what the other lab space, that should the State fund this, I mean, really kinda what we're saying is if you fund this, then we'll front that money to start to, to do our next project so ….
MERCK	Sure, yes. That'll be easy to do.
UNIDENTIFIED FEMALE	Are you more likely to get money from the legislature if you just went with, to them with your new labs-based plan versus trying to recoup dollars? [*background inaudible*]

October 3, 2017 Board of Governors Meeting Transcript

Speaker	Dialogue
	I know that's what you're trying to ask, but I'm just gonna ask it. [*laughs*]
MERCK	No, that's a good, that's a very good question. And I think what would happen is if we went for new, a new building, it would probably be double that amount, which we probably wouldn't, we'd get another zero. So by just getting a smaller amount that we're, we're self-funding, that 23 million, we wouldn't be able to build an entire new building, say a 40-something-million-dollar with that, but there's other things that we can do for lab space, um, that money be, would be well spent.
UNIDENTIFIED MALE	But aren't you saying ...
MULTIPLE	[*inaudible, simultaneous speaking*]
BILL	[*inaudible, simultaneous speaking*]
UNIDENTIFIED FEMALE	I, I, I under-, I understand your rationale.
MERCK	But wait …[*holds hand up*]
UNIDENTIFIED FEMALE	But if I were the legislature, I would say they s-, obviously have a lot of money. They don't need us to fund them. They can front it and they're great at fundraising, so they'll find the money for the next project.
MERCK	[*simultaneous speaking*] That's not, uh, well, we, the fundraising's not gonna help us that much on this particular building. It's all internal money that we're shuffling around to be able to, to handle this. Here, here's another way to look at it. If we could, if we get the 23.6 back from the legislature, the remainder on this building, and we could finish it up, that means that we may be able to take that 23 and add another 23, leverage out another five or six years and be able to do the whole thing ourselves. I think we've got a much better chance of getting more lab space by leveraging what we have than just going to the legislature with our hand out and asking for the whole thing.
KUNTZ	I gotta tell you, hearing the dialogue, I, I'm with you 'cause I think you have a better chance of going to the legislature saying *[Bill shakes head no*], "We'd like this money to go build more labs," [*Bill shakes head yes*] rather than, "Could you just pay us back for what we funded internally 'cause we had extra cash so we did it ourself and can we have that money back now?"
UNIDENTIFIED FEMALE	Right.
MERCK	Well, excuse me, but it wasn't really extra cash [*simultaneous speaking*]
KUNTZ	That's my, I'm telling you how it … [*simultaneous speaking*]
UNIDENTIFIED FEMALE	That's, that's, that's the perception, I know it's not extra cash. The perception's going to be that you clearly had [*laughs*], as Ambassador [*inaudible name*] said, extra money sitting somewhere in a reserve fund [*Bill shakes head no*] that you were able to use for this designation.

October 3, 2017 Board of Governors Meeting Transcript

Speaker	Dialogue
	I just think that this is something that they're gonna say "no" to right off the bat. And if you really do have the need for extra lab space, as Chris was just saying [*Chris shakes head yes*], you're, you're very far behind. Let's go to them with a project that they can support and get excited about and bring back to their constituents and say, "Look, we're going to build state-of-the-art new shiny lab space here," versus "We're just paying them back for something they've already done."
UNIDENTIFIED MALE	Plus, if we put this on our list, …
UNIDENTIFIED FEMALE	Right.
UNIDENTIFIED MALE	… that's gonna using up, some of our request money …
UNIDENTIFIED FEMALE	Correct.
UNIDENTIFIED MALE	… for something that looks like, you're, I know you're, you didn't just have extra money lying around, …
MERCK	[*inaudible*] [*nods head, laughs*]
UNIDENTIFIED MALE	… that's just kinda the way … [*simultaneous speaking*]
UNIDENTIFIED FEMALE	Right, we, we know that.
UNIDENTIFIED MALE	… that, that's, that's the way it kinda feels.
MERCK	Sure. I, I, I appreciate that, that thought about the new building [*simultaneous speaking*].…
UNIDENTIFIED FEMALE	We want you to be successful going there, not ...
MERCK	Yeah, what, what I do believe is, uh, is exactly what Chris was saying earlier, in that there's a very limited amount of money that's gonna be put forward for all of the State University system projects. And I think realistically speaking getting a 23 million dollar allocation is gonna be far easier than for us to take another 46 out of the small amount that's left for [*inaudible*] so that's what I'm counting [*inaudible*].
UNIDENTIFIED FEMALE	No, but you'd be getting the 23 for the new building and putting your 23 in, so, uh, it just, this doesn't look …
KINSLEY	Maybe … [*simultaneous speaking, inaudible*] [*speaking in quiet voice to Bill*] Maybe …
UNIDENTIFIED FEMALE	… right to me, or feel right to me.
CHRIS KINSLEY	[*inaudible, simultaneous speaking, speaking to Bill*] … suggest like you and I and President Hitt can talk to the Chancellor and sort of say, look, how can we test the water of, you know, the proposition that the Board members are putting forward, saying …
MERCK	[*to Chris*] Sure.
KINSLEY	[*to Bill*] I think the sense is, the good thing I'm hear- is, we wanna help, we wanna try to get the labs funded. I mean, I think we, Dave, D-, we know, well know the need the University has for the lab.
MERCK	[*to Chris*] Yeah.
CHRIS KINSLEY	[*to Bill*] What, what is gonna resonate the most, so …
MERCK	That's fair.
CHRIS KINSLEY	If I can, if I can offer the Chancellor's [*inaudible*] [*laughs*].

October 3, 2017 Board of Governors Meeting Transcript

Speaker	Dialogue
UNIDENTIFIED MALE	[*inaudible*, *simultaneous speaking*] you already have … [*laughter*]
MERCK	I appreciate that. Anything that you … [*simultaneous speaking*]
UNIDENTIFIED FEMALE	Right, how, how are we gonna … [*simultaneous speaking*]
MERCK	… do for us is, will be greatly appreciated. [*simultaneous speaking*]
UNIDENTIFIED FEMALE	… how, how, how can we help you get the lab space, because it is a critical need. This I don't think is going to accomplish what you're hoping.
MERCK	Thank you for that.
UNIDENTIFIED MALE	I, I actually agree with you. However, I do remember, you know, last year that some things would rise to the top, your project to the top. One of 'em is if you can show that, uh, you're willing to do some cost-sharing with us, and, and, pay for some of this yourself. And second is, we're, we're, we're going to push projects to completion before we start new projects. So, so, I, I agree, they, they took that directive a little too far in this case. But both of those are kind of rational things, given what we told.
WHITTAKER	[*comes to podium and says something inaudible to Bill*]
CHAIRMAN	They, they, they are. But, they started the project without getting any other funding …
MERCK	[*Bill to man from bench*] [*inaudible, nods head yes*] [*man sits back down on bench behind him*]
HUIZENGA	… and, and now they're saying, hey we've done it, can you give us part back. So, I, I love that, we're only asking for half. I mean, I, I agree, but it's kinda, you know, there's others in the pipeline that have been waiting, dying to get funded as well, so again, out of the hundred million dollars, let's say that, OK, well, you jumped in and did it. You've technically got a way to pay yourself back for it. It's 6 or 7 years out and it's not the preferred way to go, but to take a quarter of the total PECO funding and to give it to you because you felt the building out of need. Everybody's gonna say their building's out of need and they just don't have a way to do it necessarily or haven't reached the critical need to where they go, you know what, we don't have any choice but to do it. So, I'm not trying to be negative. I'm just, just, looking at… [*simultaneously speaking*]
UNIDENTIFIED MALE	I looked at this and I thought, I hope there's not a cooler…
HUIZENGA	…12 hungry children and a small amount of money and know one's supposed to be our favorite and how do we make it work and, and, and work in some sort of a structure. So, I, I…you're absolutely right. We've talked about hey, if you can partially fund them, if you had a legislature say hey, [*cough*] double your money here, this is a, this is a great investment. I still truly believe that and I think that we've seen that begin to work, but it's um, it's, it's a little harder when it's, we did it and now we need you to give us the money back.
UNIDENTIFIED MALE	Or part of it.
MERCK	No, I, I appreciate it. You really do have a difficult job feeding all 12 children. [*laughs*] You really do, with limited resources.
HUIZENGA	And, and…
MERCK	Um, we, and the Provost just mentioned that I think that this has been

October 3, 2017 Board of Governors Meeting Transcript

Speaker	Dialogue
	our number one project for about 4, maybe 5 years now and then we just had to get started on it so we could meet the needs…[*simultaneous speaking*]
CHAIRMAN	Uh, well, but, yeah, but, but, but…
MERCK	…but, any way, we appreciate it.
HUIZENGA	…but the downtown building got pushed through for 25 million and others so, you know what, if it's been the number one, it didn't get the funding because funding was had whether we voted for it or not to go to other projects [*laughter*] So, I don't know that that's really a totally accurate statement.
MERCK	I appreciate that. Thank you.
KINSLEY	Thanks, Bill.
[END OF TRANSCRIPTION]	

ITEM: FF- 2

University of Central Florida
Board of Trustees

SUBJECT: Five-year Capital Improvement Plan

DATE: July 19, 2018

PROPOSED BOARD ACTION

Approve the capital improvement plan for 2019-20 through 2023-24.

BACKGROUND INFORMATION

Each year, the university must submit an updated capital improvement plan to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay list, and it provides information to the State Board of Education for its request for capital project funding for 2019-20.

The capital improvement plan must be submitted to the Board of Governors' staff by August 1, 2018. The attached schedules include the following:

- projects that are proposed for inclusion in the five-year capital improvement plan
- items to be included in the 2019-20 Appropriations Authorization Bill, including projects funded by bonds, direct support organization projects, and projects requiring general revenue to operate.

We request approval to submit the 2019-20 Capital Improvement Plan with the projects listed in the attached schedules.

Supporting documentation: Attachment A: 2019-20 Five-year Plan List
Attachment B: 2019-20 Fixed Capital Outlay Projects Requiring Board of Governors Approval to be Constructed, Acquired, and Financed by a University or a University Direct Support Organization with Approved Debt
Attachment C: 2019-20 Fixed Capital Outlay Projects That May Require Legislative Authorization and General Revenue Funds to Operate and Maintain

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Attachment A

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2019-24
2019 FIVE-YEAR FIXED CAPITAL IMPROVEMENTS PLAN

PECO PROJECTS REVISED 05/04/2018	2019-20 YR #1	2020-21 YR #2	2021-22 YR #3	2022-23 YR #4	2023-24 YR #5	TOTALS	RANK
MAINTENANCE AND UTILITY INFRASTRUCTURE (P,C)	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$70,000,000	1
RESEARCH II - SCIENCE, ENGINEERING, AND COMMERCIALIZATION FACILITY (P,C,E)	$11,215,931	$89,727,447	$11,215,931			$112,159,309	2
LEARNING LABORATORY - ACTIVE LEARNING, TEACHING LAB, AND MAKER SPACE FACILITY (P,C,E)	$8,512,000	$68,096,000	$8,512,000			$85,120,000	3
ENGINEERING BUILDING I RENOVATION (P,C,E)	$1,500,000	$17,745,473	$1,176,311			$20,421,784	4
BIOLOGICAL SCIENCES RENOVATION (P,C,E)		$4,181,000	$4,500,000			$8,681,000	5
FLORIDA SOLAR ENERGY CENTER RENOVATION (P,C,E)			$11,322,000			$11,322,000	6
CHEMISTRY RENOVATION (P,C,E)			$5,000,000			$5,000,000	7
HEALTH SCIENCES AND COLLEGE OF NURSING BUILDING (P,C,E) (formerly known as College of Nursing)			$19,000,000			$19,000,000	8
PERFORMING ARTS COMPLEX PHASE I (P,C,E)			$3,139,552	$27,809,218	$3,139,552	$34,088,322	9
UCF DOWNTOWN CAMPUS BUILDING II (P,C)				$8,799,156	$70,393,244	$79,192,400	10
HOWARD PHILLIPS HALL RENOVATION (P,C,E)				$12,400,000		$12,400,000	11
CHILLED WATER REPLACEMENT (P,C)				$5,100,000	$10,200,000	$15,300,000	12
WASTEWATER, WATER, NATURAL GAS REPLACEMENT (P,C)				$7,140,000	$10,200,000	$17,340,000	13
TOTAL	$35,227,931	$193,749,920	$77,865,794	$75,248,374	$107,932,796	$490,024,815	

CITF PROJECT REQUESTS	2019-20 YR #1	2020-21 YR #2	2021-22 YR #3	2022-23 YR #4	2023-24 YR #5	TOTALS	RANK
JOHN C. HITT LIBRARY RENOVATION PHASE II (P,C,E)	$33,566,573					$33,566,573	1
CREATIVE SCHOOL FOR CHILDREN (P,C,E)		$6,000,000				$6,000,000	2
TOTAL	$33,566,573	$6,000,000	$0	$0	$0	$39,566,573	

REQUESTS FROM OTHER STATE SOURCES	2019-20 YR #1	2020-21 YR #2	2021-22 YR #3	2022-23 YR #4	2023-24 YR #5	TOTALS	RANK
CAMPUS ENTRYWAYS PHASE I (P,C,E)	$2,153,996					$2,153,996	1
CAMPUS ENTRYWAYS PHASE II (P,C,E)		$5,015,978				$5,015,978	2
WELCOME CENTER EXPANSION (P,C,E)		$8,768,771				$8,768,771	3
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)		$8,138,731				$8,138,731	4
CAMERA ACCESS CONTROL (P,C)		$58,000,000				$58,000,000	5
VISUAL ARTS BUILDING HVAC (P,C,E)		$400,000	$3,600,000			$4,000,000	6
COASTAL BIOLOGY STATION (P,C,E)			$5,358,435			$5,358,435	7
ARA CHILLED WATER PLANT (P,C,E)			$25,000,000			$25,000,000	8
PERFORMING ARTS COMPLEX PHASE II (P,C)				$4,000,000	$32,000,000	$36,000,000	9
MATHEMATICAL SCIENCES BUILDING REMODELING AND RENOVATION (P,C)				$998,783	$13,431,308	$14,430,091	10
RESEARCH BUILDING III (P,C,E)				$6,859,773	$54,878,187	$61,737,960	11
VISUAL ARTS RENOVATION AND EXPANSION (P,C)				$3,730,000	$29,840,000	$33,570,000	12
MILLICAN HALL RENOVATION (P,C)				$1,502,226	$13,221,575	$14,723,801	13
BUSINESS ADMINISTRATION RENOVATION (P,C)				$718,954	$13,790,853	$14,509,807	14
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)				$7,054,917		$7,054,917	15
RESEARCH BUILDING IV (P,C)				$8,396,362	$67,170,901	$75,567,263	16
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)				$4,044,473	$32,357,976	$36,402,449	17
CLASSROOM BUILDING III (P,C)				$5,262,180	$42,097,440	$47,359,620	18
FACILITIES AND SAFETY BUILDING AT HEALTH SCIENCES CAMPUS (P,C,E)				$8,560,997		$8,560,997	19
RECYCLING CENTER (P,C)				$3,281,715	$26,253,725	$29,535,440	20
HUMANITIES AND FINE ARTS II (P,C)				$3,955,685	$24,342,669	$28,298,354	21
SOCIAL SCIENCES FACILITY (P,C,E)				$3,052,049	$24,416,391	$27,468,440	22
UCF DOWNTOWN CAMPUS BUILDING II (P,C)				$87,991,555		$87,991,555	23
TECHNOLOGY COMMONS II RENOVATION (P,C,E)				$4,243,038		$4,243,038	24
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)				$4,590,773		$4,590,773	25
SIMULATION AND TRAINING BUILDING (P,C)				$3,382,073	$26,507,311	$29,889,384	26
BAND BUILDING II INFRASTRUCTURE (P,C)				$300,000	$2,400,000	$2,700,000	27
RESEARCH BUILDING V (P,C)				$3,284,322	$28,376,544	$31,660,866	28
MEDICAL EDUCATION AUDITORIUM RENOVATION					$3,840,000	$3,840,000	29
THEATRE BUILDING RENOVATION (P)					$4,867,612	$4,867,612	30
SUSTAINABILITY CENTER (P,C,E)					$7,134,164	$7,134,164	31
WET TEACHING LAB AND EXPANDED STEM FACILITY (P)					$18,112,657	$18,112,657	32
UTILITY INFRASTRUCTURE AND SITE WORK CLINICAL FACILITIES HEALTH SCIENCES CAMPUS (P)					$14,844,769	$14,844,769	33
TOTAL	$2,153,996	$80,323,480	$33,958,435	$165,209,875	$479,884,082	$761,529,868	

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT	2019-20 YR #1	2020-21 YR #2	2021-22 YR #3	2022-23 YR #4	2023-24 YR #5	TOTALS	RANK
DOWNTOWN WELCOME CENTER (P,C,E)	$3,060,000					$3,060,000	
DOWNTOWN CAMPUS SERVICES (P,C,E)	$3,500,000					$3,500,000	
UCF SOLAR FARM (P,C,E)	$17,000,000					$17,000,000	
INSTITUTE FOR HOSPITALITY IN HEALTHCARE (P,C,E) HEALTH SCIENCES CAMPUS	$15,300,000					$15,300,000	
UCF DOWNTOWN CAMPUS GARAGE II (P,C,E)	$16,983,000					$16,983,000	
SPECIAL PURPOSE HOUSING AND PARKING GARAGE (P,C,E)	$30,569,400					$30,569,400	
SPECIAL PURPOSE HOUSING II (P,C,E)	$9,782,208					$9,782,208	
PARKING DECKS (P,C,E)	$20,787,192					$20,787,192	
GRADUATE HOUSING (P,C,E)	$61,138,800					$61,138,800	
STUDENT HOUSING (P,C,E)	$61,138,800					$61,138,800	
PARTNERSHIP GARAGE (P,C,E)	$8,559,432					$8,559,432	
ROTH ATHLETICS CENTER	$8,750,000					$8,750,000	
SPECTRUM STADIUM RUST REMEDIATION (P,C,E)	$14,000,000					$14,000,000	
VENUE EXPANSION AND RENOVATION (P,C)	$10,000,000					$10,000,000	
PARKING DECK (P,C,E)	$5,661,000					$5,661,000	
OUTPATIENT CENTER (P,C,E) LAKE NONA	$91,708,200					$91,708,200	
CAMPUS ENTRYWAYS PHASE I (P,C,E)	$2,153,996					$2,153,996	
ROSEN EDUCATIONAL FACILITY (P,C,E)	$16,000,000					$16,000,000	
FOOTBALL BUILDING (P,C,E)		$16,685,798				$16,685,798	
GOLF TRAINING FACILITY (P,C,E)		$2,000,000				$2,000,000	
ROSEN GARAGE (P,C,E)		$13,000,000				$13,000,000	
CAMPUS ENTRYWAYS PHASE II (P,C,E)		$5,015,978				$5,015,978	
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)		$20,000,000				$20,000,000	
DINING, HOUSING & RESIDENCE LIFE, AND CREATIVE SCHOOL FOR CHILDREN PARTNERSHIP BUILDING (P,C,E)			$101,000,000			$101,000,000	
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)			$14,492,160			$14,492,160	
PARKING GARAGE VII (P,C,E)			$25,433,741			$25,433,741	
COASTAL BIOLOGY STATION (P,C,E)			$5,358,435			$5,358,435	
ARA CHILLED WATER PLANT (P,C,E)			$25,000,000			$25,000,000	
UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)				$87,991,555		$87,991,555	
FACILITIES AND SAFETY BUILDING AT HEALTH SCIENCES CAMPUS (P,C,E)				$8,560,997		$8,560,997	
DENTAL SCHOOL (P,C,E) HEALTH SCIENCES CAMPUS				$73,000,000		$73,000,000	
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)				$139,635,343		$139,635,343	
SUSTAINABILITY CENTER (P,C,E)					$6,358,435	$6,358,435	
WET TEACHING LAB AND EXPANDED STEM FACILITY (P,C,E)					$18,112,657	$18,112,657	
UTILITY INFRASTRUCTURE AND SITE WORK CLINICAL FACILITIES (P,C) HEALTH SCIENCES CAMPUS					$14,844,769	$14,844,769	
SPECTRUM STADIUM EXPANSION AND IMPROVEMENTS PHASE I (P,C,E)					$16,416,900	$16,416,900	
SPECTRUM STADIUM EXPANSION AND IMPROVEMENTS PHASE II (P,C,E)					$44,905,316	$44,905,316	
TOTAL	$396,092,028	$56,701,776	$171,284,336	$309,187,895	$100,638,077	$1,033,904,112	
GRAND TOTAL	$467,040,528	$336,775,176	$283,108,565	$549,646,144	$688,454,955	$2,325,025,368	

Projects to be programmed

Projects with approved building programs

Remodeling denotes **change** in space usage. Renovation denotes no change in space usage.

Attachment B
STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects Requiring Board of Governors Approval
to be Constructed, Acquired, and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For Operational and Maintenance Costs Amount	Source
UCF	Roth Athletics Center (formerly known as Wayne Densch Expansion)	TBD	Offices, storage, and support space	UCF, Orlando	$8,750,000	Donations	July	$0	DSO
UCF	Spectrum Rust Remediation	21,337	Additional club seating, suites, and operational booths	UCF, Orlando	$14,000,000	Donations	July	$320,055	DSO
UCF	Spectrum Stadium Expansion and Improvements Phase I	21,337	Additional club seating, suites, and operational booths	UCF, Orlando	$16,416,900	Donations	July	$320,055	DSO
UCF	Spectrum Stadium Expansion and Improvements Phase II	80,000	Additional seating up to 20,000	UCF, Orlando	$44,905,316	Donations	July	$1,200,000	DSO
UCF	Football Building	45,000	Offices, storage, and support space	UCF, Orlando	$16,685,798	Donations	July	$675,000	Auxiliary
UCF	Golf Training Facility (move from Twin Rivers Golf Course)			UCF, Orlando	$2,000,000	Donations	July	$0	DSO
UCF	Venue Expansion and Renovation	TBD	Offices, storage, and support space	UCF, Orlando	$10,000,000	Donations	July	$0	Auxiliary

Attachment C

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects That May Require Legislative Authorization
and General Revenue Funds to Operate and Maintain
BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational and Maintenance Costs Amount	Source
UCF	Florida Advanced Manufacturing Research Facility	81,750	Research Labs, Wet Labs, Collaboration Rooms, Offices	UCF-Osceola	$75,000,000	PECO	$1,339,850	General Revenue
UCF	Optical Materials Lab Addition	5,530	Research Labs	UCF-Orlando	$1,640,000	C&G	$90,634	General Revenue
UCF	John C. Hitt Library Expansion Phase I (ARC)	8,800	Automatic Retrieval Center	UCF-Orlando	$10,771,963	CITF	$144,228	General Revenue
UCF	John C. Hitt Library Expansion Phase I (Connector)	12,609	Automatic Retrieval Center	UCF-Orlando	$21,366,592	CITF	$122,007	General Revenue
UCF	CREOL	2,756	Research Labs	UCF-Orlando	$1,406,000	E&G	$45,170	General Revenue
UCF	Arts Complex II Performance	2,728	Teaching Lab, Offices	UCF-Orlando	$964,411	PECO	$31,353	General Revenue
UCF	BPW Building	4,038	Teaching Labs, Offices	UCF - Orlando	$275,000	Donations	$66,181	General Revenue
UCF	District Energy IV Plant	13,000	Offices	UCF - Orlando	$13,000,000	Auxiliary	$94,231	General Revenue
UCF	Trevor Colbourn Hall and Colbourn Demolition	135,600	Offices, Classrooms	UCF-Orlando	$38,000,000	CF-Aux	$1,312,093	General Revenue
UCF	Coastal Biology	3,000	Research	UCF-Melbourne Beach	$2,500,000	E&G	$29,029	General Revenue
UCF	Partnership IV Phase	42,529	Office, Research Labs	UCF-Orlando	$42,000,000	PECO	$697,033	General Revenue
UCF	Partnership V	123,658	Office, Research Labs	UCF-Orlando	$42,000,000	PECO	$2,026,705	General Revenue
~~UCF~~	~~Florida Solar Energy Center Renovation~~	~~42,986~~	~~Offices, Research Labs~~	~~UCF-Orlando~~	~~$10,000,000~~	~~PECO~~	~~$704,523~~	~~General Revenue~~
UCF	Research I (formerly Interdisciplinary Research and Incubator Faculty)	97,482	Offices, Research Labs	UCF-Orlando	$46,614,853	Aux-CF	$1,597,691	General Revenue
UCF	Arboretum Green House	800	Teaching Lab	UCF-Orlando	$400,000	E&G	$3,728	General Revenue
UCF	Band Building	3,695	Teaching Labs, Offices	UCF-Orlando	$5,000,000	Auxiliary	$35,754	General Revenue
UCF	CREOL Expansion Phase II	13,086	Research Labs, Offices	UCF-Orlando	$6,784,228	E&G-Aux-C&G	$214,474	General Revenue
UCF	UCF Downtown Dr. Phillips Academic	148,000	Research Labs, Offices	UCF-Orlando	$6,784,228	PECO-Private-Aux	$1,528,618	General Revenue
UCF	Visual Arts Building Addition	699	Teaching Lab	UCF-Orlando		PECO	$11,456	General Revenue
UCF	Arecibo National Astronomy Ionosphere Center	62,918	Research Labs, Offices	UCF-Puerto Rico		C&G	$1,031,201	General Revenue
UCF	Medically Directed Wellness and Sports Center	2,000	Teaching Labs, Classroom	UCF Lake Nona			$32,779	General Revenue
UCF	UCF Downtown Central Energy Plant	15,000	Teaching Labs, Offices	UCF-Orlando	$12,100,000	E&G (Reserve)-Private	$245,844	General Revenue
UCF	Health Sciences and College of Nursing Building	145,000	Teaching Labs, Offices	UCF-HSC	$19,000,000	PECO	$2,376,492	General Revenue
UCF	UCF Downtown Garage (E and G Spaces)	32,000	Offices, Support	UCF-Orlando	$13,500,000	Auxiliary	$524,467	General Revenue
UCF	Energy Lab	20,000	Research Labs, Offices	UCF-Orlando		C&G	$327,792	General Revenue
UCF	Laboratory and Environmental Support Expansion	1,535	Offices	UCF-Orlando	$909,534	CF	$25,158	General Revenue
UCF	DataSite Orlando	460	Office, Storage	UCF-Orlando		CF	$7,539	General Revenue
UCF	UCF Downtown Police Department	3,000	Offices	UCF-Orlando	$5,000,000	Auxiliary-Donations	$49,169	General Revenue
UCF	UCF Research Hub - Downtown	7,000	Offices, Teaching Lab, Interview Rooms	UCF-Orlando	$1,500,000	Auxiliary-Donations	$114,727	General Revenue
UCF	Union West - Student Services	50,000	Classrooms, Offices	UCF-Orlando	$105,000,000	Private	$819,480	General Revenue
UCF	Sanford Burnham Institute for Medical Research	174,843	Research Labs, Vivarium, Offices	UCF-Orlando		Private	$2,865,607	General Revenue

UNIVERSITY OF CENTRAL FLORIDA

Office of the President
P.O. Box 160002
Orlando, FL 32816-0002

June 26, 2018

Mr. Tim Jones
Chief Financial Officer
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399-0400

Dear Mr. Jones:

In accordance with your request dated April 23, 2018, to the University Presidents, enclosed is the University of Central Florida's (UCF) Five-Year Fixed Capital Improvement Plan for the years 2019-24. This list revises UCF's priorities of previous years in accordance with the funding allocated by the Board of Governors (BOG), and it also includes additional facilities consistent with recent program developments and needs of the university. Utilization of existing space was considered in the prioritization of UCF's projects. PECO funding to meet critical maintenance needs and improve the condition of existing space and campus infrastructure is, as always, UCF's top priority. Our other top priorities are Research II - Science, Engineering, and Commercialization Facility; Learning Laboratory - Active Learning, Teaching Lab, and Maker Space Facility; and the continued renovation of Engineering Building I. Other projects have been prioritized in accordance with the needs of the university, with research space and renovations of existing buildings of high priority, as they are essential to meeting the goals of our Collective Impact Strategic Plan and success on our path to preeminence.

The following is a summary of changes:

- Project costs have been increased due to the inflation in construction costs.
- Learning Laboratory - Active Learning, Teaching Lab, and Maker Space Facility; Biological Sciences Renovation; and Howard Phillips Hall Renovation have been added to the three year window.
- College of Nursing and Allied Health has been renamed to College of Nursing/Health Sciences Building.
- Research Building I, Trevor Colbourn Hall, John C. Hitt Library Phase II, and Rosen Educational Facility have been removed from the PECO list.
- Research Building II has been renamed to Research II - Science, Engineering, and Commercialization Facility.
- Arts Complex II-Performance has been renamed to Performing Arts Complex Phase I.

The UCF Five-Year Fixed Capital Improvement Plan was reviewed and approved by the University Board of Trustees on June 20, 2018.

Phone: 407.823.1823 • Fax: 407.823.2264
An Equal Opportunity and Affirmative Action Institution

Please have members of your staff contact Lee Kernek at (407) 823-3801 or Gina Seabrook at (407) 823-5894 if they have questions or need additional information.

Cordially yours,

John C. Hitt
President

Attachments

cc: Mrs. Lee Kernek
Mr. William F. Merck II
Mr. William Martin
Mrs. Gina Seabrook

STATE UNIVERSITY SYSTEM
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request
Fiscal Years 2019-20 through 2023-24
CIP-2, Summary of Projects

I rsity of Central Florida

PECO-ELIGIBLE PROJECT REQUESTS

Priority No	Project Title	2019-20 Year 1	2020-21 Year 2	2021-22 Year 3	2022-23 Year 4	2023-24 Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Educational Plant Survey Recommended Date/Rec No.	Approved by Law - Include GAA reference
1	Maintenance and Utility Infrastructure	14000000	14000000	14000000	14000000	14000000	Total Campus	N/A	N/A	70000000	#DIV/0!	06/2016	
2	Research II - Science, Engineering, and Commercialization Facility	11215931	89727447	11215931			Engrg-Sciences	92000	138000	112159309	$ 813	06/2016	
3	Learning Laboratory - Active Learning, Teaching Lab, and Maker Space Facility	8512000	68096000	8512000			Total Campus	100000	150000	85120000	$ 567		
4	Engineering Building I Renovation	1500000	17745473	1176311			Clge of Engineering	118186	130885	20421784	$ 156	02/2011	HB5001 Section 2
5	Biological Sciences Renovation		4181000	4500000			Clge of Sciences	103194	116607	8681000	$ 74		
6	Florida Solar Energy Center Renovation			11322000			Clge of Engineering	37777	56666	11322000	$ 200		
7	Chemistry Renovations			5000000			Clge Arts Sciences	43265	49073	5000000	$ 102	06/2016	
8	College of Nursing/Health Sciences Building			19000000			Clge of Nursing/Health	40000	60000	19000000	$ 317	06/2016	
9	Performing Arts Complex Phase I			3139552	27809218	3139552	CAS-CHPS	54401	72553	34088322	$ 470	06/2016	
10	UCF Downtown Campus Building II				8799156	70393244	Clge Arts Sciences	150325	222000	87991556	$ 396		
11	Howard Phillips Hall Renovation				12400000		Total Campus	56903	64619	12400000	$ 192		
12	Chilled Water Replacement				5100000	10200000	Total Campus	N/A	N/A	22701120	#DIV/0!	06/2016	
13	Wastewater Water, Natural Gas Replacement				7140000	10200000	Total Campus	N/A	N/A	30120600	#DIV/0!	06/2016	
	TOTAL	35227931	193749920	77865794	75248374	107932796							

CITF PROJECT REQUESTS

Priority No	Project Title	2019-20	2020-21	2021-22	2022-23	2023-24	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Committee Approval Date
1	John C. Hitt Library Renovation Phase II	33566573					Total Campus	144097	226506	42978312	$ 190	05/2012
2	Creative School for children		6000000				Total Campus	8787	12901	6000000	$ 465	11/2012
	TOTAL	33566573	6000000	0	0	0						

REQUESTS FROM OTHER STATE SOURCES

Priority No	Project	2019-20	2020-21	2021-22	2022-23	2023-24	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	
1	CAMPUS ENTRYWAYS PHASE I (P,C,E)	2153996					Total Campus	N/A	N/A	2153996	#DIV/0!	
2	CAMPUS ENTRYWAYS PHASE II (P,C,E)		5015978				Total Campus	N/A	N/A	5015978	#DIV/0!	
3	WELCOME CENTER EXPANSION (P,C,E)		8768771				Total Campus	11650	16210	8768771	541	
4	FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)		8138731				Total Campus	19014	28520	8138731	285	
5	CAMERA ACCESS CONTROL (P,C)		58000000				Total Campus	N/A	N/a	58000000	#DIV/0!	
6	VISUAL ARTS BUILDING HVAC (P,C,E)		400000	3600000			Clge Arts Sciences	N/A	N/A	4000000	#DIV/0!	
7	COASTAL BIOLOGY STATION (P,C,E)			5358435			Clge of Sciences	17544	26316	5358435	204	
8	ARA CHILLED WATER PLANT			25000000			Total Campus	22000	30800	25000000	812	
9	PERFORMING ARTS COMPLEX PHASE II (P,C,E)				4000000	32000000	CAS-CHPS	77587	116381	40000000	344	
10	MATHEMATICAL SCIENCES BUILDING REMODELING AND RENOVATION (P,C,E)				998783	13431308	CAS-CHPS	100368	106523	15428874	145	
11	RESEARCH BUILDING III (P,C,E)				6859773	54878187	Engrg-Arts Sciences	91929	136623	68597733	502	
12	VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)				3730000	29840000	Clge Arts Sciences	43000	60850	37300000	613	
13	MILLICAN HALL RENOVATION (P,C,E)				1502226	13221575	Total Campus	88586	87752	16226027	185	
14	BUSINESS ADMINISTRATION RENOVATION (P,C,E)				718954	13790853	Clge of Business	28091	41782	15228761	364	
15	FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)				7054917		Total Campus	17400	26100	7054917	270	CIP2
16	RESEARCH BUILDING IV (P,C,E)				8396362	67170901	Engrg-Arts Sciences	38550	57825	83963625	1452	
17	MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)				4044473	32357976	Total Campus	51817	77726	40446922	520	

18	CLASSROOM BUILDING III (P,C,E)				5262180	42097440	Total Campus	43857	65666	52621800	801	
19	FACILITIES AND SAFETY BUILDING AT HEALTH SCIENCES CAMPUS (P,C,E)				8560997		Total Campus	21053	31579	8560997	271	
20	RECYCLING CENTER (P,C)				3281715	26253725	Total Campus	46675	59160	32817155	555	
21	HUMANITIES AND FINE ARTS II (P,C,E)				3955685	24342669	Total Campus	40624	60396	32254039	534	
22	SOCIAL SCIENCES FACILITY (P,C,E)				3052049	24416391	Total Campus	45700	66150	30520489	461	
23	UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)				87991555		Clge Arts Sciences	150325	222000	87991555	396	
24	TECHNOLOGY COMMONS II RENOVATION (P,C,E)				4243038		Total Campus	6570	9855	4243038	431	
25	COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)				4590773		Clge Arts Sciences	16998	25497	4590773	180	
26	SIMULATION AND TRAINING BUILDING (P,C,E)				3382073	26507311	Clge of Engr	52425	52431	33271457	635	
27	BAND BUILDING II INFRASTRUCTURE (P,C)				300000	2400000	Total Campus	9587	12714	3000000	236	
28	RESEARCH BUILDING V (P,C,E)				3284322	28376544	Engrg-Arts Sciences	38550	57825	34945188	604	
29	MEDICAL EDUCATION AUDITORIUM RENOVATION					3840000	Clge Medicine	33620	50430	3840000	76	
30	THEATRE BUILDING RENOVATION (P, C,E)					4867612	Clge Arts Sciences	22064	29469	4867612	165	
31	SUSTAINABILITY CENTER (P,C,E)					7134164	Total Campus	8800	13200	7134164	540	
32	WET TEACHING LAB AND EXPANDED STEM FACILITY (P,C,E)					18112657	Total Campus	164500	240950	165370823	686	
33	UTILITY INFRASTRUCTURE AND SITE WORK CLINICAL FACILITIES HEALTH SCIENCES CAMPUS (P,C)					14844769	Total Campus	N/A		14844769	#DIV/0!	
	TOTAL	**2153996**	**80323480**	**33958435**	**165209875**	**479884082**						

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT

	Project	2019-20	2020-21	2021-22	2022-23	2023-24	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Expected Source of Funding (if known)	Master Plan Approval Date
	DOWNTOWN WELCOME CENTER (P,C,E)	3060000					Total Campus			3060000	#DIV/0!	PRIVATE	November - 2016
	DOWNTOWN CAMPUS SERVICES (P,C,E)	3500000					Total Campus	33333	50000	3500000	$ 70	PRIVATE	
	UCF SOLAR FARM (P,C,E)	17000000					Total Campus	N/A	N/A	17000000	#DIV/0!	AUXILIARY	
	INSTITUTE FOR HOSPITALITY IN HEALTHCARE (P,C,E) HEALTH SCIENCES CAMPUS	15300000					Total Campus	24000	36000	15300000	$ 425	PRIVATE/GRANT	November - 2014
	UCF DOWNTOWN CAMPUS GARAGE II (P,C,E)	16983000					Total Campus	N/A	200000	16983000	$ 85	BONDS	November - 2016
	SPECIAL PURPOSE HOUSING AND PARKING GARAGE (P,C,E)	30569400					Total Campus	N/A	168000	30569400	$ 182	BONDS	November - 2014
	SPECIAL PURPOSE HOUSING II (P,C,E)	9782208					Total Campus	42857	60000	9782208	$ 163	BONDS	November - 2014
	PARKING DECKS (P,C,E)	20797192					Total Campus	N/A	168000	20797192	$ 124	BONDS	November - 2014
	GRADUATE HOUSING (P,C,E)	61138800					Total Campus	107142	150000	61138800	$ 408	BONDS	November - 2014
	STUDENT HOUSING (P,C,E)	61138800					Total Campus	160000	224000	61138800	$ 273	BONDS	November - 2014
	PARTNERSHIP GARAGE (P,C,E)	8559432					Total Campus	N/A	60000	8559432	$ 143	BONDS	November - 2014
	ROTH ATHLETICS CENTER	8750000					Athletics	26667	40000	8750000	$ 219	PRIVATE	November - 2014
	SPECTRUM STADIUM RUST REMEDIATION (P,C,E)	14000000					Total Campus	N/A	21337	14000000	$ 656	PRIVATE	November - 2014
	VENUE EXPANSION AND RENOVATION (P,C)	10000000					Total Campus	N/A	N/A	10000000	#DIV/0!	PRIVATE	November - 2014
	PARKING DECK (P,C,E)	5661000					Total Campus		168000	55610000	$ 331	BONDS	November - 2014
	OUTPATIENT CENTER (P,C,E) LAKE NONA	91708200					Total Campus	78833	119750	91708200	$ 766	PRIVATE	November - 2014
	CAMPUS ENTRYWAYS PHASE I (P,C,E)	2153996					Total Campus	N/A	N/A	2153996	#DIV/0!	PRIVATE	November - 2014
	ROSEN EDUCATIONAL FACILITY (P,C,E)	16000000					Clge of Hospitality	34666	52000	16000000	$ 308	PRIVATE	November - 2014
	FOOTBALL BUILDING (P,C,E)		16685798				Athletics		45000	16685798	$ 371	PRIVATE	November - 2014
	GOLF TRAINING FACILITY (P,C,E)		2000000				Athletics			2000000	#DIV/0!	PRIVATE	April - 2017
	ROSEN GARAGE (P,C,E)		13000000				Total Campus		345624	13000000	$ 38	PRIVATE	
	CAMPUS ENTRYWAYS PHASE II (P,C,E)		5015978				Total Campus	N/A	N/A	5015978	#DIV/0!	PRIVATE	November - 2014
	HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)		20000000				Total Campus		345624	20000000	$ 58	BONDS	November - 2014
	DINING, HOUSING & RESIDENCE LIFE AND CREATIVE SCHOOL FOR CHILDREN PARTNERSHIP BUILDING (P,C,E)			101000000			Total Campus			101000000	#DIV/0!	PRIVATE/BONDS/C	November - 2014
	BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)			14492160			Clge of Sciences	103194	116607	14492160	$ 124	AUXILIARY	November - 2014
	PARKING GARAGE VII (P,C,E)			25433741			Total Campus		447000	25433741	$ 57	BONDS	November - 2014
	COASTAL BIOLOGY STATION (P,C,E)			5358435			Clge of Sciences	16544	23161	5358435	$ 231	PRIVATE	November - 2014
	ARA CHILLED WATER PLANT (P,C,E)			25000000			Total Campus	22000	30800	25000000	$ 812		November - 2014
	UCF DOWNTOWN CAMPUS BUILDING II (P,C,E)				87991555		Clge Arts Sciences	150325	222000	87991555	$ 396		November - 2014
	FACILITIES AND SAFETY BUILDING AT HEALTH SCIENCES CAMPUS (P,C,E)				8560997		Total Campus	21053	31579	8560997	$ 271		November - 2014
	DENTAL SCHOOL (P,C,E) HEALTH SCIENCES CAMPUS				73000000		Total Campus	111166	166750	73000000	$ 438		November - 2014
	MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)				139635343		Clge of Medicine	132018	198027	139636343	$ 705	PRIVATE	November - 2014
	SUSTAINABILITY CENTER (P,C,E)					7134164	Total Campus	8800	13200	7135164	$ 541		November - 2014
	WET TEACHING LAB AND EXPANDED STEM FACILITY (P,C,E)					18112657	Total Campus	164500	240950	165370823	$ 686		November - 2014
	UTILITY INFRASTRUCTURE AND SITE WORK CLINICAL FACILITIES (P,C) HEALTH SCIENCES CAMPUS					14844769	Total Campus			14844769	#DIV/0!		November - 2014
	SPECTRUM STADIUM EXPANSION AND IMPROVEMENTS PHASE I (P,C,E)					16416900	Total Campus	15240	21337	16416900	$ 769	PRIVATE	November - 2014
	SPECTRUM STADIUM EXPANSION AND IMPROVEMENTS PHASE II (P,C,E)					44905316	Total Campus		80000	44905316	$ 561	PRIVATE	November - 2014
	TOTAL	**396102028**	**56701776**	**171284336**	**309187895**	**101413806**							

CIP2

STATE UNIVE[illegible]SYSTEM
Fixed Capital Outlay Projects Requ[illegible]Board of Governors Approval
to be Constructed, Acquired and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Roth Athletics Center (formerly known as Wayne Densch Expansion)	TBD	Offices, storage, and support space	UCF, Orlando	$8,750,000	Donations	July	$0	DSO
UCF	Spectrum Rust Remediation	21,337	Additional club seating, suites, and operational booths	UCF, Orlando	$14,000,000	Donations	July	$320,055	DSO
UCF	Spectrum Stadium Expansion and Improvements Phase I	21,337	Additional club seating, suites, and operational booths	UCF, Orlando	$16,416,900	Donations	July	$320,055	DSO
UCF	Spectrum Stadium Expansion and Improvements Phase II	80,000	Additional seating up to 20,000	UCF, Orlando	$44,905,316	Donations	July	$1,200,000	DSO
UCF	Football Building	45,000	Offices, storage, and support space	UCF, Orlando	$16,685,798	Donations	July	$675,000	Auxiliary
UCF	Golf Training Facility (move from Twin Rivers Golf Course)			UCF, Orlando	$2,000,000	Donations	July	$0	DSO
UCF	Venue Expansion and Renovation	TBD	Offices, storage, and support space	UCF, Orlando	$10,000,000	Donations	July	$0	Auxiliary

\\Bog_shares\bog$\Facilities\Working\LBR\2018-19\BOB\6.2018-17_BOB 1 - Projects with Approved Debt.xls

Attachment C

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects that may Require Legislative Authorization
and General Revenue Funds to Operate and Maintain
BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Florida Advanced Manufacturing Research Facility	81,750	Research Labs, Wet Labs, Collaboration Rooms, Offices	UCF-Osceola	$75,000,000	PECO	$1,339,850	General Revenue
UCF	Optical Materials Lab Addition	5,530	Research Labs	UCF-Orlando	$1,640,000	C&G	$90,634	General Revenue
UCF	John C. Hitt Library Expansion Phase I (ARC)	8,800	Automatic Retrieval Center	UCF-Orlando	$10,771,963	CITF	$144,228	General Revenue
UCF	John C. Hitt Library Expansion Phase I (Connector)	12,609	Automatic Retrieval Center	UCF-Orlando	$21,366,592	CITF	$122,007	General Revenue
UCF	CREOL	2,756	Research Labs	UCF-Orlando	$1,406,000	E&G	$45,170	General Revenue
UCF	Arts Complex II Performance	2,728	Teaching Lab, Offices	UCF-Orlando	$964,411	PECO	$31,353	General Revenue
UCF	BPW Building	4,038	Teaching Labs, Offices	UCF - Orlando	$275,000	Donations	$66,181	General Revenue
UCF	District Energy IV Plant	13,000	Offices	UCF - Orlando	$13,000,000	Auxiliary	$94,231	General Revenue
UCF	Trevor Colbourn Hall and Colbourn Demolition	135,600	Offices, Classrooms	UCF-Orlando	$38,000,000	CF-Aux	$1,312,093	General Revenue
UCF	Coastal Biology	3,000	Research	UCF-Melbourne Beach	$2,500,000	E&G	$29,029	General Revenue
UCF	Partnership IV Phase	42,529	Office, Research Labs	UCF-Orlando	$42,000,000	PECO	$697,033	General Revenue
UCF	Partnership V	123,658	Office, Research Labs	UCF-Orlando	$42,000,000	PECO	$2,026,705	General Revenue
~~UCF~~	~~Florida Solar Energy Center Renovation~~	~~42,986~~	~~Offices, Research Labs~~	~~UCF-Orlando~~	~~$10,000,000~~	~~PECO~~	~~$704,523~~	~~General Revenue~~
UCF	Research I (formerly Interdisciplinary Research and Incubator Faculty)	97,482	Offices, Research Labs	UCF-Orlando	$46,614,853	Aux-CF	$1,597,691	General Revenue
UCF	Arboretum Green House	800	Teaching Lab	UCF-Orlando	$400,000	E&G	$3,728	General Revenue
UCF	Band Building	3,695	Teaching Labs, Offices	UCF-Orlando	$5,000,000	Auxiliary	$35,754	General Revenue
UCF	CREOL Expansion Phase II	13,086	Research Labs, Offices	UCF-Orlando	$6,784,228	E&G-Aux-C&G	$214,474	General Revenue
UCF	UCF Downtown Dr. Phillips Academic	148,000	Research Labs, Offices	UCF-Orlando	$6,784,228	PECO-Private-Aux	$1,528,618	General Revenue
UCF	Visual Arts Building Addition	699	Teaching Lab	UCF-Orlando		PECO	$11,456	General Revenue
UCF	Arecibo National Astronomy Ionosphere Center	62,918	Research Labs, Offices	UCF-Puerto Rico		C&G	$1,031,201	General Revenue
UCF	Medically Directed Wellness and Sports Center	2,000	Teaching Labs, Classroom	UCF Lake Nona			$32,779	General Revenue
UCF	UCF Downtown Central Energy Plant	15,000	Teaching Labs, Offices	UCF-Orlando	$12,100,000	E&G (Reserve)-Private	$245,844	General Revenue
UCF	College of Nursing/Health Sciences Building	145,000	Teaching Labs, Offices	UCF-HSC	$19,000,000	PECO	$2,376,492	General Revenue
UCF	UCF Downtown Garage (E and G Spaces)	32,000	Offices, Support	UCF-Orlando	$13,500,000	Auxiliary	$524,467	General Revenue
JCF	Energy Lab	20,000	Research Labs, Offices	UCF-Orlando		C&G	$327,792	General Revenue
JCF	Laboratory and Environmental Support Expansion	1,535	Offices	UCF-Orlando	$909,534	CF	$25,158	General Revenue
JCF	DataSite Orlando	460	Office, Storage	UCF-Orlando		CF	$7,539	General Revenue
ICF	UCF Downtown Police Department	3,000	Offices	UCF-Orlando	$5,000,000	Auxiliary-Donations	$49,169	General Revenue
CF	UCF Research Hub - Downtown	7,000	Offices, Teaching Lab, Interview Rooms	UCF-Orlando	$1,500,000	Auxiliary-Donations	$114,727	General Revenue
CF	Union West - Student Services	50,000	Classrooms, Offices	UCF-Orlando	$105,000,000	Private	$819,480	General Revenue
CF	Sanford Burnham Institute for Medical Research	174,843	Research Labs, Vivarium, Offices	UCF-Orlando		Private	$2,865,607	General Revenue

ITEM: FF-2

University of Central Florida
Board of Trustees

SUBJECT: Five-year Capital Improvement Plan

DATE: July 21, 2011

PROPOSED BOARD ACTION

Approval of the capital improvement plan for 2012-13 through 2016-17.

BACKGROUND INFORMATION

Each year, the university must submit an updated capital improvement plan to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay (PECO) list, identifies projects that may be included in future Courtelis Facilities Enhancement Challenge Grant lists, and provides information to the State Board of Education for its request for capital project funding for 2012-13.

The capital improvement plan must be submitted to the Board of Governors' staff by August 1, 2011. The attached schedules include the following:

- projects that are proposed for inclusion in the five-year capital improvement plan
- items to be included in the 2012-13 Appropriations Authorization Bill, including projects funded by bonds, direct support organization projects, and projects requiring general revenue to operate.

We request approval to submit the 2012-13 Capital Improvement Plan with the projects listed in the attached schedules.

Supporting documentation:

2012 Five-Year Plan List (DCU) (Attachment A)
2012-13 Fixed Capital Outlay Projects Requiring Legislative Approval to Sell Bonds (Attachment B)
2012-13 Fixed Capital Outlay Projects Requiring Legislative Approval to be Financed and Constructed by a DSO (Attachment C)
2012-13 Fixed Capital Outlay Projects Requiring Legislative Authorization and General Revenue Funds to Operate and Maintain (Attachment D)

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2012-2017
2012 FIVE YEAR FIXED CAPITAL IMPROVEMENTS PLAN

PECO PROJECTS REVISED 06-24-2011	2012-2013 YR #1	2013-14 YR #2	2014-15 YR #3	2015-16 YR #4	2016-17 YR #5	TOTALS	RANK
UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL AND ROOFS (P,C)	$11,994,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$67,994,197	1
CLASSROOM BUILDING II (C,E)	$7,241,445					$7,241,445	2
UCF VCC CLASSROOM BUILDING (C,E)	$7,500,000					$7,500,000	3
INTERDISCIPLINARY RESEARCH AND INCUBATOR FAC. (C,E)	$33,852,470	$5,924,183				$39,776,653	4
ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,000,000	$40,000,000	$5,000,000			$50,000,000	5
ENGINEERING BUILDING I RENOVATION (P,C,E)	$1,850,000	$15,725,000	$925,000			$18,500,000	6
MATH AND PHYSICS BLDG. REMODELING AND RENOVATION (P,C,E)	$1,400,000	$11,900,000	$700,000			$14,000,000	7
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)		$2,779,189	$22,233,512	$2,779,189		$27,791,890	8
LIBRARY RENOVATION (P,C,E)		$3,500,000	$29,500,000	$3,500,000		$36,500,000	9
MILLICAN HALL RENOVATION (P,C,E)		$960,589	$8,106,969	$960,589		$10,028,147	10
COLLEGE OF NURSING (P,C,E)		$4,464,964	$35,719,710	$4,464,964		$44,649,638	11
BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$7,495,564				$7,495,564	12
CHEMISTRY RENOVATION (P,C,E)		$3,014,807				$3,014,807	13
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$4,856,238			$4,856,238	14
VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$6,972,637	$16,000,000	$2,000,000	$24,972,637	15
HOWARD PHILLIPS HALL RENOVATION (P,C,E)			$3,738,347			$3,738,347	16
COLBOURN HALL RENOVATION (P,C,E)			$5,807,816			$5,807,816	17
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)			$5,704,054			$5,704,054	18
COMPUTER CENTER I RENOVATION (P,C,E)			$739,968			$739,968	19
COMPUTER CENTER II RENOVATION (P,C,E)			$123,161	$1,626,106	$123,160	$1,872,427	20
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)			$317,437	$4,209,564	$317,436	$4,844,437	21
REHEARSAL HALL RENOVATION (P,C,E)			$48,007	$634,325	$48,006	$730,338	22
THEATER BUILDING RENOVATION (P, C,E)			$142,801	$1,437,094	$142,800	$1,722,695	23
FACILITIES BUILDING AT LAKE NONA (P,C,E)			$600,000	$4,800,000	$600,000	$6,000,000	24
CLASSROOM BUILDING II (C,E)			$2,400,000	$19,200,000	$2,400,000	$24,000,000	25
SOUTH CAMPUS RENOVATION (P,C,E)			$841,405			$841,405	26
RECYCLING CENTER (P,C)			$2,300,000	$18,400,000	$2,300,000	$23,000,000	27
HUMANITIES AND FINE ARTS II (P,C,E)			$2,772,353	$17,060,631	$2,772,353	$22,605,337	28
FILM - ARTS AND HUMANITIES II BUILDING (P,C,E))				$1,107,260	$8,600,076	$9,707,336	29
SIMULATION AND TRAINING BUILDING (P,C,E)				$2,370,336	$18,410,374	$20,780,710	30
BUSINESS ADMINISTRATION III BUILDING (P,C,E)				$1,584,527	$12,307,012	$13,891,539	31
MORGRIDGE INTERNATIONAL READING CENTER II (EDUCATION) (P,C,E)				$2,062,348	$15,594,083	$17,656,431	32
BAND BUILDING (P,C,E)				$455,045	$2,800,279	$3,255,324	33
ARTS COMPLEX III (P,C,E)				$1,210,857	$7,627,447	$8,838,304	34
PARTERSHIP IV (P,C,E)				$2,450,000	$19,600,000	$22,050,000	35
INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,370,336	$17,330,596	$19,700,932	36
SUSTAINABILITY CENTER				$5,000,000		$5,000,000	37
CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)				$6,360,339		$6,360,339	38
TOTAL (PECO)	$68,838,112	$109,764,296	$153,549,415	$134,043,510	$126,973,622	$593,168,955	
OTHER PROJECTS							
LABORATORY INSTRUCTION BUILDING PHASE I (P,C,E)	$18,890,984				* Donated	$18,890,984	1
MORGRIDGE INTERNATIONAL READING CENTER (P,C,E)	$2,068,685				* Donated	$2,068,685	2
ARTS COMPLEX II ENHANCEMENT (P,C)	$500,000				* Donated	$500,000	3
PERFORMING ARTS FUND(C)	$129,806				* Donated	$129,806	4
BURNETT BIO-MEDICAL SCIENCE CTR (C,E)	$2,528,605				* Donated	$2,528,605	5
CAREER SERVICES & EXPERIENTIAL LEARNING (E)	$196,660				* Donated	$196,660	6
PHYSICAL SCIENCES BUILDING (E)	$1,150				* Donated	$1,150	7
CARACOL in BELIZE	$350,000				* Donated	$350,000	8
OPTICS AND PHOTONICS ENHANCEMENT (E)	$69,085				* Donated	$69,085	9
PSYCHOLOGY BUILDING (E)	$86,540				* Donated	$86,540	10
ALUMNI CENTER, JOHN AND MARTHA HITT LIBRARY (E)	$7,049				* Donated	$7,049	11
ENGINEERING III ENHANCEMENT (E)	$2,384,463				* Donated	$2,384,463	12
ATHLETIC ACADEMIC PERFORMANCE CENTER (P,C,E)	$14,000,000				* Donated	$14,000,000	13
MEDICAL SCHOOL LIBRARY (P,C,E)	$4,000,000				* Donated	$4,000,000	14
RESEARCH LAB, LAKE NONA		$9,180,000	$94,501,603	$9,180,000	* Donated	$112,861,603	15
COLLEGE OF NURSING		$3,871			* Donated	$3,871	16
BURNETT BIO-MEDICAL SCIENCE CTR INFRASTRUCTURE (C,E)		$7,500,000				$7,500,000	17
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,160,667	$14,508,333	$1,741,000	* Donated	$17,410,000	18
ORLANDO REPERTORY THEATRE III RENOVATIONS (C,)		$75,000	$75,000	$75,000	* Donated	$225,000	19
CREATIVE SCHOOL (P,C,E)			$1,500,000		* Donated	$1,500,000	20
SUSTAINABILITY CENTER (P,C,E)			$250,000	$2,000,000	$250,000	$2,500,000	21
TOTAL	$45,213,027	$17,919,538	$110,834,936	$12,996,000	$250,000	$187,213,501	
GRAND TOTAL	$114,051,139	$127,683,834	$264,384,351	$147,039,510	$127,223,622	$780,382,456	

Projects to be programmed
Projects with approved building programs

Remodeling denotes **change** in space usage.
Renovation denotes **no change** space usage.
*** Donated Funds for Courtelis Match**

050

Attachment A

STATE UNIVERSITY SYSTEM

2012-13 Fixed Capital Outlay Projects Requiring Legislative Approval to SELL BONDS

Univ.	Project Title	GSF	Brief Description of Project	Project Amount	Project Location (City/County)	Revenue Source to be Pledged
UCF	Special Purpose Housing and Parking Garage I	160,000	425 beds and 500 parking spaces	$ 25,000,000	UCF, Orlando	Rental income
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	$ 8,000,000	UCF, Orlando	Rental income
UCF	Parking Garage VII	364,000	1,600 spaces	$ 20,000,000	UCF, Orlando	Decal fees, traffic fines, and Transportation Access Fee
UCF	Parking decks	168,000	1,800 spaces	$ 17,000,000	UCF, Orlando	Decal fees, traffic fines, and Transportation Access Fee
UCF	Graduate housing	150,000	Land and 600 beds	$ 50,000,000	Orlando/Orange	Rental and retail income
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF foundation properties	$ 37,410,000	Orlando/Orange	Rental and retail income
UCF	Bookstore expansion	30,000	Retail	$ 8,000,000	Orlando/Orange	Auxiliary income
UCF	Student housing	224,000	800 beds	$ 50,000,000	Orlando/Orange	Rental income
UCF	Garage expansion	50,837	400 additional spaces	$ 5,000,000	Orlando/Orange	Decal fees, traffic fines, and Transportation Access Fee
UCF	Research Lab, Lake Nona	198,027	Labs and offices	$112,861,603	Orlando/Orange	Rental and retail income
UCF	Classroom and lab building, Lake Nona	91,464	Classrooms, labs, and offices	$ 23,475,601	Orlando/Orange	Rental and retail income
UCF	Life Sciences Incubator, Lake Nona	55,000	Labs and offices	$ 30,000,000	Orlando/Orange	Rental and retail income
UCF	Facilities Building, Lake Nona	20,799	Offices, storage, and support space	$ 6,000,000	Orlando/Orange	Rental and retail income
UCF	Expo Center housing	103,000	400 Beds	$ 16,000,000	Orlando/Orange	Rental and retail income
UCF	Regional Campuses multi-purpose buildings	60,000	Classrooms, labs, and offices	$ 28,000,000	Orlando/Orange	Rental and retail income
UCF	Partnership Garage	60,000	600 Spaces	$ 7,000,000	Orlando/Orange	Rental and retail income

051

Attachment B

FLORIDA DEPARTMENT OF EDUCATION

DIVISION OF COLLEGES & UNIVERSITIES

2012-13 Fixed Capital Outlay Projects Requiring Legislative Approval Projects to be Financed and Constructed by a DSO

Univ.	Project Title	GSF	Brief Description of Project	Project Amount	Project Location (City/County)	Revenue Source to be Pledged
UCF	Special Purpose Housing and Parking Garage I	160,000	425 beds and 500 parking spaces	$ 25,000,000	Orange/Orlando	Rental income
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	$ 8,000,000	Orange/Orlando	Rental income
UCF	Parking deck (Athletic Complex)	168,000	600 parking spaces	$ 5,000,000	Orlando/Orange	Decal and traffic fines
UCF	Graduate housing	150,000	Land and 600 beds	$ 50,000,000	Orlando/Orange	Rental and retail income
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF Foundation properties	$ 37,410,000	Orlando/Orange	Rental and retail income
UCF	North East campus property mixed use development	200,000	Mixed use development of niche housing, meeting space, offices and retail	$ 50,000,000	Orlando/Seminole	Rental and retail income
UCF	Student housing	224,000	800 beds	$ 50,000,000	Orlando/Orange	Rental income
UCF	Research Lab, Lake Nona	198,027	Labs and offices	$ 112,861,603	Orlando/Orange	Rental and retail income
UCF	Classroom and lab building, Lake Nona	91,464	Classrooms, labs, offices	$ 23,475,601	Orlando/Orange	Rental and retail income
UCF	Life Sciences Incubator, Lake Nona	55,000	Labs and offices	$ 30,000,000	Orlando/Orange	Rental and retail income
UCF	Expo Center housing	103,000	400 Beds	$ 16,000,000	Orlando/Orange	Rental and retail income

052

Attachment C

STATE UNIVERSITY SYSTEM
2012-13 Fixed Capital Outlay Projects Requiring Legislative Authorization and General Revenue Funds to Operate and Maintain

University	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Flexible Residential Test Structure 1 and 2	4,000	Labs, support	UCF	$300,847	E&G	$32,000	General Revenue
UCF	Applications Test Facility	3,750	Labs	UCF	$722,221	E&G	$30,000	General Revenue
UCF	Classroom Building II	91,464	Classroom, office	UCF	$23,475,601	PECO	$731,712	General Revenue
UCF	Morgridge International Reading Center	16,726	Classroom, office, auditorium	UCF	$5,200,000	Match and private	$133,808	General Revenue

053

Attachment D

ITEM: FF-5

University of Central Florida
Board of Trustees

SUBJECT: Five-year capital improvement plan

DATE: July 26, 2012

PROPOSED BOARD ACTION

Approval of the capital improvement plan for 2013-2014 through 2017-2018.

BACKGROUND INFORMATION

Each year, the university must submit an updated capital improvement plan to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay (PECO) list, and provides information to the State Board of Education for its request for capital project funding for 2013-2014.

The capital improvement plan must be submitted to the Board of Governors' staff by August 1, 2012. The attached schedules include the following:

- projects that are proposed for inclusion in the five-year capital improvement plan
- items to be included in the 2013-2014 Appropriations Authorization Bill, including projects funded by bonds, direct support organization projects, and projects requiring general revenue to operate

We request approval to submit the 2013-2014 Capital Improvement Plan with the projects listed in the attached schedules.

Supporting documentation:

2013 Five-Year Plan List (DCU) (Attachment A)
2013-2014 Fixed Capital Outlay Projects Requiring Legislative Approval to be Constructed, Acquired and Financed by a University or a University Direct Support Organization with Approved Debt (Attachment B)
2013-2014 Fixed Capital Outlay Projects Requiring Legislative Authorization and General Revenue Funds to Operate and Maintain (Attachment C)

Prepared by: Lee Kernek, Associate Vice President, Administration and Finance

Submitted by: William F. Merck II, Vice President, Administration and Finance And Chief Financial Officer

UNIVERSITY OF CENTRAL FLORIDA FUTURE PROJECT PROJECTIONS FOR 2013-2018
DRAFT 2013 **FIVE** YEAR FIXED CAPITAL IMPROVEMENTS **PLAN**

PECO PROJECTS REVISED 05-29-2012	2013-14 YR #1	2014-15 YR #2	2015-16 YR #3	2016-17 YR #4	2017-18 YR #5	TOTALS	RANK
CLASSROOM BUILDING II (E)	$1,317,262					$1,317,262	1
ENGINEERING BUILDING I RENOVATION (C,E)	$13,954,277	$925,000				$14,879,277	2
MATH AND PHYSICS BUILDING REMODELING AND RENOVATION (C,E)	$9,422,105	$700,000				$10,122,105	3
UTILITIES, INFRASTRUCTURE, CAPITAL RENEWAL AND ROOFS (P,C)	$11,994,197	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$67,994,197	4
LIBRARY RENOVATION PHASE II (P,C,E)	$3,500,000	$29,500,000	$3,500,000			$36,500,000	5
INTERDISCIPLINARY RESEARCH AND INCUBATOR FACILITY (C,E)	$5,924,183	$33,852,470	$5,924,183			$39,776,653	6
UCF VC CLASSROOM BUILDING (C,E)	$7,500,000					$7,500,000	7
ARTS COMPLEX PHASE II (PERFORMANCE) (P,C,E)	$5,000,000	$40,000,000	$5,000,000			$50,000,000	8
MILLICAN HALL RENOVATION (P,C,E)		$349,418	$6,363,058	$349,418		$7,061,894	9
BUSINESS ADMINISTRATION RENOVATION (P,C,E)		$9,475,843	$494,001			$9,969,844	10
CHEMISTRY RENOVATION (P,C,E)		$539,843	$9,815,338	$539,843		$10,895,024	11
FACILITIES & SAFETY COMPLEX RENOVATION (P,C,E)			$4,856,238			$4,856,238	12
VISUAL ARTS RENOVATION AND EXPANSION (P,C,E)			$3,000,000	$24,000,000	$3,000,000	$30,000,000	13
MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING (P,C,E)		$2,779,189	$22,233,512	$2,779,189		$27,791,890	14
TOTAL	$33,918,380	$130,496,763	$75,186,330	$41,668,450	$17,000,000	$298,269,923	

CITF PROJECT REQUESTS	2013-14 YR #1	2014-15 YR #2	2015-16 YR #3	2016-17 YR #4	2017-18 YR #5	TOTALS	RANK
UCF LIBRARY PHASE I (P,C,E)	$23,968,850					$23,968,850	1
RECREATION AND WELLNESS CENTER - OUTDOOR IMPROVEMENTS (P,C)	$5,000,000					$5,000,000	2
CREATIVE SCHOOL FOR CHILDREN (P,C,E)	$6,000,000					$6,000,000	3
STUDENT UNION II (P,C,E)	$14,000,000					$14,000,000	4
TOTAL	$48,968,850	$0	$0	$0	$0	$48,968,850	

REQUESTS FROM OTHER STATE SOURCES	2013-14 YR #1	2014-15 YR #2	2015-16 YR #3	2016-17 YR #4	2017-18 YR #5	TOTALS	RANK
COLLEGE OF NURSING (P,C,E)		$4,464,964	$35,719,710	$4,464,964		$44,649,638	1
HOWARD PHILLIPS HALL RENOVATION (P,C,E)			$6,564,966	$642,249		$7,207,215	2
COLBOURN HALL RENOVATION (P,C,E)			$7,865,978	$410,075		$8,276,053	3
FERRELL COMMONS (E AND G SPACE) RENOVATION (P,C,E)			$5,704,054			$5,704,054	4
TECHNOLOGY COMMONS I RENOVATION (P,C,E)			$739,968			$739,968	5
TECHNOLOGY COMMONS II RENOVATION (P,C,E)			$147,348	$2,679,049	$147,348	$2,973,745	6
COLLEGE OF SCIENCES BUILDING RENOVATION (P,C,E)			$151,897	$2,913,663	$151,897	$3,217,457	7
REHEARSAL HALL RENOVATION (P,C,E)			$61,650	$1,120,910	$61,650	$1,244,210	8
THEATER BUILDING RENOVATION (P, C,E)			$169,037	$3,073,406	$169,037	$3,411,480	9
SOUTH CAMPUS RENOVATION (P,C,E)			$1,476,648			$1,476,648	12
CLASSROOM BUILDING III (P,C,E)			$2,400,000	$19,200,000	$2,400,000	$24,000,000	11
FACILITIES BUILDING AT LAKE NONA (P,C,E)			$600,000	$4,800,000	$600,000	$6,000,000	10
RECYCLING CENTER (P,C)			$2,300,000	$18,400,000	$2,300,000	$23,000,000	13
HUMANITIES AND FINE ARTS II (P,C,E)			$2,772,353	$17,060,631	$2,772,353	$22,605,337	14
SIMULATION AND TRAINING BUILDING (P,C,E)				$2,370,336	$18,410,374	$20,780,710	16
BUSINESS ADMINISTRATION III BUILDING (P,C,E)				$1,584,527	$12,307,012	$13,891,539	17
EDUCATION BUILDING II (P,C,E)				$2,062,348	$15,594,083	$17,656,431	18
BAND BUILDING (P,C,E)				$455,045	$2,800,279	$3,255,324	19
ARTS COMPLEX III (P,C,E)				$1,210,857	$7,627,447	$8,838,304	20
PARTERSHIP IV (P,C,E)				$2,450,000	$19,600,000	$22,050,000	21
INTERDISCIPLINARY RESEARCH BUILDING II (P,C,E)				$2,370,336	$17,330,596	$19,700,932	22
SUSTAINABILITY CENTER				$5,000,000		$5,000,000	23
CENTER FOR EMERGING MEDIA BUILD-OUT (P,C,E)				$6,360,339		$6,360,339	24
TOTAL	$0	$0	$30,953,899	$94,163,771	$102,272,076	$227,389,746	

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT	2013-14 YR #1	2014-15 YR #2	2015-16 YR #3	2016-17 YR #4	2017-18 YR #5	TOTALS	RANK
ATHLETIC ACADEMIC PERFORMANCE CENTER (P,C,E)	$14,000,000					$14,000,000	
CREATIVE VILLAGE GARAGE (P,C,E)	$15,000,000					$15,000,000	
CIVIL AND ENVIRONMENTAL ENGINEERING (P,C,E)		$1,160,667	$14,508,333	$1,741,000		$17,410,000	
CREATIVE SCHOOL (P,C,E)			$1,500,000			$1,500,000	
PARKING GARAGE VII (P,C,E)			$20,000,000			$20,000,000	
SUSTAINABILITY CENTER (P,C,E)			$250,000	$2,000,000	$250,000	$2,500,000	
SPECIAL PURPOSE HOUSING AND PARKING GARAGE I (P,C,E)	$25,000,000					$25,000,000	
SPECIAL PURPOSE HOUSING II (P,C,E)	$8,000,000					$8,000,000	
PARKING GARAGE VII (P,C,E)	$20,000,000					$20,000,000	
PARKING DECKS (P,C,E)	$17,000,000					$17,000,000	
GRADUATE HOUSING (P,C,E)	$50,000,000					$50,000,000	
REFINANCE UCF FOUNDATION PROPERTIES	$37,410,000					$37,410,000	
STUDENT HOUSING (P,C,E)	$50,000,000					$50,000,000	
GARAGE EXPANSION (P,C,E)	$5,000,000					$5,000,000	
CLASSROOM AND LAB BUILDING, LAKE NONA (P,C,E)	$23,475,601					$23,475,601	
FACILITIES BUILDING, LAKE NONA (P,C,E)	$6,000,000					$6,000,000	
EXPO CENTER HOUSING (P,C,E)	$16,000,000					$16,000,000	
REGIONAL CAMPUSES MULTI-PURPOSE BUIDLINGS (P,C,E)	$28,000,000					$28,000,000	
PARTNERSHIP GARAGE (P,C,E)	$7,000,000					$7,000,000	
PARKING DECK (ATHLETIC COMPLEX)	$5,000,000					$5,000,000	
BASEBALL STADIUM EXPANSION PHASE II (P,C,E)	$1,700,000					$1,700,000	
BASEBALL CLUBHOUSE EXPANSION/RENOVATION	$1,000,000					$1,000,000	
BRIGHT HOUSE NETWORKS STADIUM EXPANSION PHASE I (P,C,E)	$11,000,000					$11,000,000	
WAYNE DENSCH SPORTS CENTER EXPANSION/RENOVATION (P,C,E)	$1,000,000					$1,000,000	
TENNIS COMPLEX - PHASE I (P,C,E)	$1,400,000					$1,400,000	
TENNIS COMPLEX - PHASE II (P,C,E)	$1,000,000					$1,000,000	
TENNIS COMPLEX - PHASE III (P,C,E)	$2,000,000					$2,000,000	
MULTI-PURPOSE MEDICAL RESEARCH AND INCUBATOR FACILITY (P,C,E)	$112,863,923					$112,863,923	
HEALTH SCIENCES CAMPUS PARKING GARAGE I (P,C,E)	$15,000,000					$15,000,000	
BIO-MEDICAL ANNEX RENOVATION AND EXPANSION (P,C,E)	$12,800,000					$12,800,000	
OUTPATIENT CENTER (P,C,E)	$75,000,000					$75,000,000	
DENTAL SCHOOL (P,C,E)		$73,000,000				$73,000,000	
UTILITY INFRASTRUCTURE AND SITE WORK LAKE NONA CLINICAL FACILITIES (P,C)			$10,000,000			$10,000,000	
PEGASUS HEALTH EXPANSION (P,C,E)			$10,000,000			$10,000,000	
TOTAL	$561,649,524	$74,160,667	$56,258,333	$3,741,000	$250,000	$696,059,524	
GRAND TOTAL	$644,536,754	$204,657,430	$162,398,562	$139,573,221	$119,522,076	$1,270,688,043	

Projects to be programmed
Projects with approved building programs

Remodeling denotes **change** in space usage.
Renovation denotes **no change** space usage.

Attachment A

088

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects Requiring Board of Governors Approval
to be Constructed, Acquired and Financed by a University or
a University Direct Support Organization with Approved Debt
BOB-1

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Month Of Board Approval Request	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Special Purpose Housing and Parking Garage I	160,000	425 beds and 500 parking spaces	UCF, Orlando	$ 25,000,000	Rental income	July	$2,400,000	General Revenue
UCF	Special Purpose Housing II	32,000	Fraternity, sorority, and organization housing	UCF, Orlando	$ 8,000,000	Rental income	July	$480,000	General Revenue
UCF	Parking Garage VII	447,000	1,600 spaces	UCF, Orlando	$ 20,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$6,705,000	General Revenue
UCF	Parking decks	168,000	1,800 spaces	UCF, Orlando	$ 17,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$2,520,000	General Revenue
UCF	Graduate housing	150,000	Land and 600 beds	UCF, Orlando	$ 50,000,000	Rental and retail income	July	$2,250,000	General Revenue
UCF	Refinance UCF Foundation properties	432,250	Consolidation and refinancing of existing UCF foundation properties	UCF, Orlando	$ 37,410,000	Rental and retail income	July	$6,483,750	General Revenue
UCF	Student housing	224,000	800 beds	UCF, Orlando	$ 50,000,000	Rental income	July	$3,360,000	General Revenue
UCF	Garage expansion	50,837	400 additional spaces	UCF, Orlando	$ 5,000,000	Decal fees, traffic fines, and Transportation Access Fee	July	$762,555	General Revenue
UCF	Classroom and lab building, Lake Nona	91,464	Classrooms, labs, and offices	UCF, Orlando	$ 23,475,601	Rental and retail income	July	$1,371,960	General Revenue
UCF	Facilities Building, Lake Nona	20,799	Offices, storage, and support space	UCF, Orlando	$ 6,000,000	Rental and retail income	July	$311,985	General Revenue
UCF	Expo Center housing	103,000	400 Beds	UCF, Orlando	$ 16,000,000	Rental and retail income	July	$1,545,000	General Revenue
UCF	Regional Campuses multi-purpose buildings	60,000	Classrooms, labs, and offices	UCF, Orlando	$ 28,000,000	Rental and retail income	July	$900,000	General Revenue
UCF	Partnership Garage	60,000	600 Spaces	UCF, Orlando	$ 7,000,000	Rental and retail income	July	$900,000	General Revenue
UCF	Parking deck (Athletic Complex)	168,000	600 parking spaces	UCF, Orlando	$ 5,000,000	Decal and traffic fines	July	$2,520,000	General Revenue
UCF	Creative Village Garage	402,000	1300 spaces	UCF, Orlando	$ 15,000,000	Decal and traffic fines	July	$6,030,000	General Revenue
UCF	Baseball Stadium Expansion/Renovation	5,700	200 Seats, new press box	UCF, Orlando	$ 1,700,000	Donations and debt	July	$85,500	General Revenue
UCF	Baseball Clubhouse Expansion/Renovation		New playing field, chair backs, audio and lighting upgrade	UCF, Orlando	$ 1,000,000	Donations and debt	July	$0	General Revenue
UCF	Bright House Networks Stadium Expansion Phase I	21,337	Additional club seating, suites and operational booths	UCF, Orlando	$ 11,000,000	Donations and debt	July	$320,055	General Revenue
UCF	Wayne Densch Sports Center Expansion/Renovation	18,000	Renovate and expand football facilities, larger locker room, weight room, equipment room	UCF, Orlando	$ 1,000,000	Donations and debt	July	$270,000	General Revenue
UCF	Tennis Complex - Phase I	7,470	12 championship caliber outdoor courts, 864 grand stand seats	UCF, Orlando	$ 1,400,000	Donations and debt	July	$112,050	General Revenue
UCF	Tennis Complex - Phase III	2,500	Club house with locker room for men and women's programs, offices, conference room	UCF, Orlando	$ 1,000,000	Donations and debt	July	$37,500	General Revenue
UCF	Tennis Complex - Phase III		6 covered courts	UCF, Orlando	$ 2,000,000	Donations and debt	July	$0	General Revenue
UCF	Multi-Purpose Medical Research and Incubator Facility	200,000	Classrooms, labs, and offices	UCF, Orlando	$ 112,863,923	Donations, debt, Partnerships	July	$3,000,000	General Revenue
UCF	Health Sciences Campus Parking Garage	402,000	1300 Spaces	UCF, Orlando	$ 15,000,000	Decal and traffic fines	July	$6,030,000	General Revenue
UCF	Bio-Medical Annex Renovation and Expansion	32,000	Classrooms, labs, and offices	UCF, Orlando	$ 12,800,000	Donations, debt, Partnerships	July	$480,000	General Revenue
UCF	Outpatient Center	119,750	Health care facilities, offices, 38 beds	UCF, Orlando	$ 75,000,000	Donations, debt, Partnerships	July	$1,796,250	General Revenue
UCF	Dental School	166,750	Classrooms, labs, auditorium, health care facilities, offices	UCF, Orlando	$ 73,000,000	Donations, debt, Partnerships	July	$2,501,250	General Revenue
UCF	Utility Infrastructure and Site Work Lake Nona Clinical Facilities		3080 Spaces	UCF, Orlando	$ 10,000,000	Decal and traffic fines	July		General Revenue
UCF	Pegasus Health Expansion	20,000	Labs, offices	UCF, Orlando	$ 10,000,000	Donations, debt, Partnerships	July	$300,000	General Revenue

680

Attachment B

STATE UNIVERSITY SYSTEM
Fixed Capital Outlay Projects that may Require Legislative Authorization and General Revenue Funds to Operate and Maintain
BOB-2

Univ.	Project Title	GSF	Brief Description of Project	Project Location	Project Amount	Funding Source	Estimated Annual Amount For Operational & Maintenance Costs Amount	Source
UCF	Classroom Building II	91,464	Classroom, office	UCF	$23,475,601	PECO	$1,371,960	General Revenue
UCF	Morgridge International Reading Center	16,726	Classroom, office, auditorium	UCF	$5,200,000	Match and private	$250,890	General Revenue
UCF	Innovative Center	13,896	Offices	UCF		E&G	$208,440	General Revenue
UCF	University Tech Center	(24,416)	Offices	UCF		E&G	($366,240)	General Revenue
UCF	University Tower	(2,924)	Offices	UCF	$7,550,000	E&G	($43,860)	General Revenue
UCF	Research Pavillion	1,164	Offices	UCF	$7,450,000	E&G	$17,460	General Revenue
UCF	Orlando Tech Center	25,925	Offices	UCF	$16,830,000	E&G	$388,875	General Revenue

060

Attachment C

http://cem.ucf.edu/?p=7 Go JUN JUL AUG
5 captures 04
4 Jul 2009 - 3 Mar 2016 2008 2009 2011
About this capture

UCF - Center for Emerging Media

- CITILAB
- CREATE
- FIEA
- FLYING HORSE EDITIONS
- STUDIO 500
- UCF FILM
- VICON HOUSE OF MOVES
- VISUAL LANGUAGE

recent posts

- • UCF's Studio 500 Brings Big Names, Bigger Opportunities to Orlando
- • JUST ANOTHER DAY Feature Film Wraps At STUDIO 500
- • Producer Christine Vachon Visits UCF FILM
- • Home Movie Day Rocks Studio 500
- • UCF Creates New 'Center for Emerging Media' in Downtown Orlando

---

Flying Horse Editions

CEM News

• UCF Creates New 'Center for Emerging Media' in Downtown Orlando

10.31.08



UCF's newly named facility expands Downtown Orlando's digital media presence and the Creative Village vision, connecting students with professionals and fueling the City's high-tech industries.

ORLANDO, Oct. 2, 2008 — Downtown Orlando's former Expo Centre has come a long way since the University of Central Florida and its state, City and industry partners

http://cem.ucf.edu/?p=7 Go JUL JUL JUL
5 captures 04
4 Jul 2009 - 3 Mar 2016 2008 2009 2011 About this capture

created a graduate video-gaming program, the Florida Interactive Entertainment Academy (FIEA).

House of Moves, one of the largest motion-capture studios on the East coast, aspiring animators and filmmakers have all joined FIEA during the past four years. To continue building on this success, UCF is launching new programs and partnerships that will build on the City of Orlando's Creative Village vision while strengthening the existing industries in Orlando — digital media, film, military simulation and the emerging bio-medical cluster.

To better articulate the expansion and synergy happening within the school, UCF leaders, with support from the City of Orlando, are officially renaming the building the UCF Center for Emerging Media on Thursday, Oct. 2.

The center will expand programs, access and opportunities for upper-level undergraduate and graduate emerging media students in Orlando, and will include "Citi-Lab Orlando," a partnership between UCF and the University of Florida's School of Architecture. Citi-Lab, a graduate-level urban studio and research center, will address various community concerns through grants, contract work, pro-bono projects, continuing education classes, exhibits and lectures.

"The expansion of our unique center will enable more students to learn from the best faculty and industry leaders and secure well-paying jobs in a variety of high-tech fields," said UCF Provost and Executive Vice President Terry Hickey. "With the support of our partners, we will continue to make Central Florida a stronger player in industries that help our downtown thrive and diversify our economy."

Emerging media, which often combines the study of technology and humanities, includes fields such as animation, film production and electronic music. UCF's College of Arts and Humanities is developing new interdisciplinary tracks that will incorporate art and digital media and be based at the center. UCF Film is already holding graduate classes and producing films in the center. It is expected that Music and Theatre programs will also base some of their students, faculty and staff Downtown.

Orlando Mayor Buddy Dyer's vision is to turn the current approximately 50-acre site of the Amway Arena into the Creative Village with mixed-use office, residential and retail development, anchored by UCF's Center for Emerging Media across the street. The village would be a place where professionals in the new media industry could live, work and play.

"UCF's new Center of Emerging Media continues to build on the City's plans to develop the Creative Village in Downtown Orlando, a place where high-tech, digital media and creative industry companies integrate with residential, retail, and academia in a neighborhood that is connected to the surrounding community and globally plugged in," said Orlando Mayor Buddy Dyer. "This emerging Creative Village will continue to diversify our economy by attracting high value and high wage jobs that will drive the future of Central Florida and grow the next generation economy."

UCF's college leaders are also looking forward to the possibilities that the new center brings.

"I am extremely pleased to see that the Center for Emerging Media is going to become a magnet for interdisciplinary teaching and research and that the College of Arts and Humanities is leading the way," said college Dean Jose B. Fernandez.

Other UCF partners, such as Flying Horse Editions, the university's nonprofit fine arts press, will relocate to the new center. University leaders also plan to expand existing community research programs at the facility, including the College of Arts and Humanities' Center for Research and Education in Arts, Technology and Entertainment (CREATE), and bring in other educational institutions.

"This is part of our vision and the City's vision for creating an environment where industries in these emerging media markets will come to look for the next high-wage professionals," said Ben Noel, FIEA's executive director.

Noel and others see the center partnering with the UCF College of Medicine, on projects such as medical or educational video games, and with UCF's Institute for Simulation and Training in the Central Florida Research Park adjacent to the university's main campus.

– UCF –

http://cem.ucf.edu/?p=7 Go JUN JUL AUG
5 captures 04
4 Jul 2009 - 3 Mar 2016 2008 2009 2011
About this capture

Contact:
Todd Deery, FIEA, 407-235-3582, tdeery@fiea.ucf.edu
Heather Allebaugh, City of Orlando, 407-246-3423, heather.allebaugh@cityoforlando.net

Mission Statement

The Center for Emerging Media is home to a diverse group of teachers, learners and industry professionals collaborating in a creative environment that emphasizes high-production values, cutting-edge technologies and time-tested production techniques. The Center provides tomorrow's knowledge workers an ideal place to learn and play, planting the seeds that will establish Orlando as the next great creative community.

© 2008 UCF Center For Emerging Media

FIEA|UCF Film|Visual Language|Flying Horse Press|Studio 500|Citi Lab
Vicon House of Moves|Site by Lightmaker

FIEA

Admissions Curriculum Faculty Student Life Alumni Why FIEA? Contact Apply Now



Dreamers & Doers Wanted

FIEA is a place for dreamers and doers. A place where productivity and ingenuity are applauded in equal measure. Being a part of FIEA means you're an artist, programmer, tech artist or producer wanting to make tomorrow's great game or tell a story never told before.

FIEA At A Glance

What
Graduate interactive entertainment program at the University of Central Florida

Ranking
#5 ranked grad game design program by the Princeton Review

Length
16 months over 4 semesters

Degree
Master of Science in Interactive Entertainment

Tracks
Art, Tech Art, Programming and Production

Location
Downtown Orlando, FL

FIEA's 3 Tracks

Become part of a team of fellow students who will work with you as producers, programmers and artists on real-world projects with milestones and tight deadlines. All overseen by the best faculty in the world.

Production Track

Art Track

Programming
Track

Current News

FIEA Students Debut Four New Video Games On Aug. 2

July 29, 2019

Wizards with control over space & time and dancers with powers to harmonize with the world highlight games at...

FIEA Professor's Fantasy Novel Debuts in Top 5 on Amazon

May 14, 2019

FIEA professor Rick Hall's fantasy novel, Gnosis, recently debuted to strong customer reviews and initial sales. Described as a...

Games That Train Drones And Fight Delirium Highlight Presentations On April 24

April 21, 2019

While many students at The Florida Interactive Entertainment Academy (FIEA), UCF's graduate video game development program, want to entertain...

Transcript of Our March Admission Chat Is Now Available

March 28, 2019

If you missed our Online Admission Chat on March 27, 2019, the transcript is now available. (PDF Format)

Upcoming Events

FIEA Cohort 16 Orientation

Fall 2019 Classes Start

Labor Day

Tuition Payment Deadline

Veteran's Day

EVENT CALENDAR ACADEMIC CALENDAR

FIEA Newsletter Signup

The Florida Interactive Entertainment Academy will never sell your email info for any reason.

email address

SUBSCRIBE

FLORIDA INTERACTIVE ENTERTAINMENT ACADEMY

FIEA is a graduate video game design school at the University of Central Florida offering an accredited master's degree in interactive entertainment. Areas of study include game design, development, art, programming and production.

FIEA | 500 West Livingston Street | Orlando, FL 32801-1416 | Directions | Contact Us

All content © UCF 2019 ALL RIGHTS RESERVED

UNIVERSITY OF CENTRAL FLORIDA
UCF DOWNTOWN CAMPUS/CENTER FOR EMERGING MEDIA RENOVATION
PRE-BID CONFERENCE
SEPTEMBER 12, 2018
6:30 P.M.

Introductions and Project Overview
Introduction were provided by Erin Mcalear, Skanska Project Manager. She introduced Jeremy Williamson, UCF, who provided a project overview. He introduced the UCF team, including Allen Bottorff, Director of UCF Downtown. The project consists of the construction of a 20,000 GSF renovation of the existing Center for Emerging Media (CEM). The renovation will add additional general education classrooms, collaborative student learning environments, and additional offices to support the UCF Downtown Campus. The Owner/Architect/Construction Team are the University of Central Florida Board of Trustees and SchenkelShultz Architecture, Skanska USA Building Inc.

City of Orlando Blueprint Employment Office
Mary a Collier from the City of Orlando Blueprint Office introduced herself and announced that they are available to help companies find construction workers. They had a table outside near the registration table.

Bid Package Highlights
Bert Fonseca, Skanska Project Executive described the accessibility in small bid packages to maximize participation on the project. Below are the bid package numbers and descriptions:
01.0 General Contractor; 01.1 Final Clean; 02.1 Selective Demolition; 03.1 Miscellaneous Concrete; 03.2 Concrete Staining; 05.1 Structural Steel; 06.1 Millwork and Finish Carpentry; 08.1 Doors, Frames and Hardware; 08.2 Glazing; 09.1 Drywall; 09.2 Carpet Tile; 09.3 Acoustical Ceiling and Baffles; 09.4 Painting; 09.5 Tile; 10.1 Identification Devices; 10.2 Toilet Accessories and Specialties; 10.3 Not Used; 10.4 Operable Folding Partitions; 21.1 Fire Suppression; 22.1 Plumbing; 23.1 HVAC and 26.1 Electrical.

Prequalification Process
Trade contractors were encouraged to begin the process by registering at https://apps.skanska.com/prequalinquiry/ Thereafter, they should receive a password within 2-5 business days to go in and enter company's information. The email is system-generated and the reply may not go to a normal inbox but to your SPAM or JUNK E-mail folders depending upon the company's email systems security. Please check both folders. The email will be from notifications@skankacloud.com with Emily Madero in the "cc" field. She can be reached her at emily.madero@skanska.com for questions regarding the process. Enter 3 projects that you've completed. Once in the system, you will get notices of opportunities. Team members were on site to assist trade contractors with initiating the prequalification process. Attendees were

advised to be prequalified before Skanska can rely on the bid number and before enter into a contract with a company.

Logistics
Skanska provided an overview of the project site map. Classroom sessions will occur at the same time as renovation, and students will be near the renovation site. Coordination and barriers of public areas will be a focus. No public parking on jobsite. No parking in Parramore; some parking may be available at the Bob Carr Auditorium and other lots in the south of Downtown.

Safety
Skanska discussed its culture of an Injury Free Environment (IFE). Every employee has the authorization to Stop Work. There is culture of "stretch and flex" a daily morning discussion about the project schedule and flow of assignments during the Daily Hazard Analysis. There is also an inclusion of fun physical stretching exercises for every project team member.

Project Milestones
Pre Bid: September 12, 2018
Bid Date: September 18, 2018 at 2 p.m. (revised to September 25)
Permit Issued: September 26, 2018
Demolition Start: November 15, 2018
Final Inspections/Life Safety: July 10, 2019
Owner Move-In: July 11, 2019 thru August 7, 2019
Certificate of Occupancy: August 7, 2019

MWBE Participation
Skanska explained that UCF is an equal opportunity institution and, as such, encourages the use of small businesses, including women, minority-owned small businesses and SDVOSB in the provision of construction related services. M/WBE participation is encouraged but not required by UCF. Skanska has a corporate goal of diversity and inclusion and on the Academic Building project is nearing 30% M/WBE and SDVOSB participation. Small businesses will have a fair and equal opportunity to compete for dollars spent by UCF to procure construction-related services. Competition ensures that prices are competitive and a broad vendor base is available. UCF and Skanska are utilizing good faith efforts to ensure opportunities are available to small businesses including women, minority-owned and SDVOSB businesses on the Project.

Direct Owner Purchase (DOP)
Skanska gave an explanation of its DOP, which includes Vendor PO's larger than $5,000. The process takes a minimum of 3 weeks; account for this time in the procurement. Submit PO request immediately after award (Skanska to coordinate proper forms with Subcontractor). Only include material that will be permanently affixed to the building. Provide DOP information with bid, on the Bid Form required. The Bid Form has a specific space for DOP.

Bid Package Content
Docupro Online Plan Room:
Docupro – online platform for all bidding documents
Docupro online plan room – access to be sent by email. Contact the following scope specific people: Bert Fonseca bert.Fonseca@skanska.com; Jeff Courtney jeff.courtney@skanska.com.
Free to download from Docupro

Purchase documents from New Age Reprographics - Phone: 407-422-8700. Reference the UCF Center for Emerging Media Renovation

Plans and Specifications – Current Set
On Docupro for Download
– Drawings: UCF Center for Emerging Media UCF 578A
Bid Documents Dated 2018/08/20
– Specifications
– UCF CEM UCF Renovation
Bid Documents Volume 1 of 2 Issued August 20, 2018
– UCF CEM UCF Renovation
Bid Documents Volume 2 of 2 Issued August 20, 2018

Bid Manual (on Docusign)
Subcontractors are responsible for the Entire Package.
Section One – Instructions to Bidders
Section Two – Project Specific Forms **(very important)**
Section Three – Project Schedule
Section Four – Site Logistics
Section Five – CCIP (Sample Manual)
Section Six – Sample Long & Short form Subcontract
Section Seven – Trade Scopes of Work **(very important)**
Section Eight – Environmental, Health and Safety Manual
Section Nine – Document Log

Bid Form
1. W9 from ODP Section 1.2
2. Instruction for MWBE Bid Forms for Construction. **Skanska verifies certification certificates.**
3. Surety Letter (SDI PROGRAM) over $50,000 packages)
4. Acknowledgement to sign the Sworn Statement Pursuant to Section 287.133(3) (a), Florida Statutes on Public Entity Crimes.
5. Acknowledgement to sign the Sworn Statement Pursuant to Section 287.087 and 440.102, Florida Statutes on Drug-Free Work Place Program
6. Acknowledgement to comply with Environment Health and Safety Manual.

7. Acknowledgement to comply with Skanska USA's Environmental Policy (ISO 14001)

Review Scope Packages and Bid Form Breakdowns
Sealed Bid Due: September 18, 2018; by 2:00PM (Later date revised to: September 25), by 2:00 p.m. by delivering to:
UCF Center for Emerging Media Security Desk
c/o Skanska USA Building Inc.
500 W Livingston Street
Orlando, FL 32801

Questions and Answers

- Vendors (suppliers) are required to pre-qualify.
- Low voltage is handled directly by UCF. The current package only has pathways.
- Cranes are purchased directly by Skanska and to get opportunities in the future, must be prequalified as hoisting vendor.
- Bid packages are "right sized" and lots of opportunities.
- Concrete package is right sized.
- Attendees that are general contractors are encouraged to bid entire package (lump sum package) or they can bid a trade(s). Trade contractors can bid their scope. Skanska and UCF will determine the best approach for UCF, whether one lump sum contract or individual packages.
- Concrete slab will be cut and patchwork will be needed; small enough for a small concrete guy with a small crew.
- Staffing company will get posted information on which company is being evaluating during scoping sessions. This is the best time for staffing companies to get the name of company to market for staffing needs.
- Life safety signage is a part of the bid package; furniture is procured directly by UCF
- Budget in the mid $3.4 Million
- Existing communication box not installed yet; it will be an infrastructure package; will be in the street.
- Fire alarm in electrical package. Current brands are visible during tour.
- DOP must be provided and man labor hours must be reflected on the bid form. Average crew size will be evaluated during scoping. Skanska wants to ensure that the bidder has the proper man-hours.

Project walk / Networking

Attendees took a tour with Skanska of the facility to be renovated.

Campus

Innovative Education in Downtown Orlando

UCF Downtown is a world-class 21st-century campus for digital media, communication, public service, and health-related programs in an innovative, urban environment.

In partnership with Valencia College, the new campus will serve approximately 7,700 students in the heart of downtown Orlando. In addition to academics, UCF Downtown offers students a complete campus experience with student housing, dining, recreation, wellness, volunteer and service opportunities, as well as student clubs and organizations.

STAY UPDATED WITH UCF DOWNTOWN NEWS

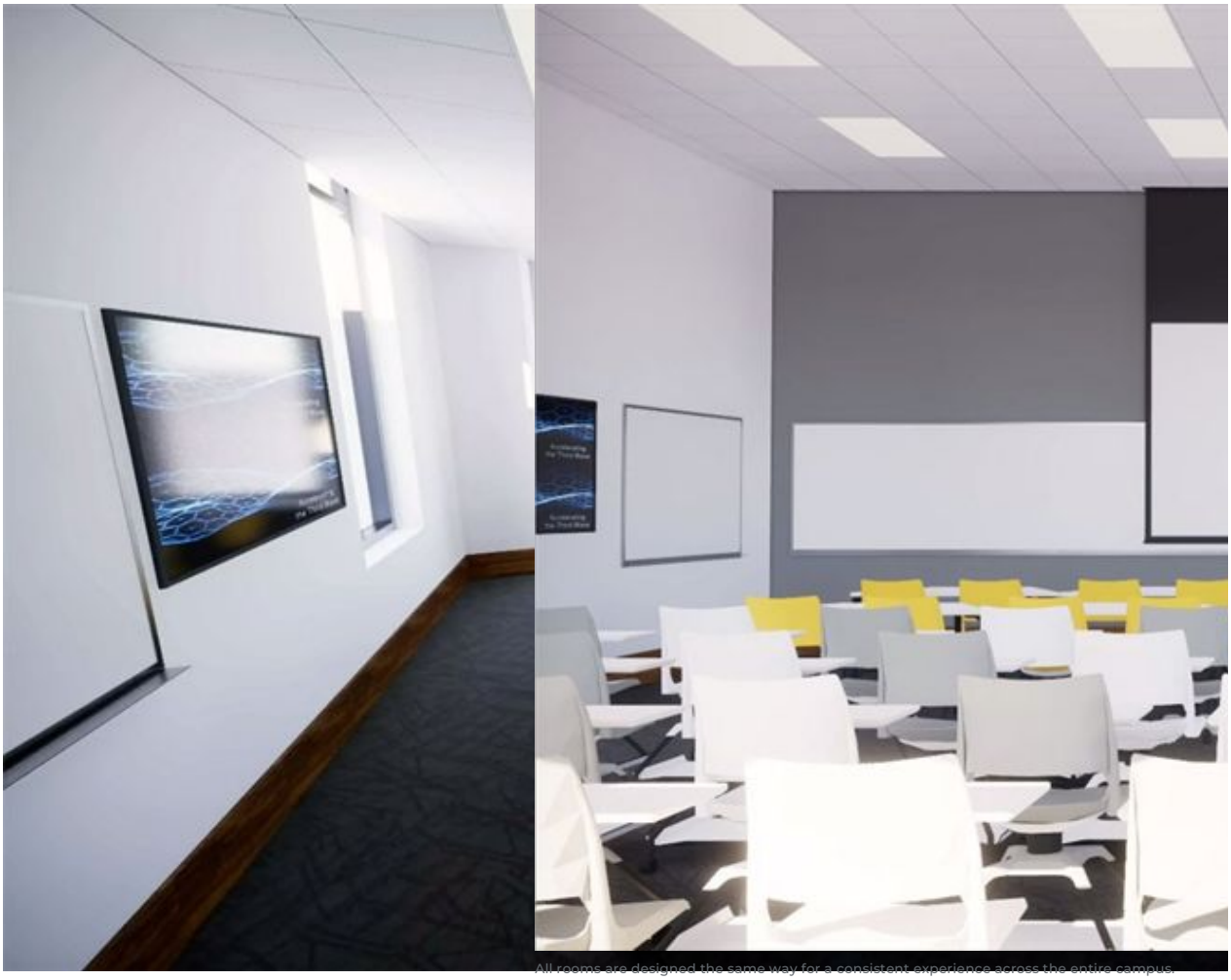
Downtown Classrooms

FLEXIBLE AND TECHNOLOGY ENHANCED CLASSROOMS

Led by the Office of Instructional Resources, the furniture and technology in downtown campus classrooms will help facilitate active learning. Research supports that active learning strategies improve student learning outcomes.

UCF is moving to a model where all classrooms can better support active learning methods of teaching. Active learning is not a technology, nor a furniture solution. Active learning is a teaching practice facilitated with technology and furniture, but at its core is achieved through the activities practiced in the space by faculty and students.

All of the furniture will be mobile, including the instructor podium, and there is a projector in every room.



There will be multiple whiteboards throughout the room.

All rooms are designed the same way for a consistent experience across the entire campus.

The classrooms at UCF Downtown are designed to feel familiar while also encouraging a variety of teaching practices:

All of the furniture will be mobile, including the instructor podium. The in-room computer can be controlled with a wireless mouse and keyboard allowing the faculty member or presenter to be anywhere in the classroom.

An optional wireless collaboration system called Intel Unite will be available at UCF Downtown. The system allows you to bring a personal device (phone, tablet, or laptop) and mirror the desktop to the computer in the room. This means you can have a computer in every class that already has your applications, documents, and other personalization preferences set up the way you want them, every time, every course, every semester.

The multimedia equipment will be smaller and in a corner, out of the way of the students and faculty so that almost the entire room becomes usable floor space for teaching and learning activities.

There will be multiple whiteboards throughout the room.

There is a projector in every room, just as there are in existing classrooms. Some rooms have additional monitors on the other walls that will mirror the content on the projector. No matter how the furniture is arranged or where the student looks they will be able to see the content.

Downtown Construction

> *The downtown campus provides UCF and Valencia College an incredible opportunity to think differently, look at new approaches in the classroom and better support students.*
>
> -*Mike Kilbride,* Assistant Vice President, UCF Downtown

FROM CONCEPT TO CONSTRUCTION

UCF President Emeritus John Hitt announced the university's decision to establish a downtown Orlando campus during the UCF Focus Breakfast in September 2014.

Since then, the university created the UCF Downtown committees, which spent more than a year exploring everything from student services and educational programs to transportation and facilities. The project was approved by the Florida Board of Governors in 2016, and design and build teams were selected that summer. Construction began in downtown Orlando in Summer 2017. The campus will officially open in Fall 2019, with housing, parking and dedicated transportation to and from UCF's main campus.

Dr. Phillips Academic Commons

ABOUT DR. PHILLIPS ACADEMIC COMMONS

Dr. Phillips Academic Commons features four stories of active learning spaces, including classrooms, the downtown library, study and tutor spaces, a moot court, and academic offices. The building will be a state-of-the-art learning facility that overlooks Creative Village's central park, a green space for outdoor concerts and events.

PROJECT TEAM:

- **Architect:** Robert AM Stern / SchenkelShultz
- **Contractor:** Skanska
- **Project Cost:** $66M



RENDERINGS OF DR. PHILLIPS ACADEMIC COMMONS









UCF Communication and Media Building

ABOUT COMMUNICATION AND MEDIA BUILDING

The UCF Communication and Media Building (formerly Center for Emerging Media) is home to the Florida Interactive Entertainment Academy, the Center for Research and Education in Arts, Technology, and Entertainment (CREATE), and other academic and innovative programs. When UCF Downtown opens, CMB will continue to be an academic hub for the campus. Prior to fall 2019, CMB will undergo renovations to reflect 21st-century learning environments and will be the new academic home to students, faculty and staff in the Nicholson School of Communication and Media.



PROJECT TEAM:

- **Architect:** Schenkel Schultz Architecture
- **Project Cost:** $5.75M

UCF Downtown Parking Garage

ABOUT THE PARKING GARAGE

The 580 space, four-story garage will include license plate recognition technology, security cameras, real-time space counts by floor and electric charging stations. Additionally, the ground floor will house a university store operated by Barnes & Noble, campus services and storage space for campus supplies.



PROJECT TEAM:

- **Architect:** Walker Parking Consulting and C.T. Hsu + Associates Architects
- **Contractor:** PCL Construction
- **Project Cost:** $14.6M

UCF Downtown Student Housing

ABOUT STUDENT HOUSING

UnionWest at Creative Village is a privately developed, 15-story building that will have more than 600 beds on the top floors. The lower levels will have retail and academic learning space, including Valencia College's Walt Disney School of Culinary Arts and Hospitality. A parking garage for housing students and visitors to the campus is also attached to the building.

SEE STUDENT HOUSING OPTIONS

PROJECT TEAM:

- **Architect:** Baker Barrios Architects and CannonDesign
- **Contractor:** Batson-Cook
- **Owner:** Ustler Development, Inc. and DEVEN

RENDERINGS OF UCF DOWNTOWN STUDENT HOUSING





UNIVERSITY OF CENTRAL FLORIDA

4000 Central Florida Blvd. Orlando, Florida, 32816 | 407.823.2000
© University of Central Florida

University of Central Florida

Office of the President

REVISED
University of Central Florida
Board of Trustees Meeting
January 29, 2015
FAIRWINDS Alumni Center
Agenda
9:00 a.m. – 4:00 p.m.
Lunch 12:00 p.m.
800-442-5794, passcode, 463796

COMMITTEE MEETINGS

9:00 – 9:30 a.m.	Audit, Operations Review, Compliance, and Ethics, Jim Atchison, Chair
9:30 – 10:30 a.m.	Advancement, Richard Crotty, Chair
10:30 – 11:45 a.m.	Educational Programs, Robert Garvy, Chair
11:45 a.m. – 12:00 p.m.	Finance and Facilities, Marcos Marchena, Chair

BOARD MEETING

1:00 – 4:00 p.m.

1.	Welcome and call to order		Olga Calvet, Chair
2.	Roll call		Rick Schell, Associate Corporate Secretary
3.	Public comment		Rick Schell, Associate Corporate Secretary
4.	Minutes of November 20, and December 19, 2014, meetings		Chair Calvet
5.	Remarks and introductions		John C. Hitt, President
6.	UCF Presidential Selection Plan report		Phyllis Klock, Trustee *Emerita*
7.	Downtown UCF report		Dale Whittaker, Provost
8.	Consent Agenda		
	FF-1	Approval	2014-15 UCF Convocation Corporation Amended Budget (Merck)

9.	Advancement Committee report		Richard Crotty, Chair
10.	Audit, Operations Review, Compliance, and Ethics Committee report		Jim Atchison, Chair
11.	Educational Programs Committee report		Robert Garvy, Chair
	EP-1	Approval	Proposal to Establish a New Type I Campus (Whittaker)
12.	Finance and Facilities Committee report		Marcos Marchena, Chair
	FF-2	Approval	UCF Convocation Corporation Transfer of Funds to the Golden Knights Corporation (Merck)
13.	New business		Chair Calvet
14.	Announcements and adjournment		Chair Calvet

Upcoming meetings:

Board of Governors meetings	February 19, 2015 (Tallahassee Community College)
	March 18-19, 2015 (Florida A&M University)
UCF Foundation Retreat	March 20, 2015 (NorthView Student Housing)
Board of Trustees meeting	March 26, 2015 (FAIRWINDS Alumni Center)
AGB National Conference on Trusteeship	April 19-21, 2015 (Arizona Biltmore, Phoenix, AZ)

15. Tour of the College of Engineering and Computer Science labs to follow immediately after the meeting.

ITEM: EP-1

University of Central Florida
BOARD OF TRUSTEES

SUBJECT: Proposal to Establish a New Type I Campus

DATE: January 29, 2015

PROPOSED BOARD ACTION

Approval of concept for the Board of Governors, State University System of Florida Proposal to Establish a New Type I Campus.

BACKGROUND

As part of the extraordinary opportunity for UCF to develop an innovative living and learning environment that capitalizes on the economic, social, and cultural activity of downtown Orlando, UCF proposes a new UCF Downtown campus. The attached proposal outlines plans for UCF Downtown and the academic programs proposed for that location to accommodate student and program growth. The proposed programming builds on existing program strengths, partnership with Valencia College, and synergies with the Creative Village site.

Supporting documentation: Board of Governors, State University System of Florida Proposal to Establish a New Type I, II, or III Campus, or Special Purpose Center

Prepared by: Diane Chase, Executive Vice Provost

Submitted by: A. Dale Whittaker, Provost and Vice President for Academic Affairs

Edition 4/28/2014

BOARD OF GOVERNORS, STATE UNIVERSITY SYSTEM OF FLORIDA
PROPOSAL TO ESTABLISH A NEW TYPE I, II, OR III CAMPUS, OR SPECIAL PURPOSE CENTER

University of Central Florida **University Submitting Proposal**	UCF Downtown **Proposed Name of Educational Site**
UCF – site ID 0017 **Site ID**	Type I **Proposed Type of Educational Site** (Type I, II, or III Campus, or Special Purpose Center)
500 W. Livingston Street Orlando, FL 32801 **Physical Address of Educational Site** (US Site: address, city, state, zip) (International site: street address, number , city, county/province, country)	August 21, 2017 **Proposed Opening Date** (First date and term student instruction will be offered at the site)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing or relocating an educational site have been met prior to the initiation of the first course offerings.

Date Approved by the University Board of Trustees	**President**	**Date**
Signature of Chair, Board of Trustees	**Vice President for Academic Affairs**	**Date**

Under Projected Enrollment, provide headcount (HC) and full-time equivalent (FTE) student enrollment estimates by level from Table 1 in Appendix A for Years 1 and 5, or the Final Year of implementation if it exceeds five. Under Projected Costs, provide revenues and expenses from Table 2 and capital project costs from Table 3 for Years 1 and 5, or the Final Year if it exceeds five.

Projected Site Enrollment* (from Table 1)

		HC	FTE
Undergraduate	**Year 1**	73	56
	Year 5	4802	4014
Graduate	**Year 1**	127	89
	Year 5	250	168

Projected Costs (from Tables 3 and 4)

	Operational			
	E&G Funding	**Other (Contracts & Grants, Auxiliary)**	**Capital Projects**	**Total Cost**
Year 1	3,536,398	0	57,750,000	61,286,398
Year 2	29,074,901	10,539,438	77,717,324	117,331,663
Year 3	29,778,424	10,674,229	0	40,452,723
Year 4	30,297,841	10,988,047	0	41,285,888
Year 5	30,651,456	11,489,149	0	42,140,605

**These are UCF enrollment projections. See Table 1 for additional information on Valencia College enrollment projections.*

Note: This outline and the questions pertaining to each section must be reproduced within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 4 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.

1

For consideration and approval in concept by the UCF Board of Trustees, January 29, 2015.

I. Introduction

A. Provide a short description of the project and rationale for the request to establish an educational site, including the main purpose for this site (research, instruction, administration, student services, etc.).

The University of Central Florida, along with our educational partner, Valencia College, proposes to expand our downtown Orlando presence into a Type I campus that will focus on student instruction and services. The new campus will transform our current downtown offerings by relocating programs on our main campus to downtown. By doing so, we will create a world-class, best-in-the-nation site for learning emerging animation, digital media, communications, and film.

The Board of Governors has already conveyed UCF degree-granting authority on this site.

This expanded new campus will allow us to significantly enhance the academic experience for our students. The only programs that will move from our main campus to downtown are those that will better serve students' educational and workforce needs by being downtown. The university perceives UCF Downtown as a four-phase, long-term project to first incorporate academic programs focused on the site's existing strengths (arts and digital media), with the desire to add programs in the areas of health and public affairs, which would also benefit from synergies in the downtown location. This proposal covers the first two phases of the project.

The campus also will be home to an extremely inclusive pilot program that will provide opportunities for students with intellectual disabilities to achieve meaningful higher education credentials, prepare for future employment, and participate in all the resources and experiences available to UCF students.

Learning and Working Environments

The expanded new campus would be located on approximately 15 to 20 acres that are designated for higher education in downtown Orlando. Because of their downtown location, relocated programs will create industry and community partnerships not possible at our main campus.

For example, our Center for Emerging Media features the nation's second-ranked graduate video game design and development school, the Florida Interactive Entertainment Academy (FIEA). Working in partnership with local industry, FIEA graduates designers, programmers and digital artists with an 85 percent job placement rate and average salary of more than $50,000 (Source: *Florida Interactive Entertainment Academy website*, http://www.fiea.ucf.edu).

Our proposal moves downtown those programs that will complement FIEA, such as digital media, film, and art. Located in downtown, these programs will prepare students for creative and high-tech careers in an environment that integrates learning and working.

The relocation of WUCF TV, Central Florida's public broadcasting station, to the new campus will provide opportunities that will be designed to launch downtown as a new national model. Additionally, the *Orlando Sentinel* and several other professional media outlets are located

within walking distance of our downtown campus. UCF and *Sentinel* leaders are working to determine how to leverage proximity to create enhanced learning and job opportunities for students in Journalism, Radio/Television, and Advertising/Public Relations. We expect that similar professional opportunities downtown will be made available to students in academic programs that could later relocate to the downtown campus, such as Public Affairs, Public Administration, Social Work, Criminal Justice, Legal Studies, Health Management Informatics, Communication Sciences and Disorders, and Urban and Regional Planning.

We know that students who gain practical experience while in college are more likely to land jobs in their fields upon graduation. More than 20,000 of our students engage in co-ops, internships, and service-learning projects annually. We expect these opportunities to significantly increase in downtown Orlando, which *Forbes Magazine* recently ranked as the No. 1 city in America for job growth.

Expanding UCF's Commitment to STEM

UCF awarded nearly 2,000 baccalaureate degrees in STEM fields in 2013-14, the second-largest number in the State University System. Through relocating programs downtown, we will open space to expand STEM on the main campus, with a strategic focus on engineering programs.

Due to space shortage, UCF currently houses academic programs in approximately 240,000 square feet of leased space near the main campus. Our downtown campus will allow us to use vacated space to expand our programs of strategic emphasis – and to house the 200 new faculty members we expect to hire in the next two years.

The downtown campus represents a "double win" for students: the programs that move will better serve students by being downtown while opening up space on the main campus for growth in STEM-related students and faculty.

Transforming Lives

Around the country, many great metropolitan downtowns have strong higher education presences. This opportunity in downtown Orlando – the nation's 13th fastest-growing city according to *Forbes* – will connect students with diverse businesses, government entities, and nonprofits.

Our history shows that UCF knows how to leverage location-based education to drive student success. It is why we built the Rosen College of Hospitality Management in the heart of Orlando's tourism industry and why nearly 90 percent of Rosen College undergraduates secure jobs before graduating.

UCF's expansion of our downtown Orlando campus is another extraordinary opportunity to develop an innovative learning and working environment for students. With more than 74,000 jobs downtown, the potential opportunities for students and graduates are tremendous.

UCF Downtown is the ideal example of how a university can shape not only the lives and livelihoods of its students, but also its community.

B. Provide a short narrative assessment of how the establishment of the educational site supports the university mission and the goals incorporated into the university strategic plan and Board of Governors State University System Strategic Plan.

The establishment of a new UCF Downtown Campus site will support the university's mission and strategic plan, as well as the Florida Board of Governors State University System Strategic Plan.

As part of the mission of UCF as a public, metropolitan, multi-campus entity, this expanded campus will endeavor to meet the economic, cultural, intellectual, and societal needs of the community. The campus will provide experience-based learning environments resulting in high quality, relevant, and broad-based education.

This effort will support three of UCF's five goals of the university.

- Goal 1 – To offer the best undergraduate education in Florida.
- Goal 4 – To become more inclusive and diverse.
- Goal 5 – To become America's leading partnership university.

It supports UCF's strategic plan by pioneering the next generation of educational initiatives and fostering an inclusive and respectful campus dedicated to providing opportunity and access for all students – regardless of their intellectual abilities. This expansion also will rely heavily on a living-learning environment, steeped in the creation of partnerships with public, private, and nonprofit entities aimed at the common goal of addressing pressing local, state, national and international issues. UCF Downtown will actively develop innovative learning communities that will enhance our cultural competency, promote student engagement in real world experiences, and better serve the needs of the central Florida city-state.

Finally, the UCF Downtown campus will advance the goals of the Board of Governors Strategic Plan for the State University System in the following ways.

- By promoting excellence in teaching and learning and increasing degree productivity and efficiency by partnering with Valencia through our DirectConnect to UCF program.
- The relocation of programs to the downtown Creative Village site will allow for several academic programs to be moved from currently leased space and for the expansion of Engineering and STEM strategic emphasis areas on to the main campus as programs move downtown.
- The expanded campus downtown will also enhance community and business engagement.

C. Provide a timetable of critical benchmarks that must be met for full implementation which can be used to monitor progress (planning, design, funding, construction, etc.). The timetable should also include ensuring

appropriate accreditation of the proposed educational site and any proposed programs requiring specialized accreditation, if required.

UCF's leadership team has been conceptualizing the downtown campus as a multi-phase project since May 2014. Together, with our consulting, community, educational, and business partners, the university has embarked on a comprehensive planning effort for UCF Downtown.

The following timeline documents work to date and expected benchmarks.

- October 2014 – Ongoing: Academic Program Planning for Phases I and II
- November 2014 – July 2017: Master Planning
- April 2015 – April 2016: Facilities Design
- June 2016 – July 2017: Construction of Phases I and II
- August 2017 – Phases I and II open for students and academic programs begin

UCF has verified that since the university already offers degree programs at two SACSCOC-approved educational sites downtown, including within the area of the proposed UCF Downtown enhancement, the expansion of activities is not considered to be a substantive change to the scope of UCF's accreditation and does not require additional SACSCOC reporting or approval. No programs with discipline accreditation are planned to move to the downtown campus during the first two phases of the project; thus, no additional notification to discipline accreditors is necessary at this time.

II. Need and Demand Assessment

A. Provide a detailed assessment of unmet local student demand for access to academic programs in the vicinity of the proposed educational site. Complete Table 1 in Appendix A to enrollment projections for unduplicated student headcount and FTE by degree program and level.

Through 2017, the Orlando region is projected to have the second-fastest employment growth in Florida with a 3 percent annual growth rate and the second-highest population growth rate at 2 percent (Source: *Florida and Metro Forecast – March 2014*, Institute for Economic Competitiveness, College of Business Administration, University of Central Florida). As the demand for degree attainment grows with the projected population increase, UCF is poised to meet these needs with its proposed downtown campus academic programs – in the areas of digital media, art, and communications – and its programs offered on the main campus.

UCF currently projects greater than 2 percent annual enrollment growth for the university through 2019-20. This projection is based on statewide and regional population growth projections, high school graduation projections, current student continuation rates, and semester-to-semester transition ratios. This growth rate has been applied to all programs expected at UCF Downtown, as listed in Appendix A, Table 1.

Degree attainment for the downtown area of Orlando is lower than the averages of the surrounding area. While downtown Orlando matches the U.S. figure, the degree attainment of that specific area lags behind the county and the city surrounding it. See Table 2A below. Downtown Orlando includes zip codes 32801 and 32805, as identified by the Downtown Development Board. UCF Downtown will increase access to educational opportunities for downtown Orlando and nearby residents, helping to meet our region's growing demand for degree attainment.

Table 2A: Degree Attainment At Different Scales

2012 Degree attainment	Percentage
United States	28.8%
Florida	26.4%
Orange County, FL	30.1%
Orlando, FL	32.9%
Downtown Orlando, FL	28.8%

Sources: http://quickfacts.census.gov/qfd/index.html and Census Bureau report

B. Provide a detailed data-driven assessment that describes unmet local and regional workforce need for programs and services to be offered at the proposed educational site. In the appendices, provide letters of support from the local community and business interests.

Employment demand is strong and growing fast in the Orlando region. UCF proposes the relocation of additional digital media, art, and communications-related programs to UCF Downtown. It does so with support from the City of Orlando, whose letter is attached in Appendix B, and details the City's contributions toward the downtown campus.

In May 2013, the U.S. Bureau of Labor Statistics released its Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates for the Orlando-Kissimmee-Sanford, Florida metropolitan statistical area. The report includes a Location Quotient figure detailing the ratio of the area concentration of occupational employment to the national average concentration. The majority of the fields with academic programs proposed for UCF Downtown exceed the national average, indicating a greater than average regional employment opportunity in that field – with fine arts more than tripling the national average and film and video editing twice exceeding it. Details by major and sub-field can be found in Table 2B below.

Table 2B: Area Concentration of Occupational Employment

Occupation title and code	Location quotient	Annual mean wage
Public relations specialists (27-3031)	0.86	$57,090
Radio and television announcers (27-3011)	1.27	$56,170
Reporters and correspondents	1.29	$51,280

(27-3022)		
Multimedia artists and animators (27-1014)	0.97	$49,480
Arts, design, entertainment, sports, and media occupations (27-0000)	1.23	$42,530
Fine artists, including painters, sculptors, and illustrators (27-1013)	3.44	$37,030
Film and video editors (27-4032)	2.09	$32,390

Source: May 2013 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates: Orlando-Kissimmee-Sanford, FL program, U.S. Department of Labor, U.S. Bureau of Labor Statistics

Additionally, two of the fields (multimedia artists and animators and public relations specialists) are included on the 2014-15 Regional Demand Occupations List for the local counties of Lake, Orange, Osceola, Seminole, and Sumter counties, as indicated in an annual report released by the Florida Department of Economic Opportunity (Workforce Region 12). The two fields also qualified for the "High Skill/High Wage" designation with mean wages in excess of $21.03 hourly and entry wage in excess of $13.42 hourly. Public relations specialists are also listed as an Enterprise Florida, Inc. targeted industry.

These programs are expected to remain in demand. The U.S. Department of Labor's Bureau of Labor Statistics projects a 7 percent increase in the major occupation field of Arts, Design, Entertainment, Sports, and Media through 2022. Additional projections of sub-fields can be found in Table 2C below.

Table 2C: Percent Increases in Occupation Fields

2012 National Employment Matrix title and code	**Percent change, 2012-22**
Arts, design, entertainment, sports, and media occupations (27-0000)	7.0%
Artists and related workers (27-1010)	5.3%
- Fine artists, including painters, sculptors, and illustrators (27-1013)	3.8%
- Multimedia artists and animators (27-1014)	6.3%
Media and communication workers (27-3000)	8.3%
- Public relations specialists (27-3031)	12.0%

Source: Employment Projections program, U.S. Department of Labor, U.S. Bureau of Labor Statistics

III. Academic Programs and Courses

A. Provide a list of the degree programs, partial programs, or college credit certificates and courses to be offered at the proposed educational site by year five or the Final Year of implementation if different, using Table 1 in Appendix A. The proposed degree programs must be identified by six-digit CIP Code, by program title, and degree level.

Programs currently offered in their entirety at the downtown location (in the Center for Emerging Media) are at the graduate level and include:

M.S. in Interactive Entertainment (50.0102)
M.A. in Digital Media (50.0102)
M.F.A. in Emerging Media (50.0702)

Undergraduate course offerings also are available in art, digital media, and film.

The following programs are proposed for Phases I and II at UCF Downtown:

Florida Interactive Entertainment Academy
M.S. in Interactive Entertainment (50.0102)

School of Visual Arts and Design
B.A. in Art (50.0701)
B.F.A. in Art (50.0702)
B.A. & B.F.A. in Film (50.0602)
B.A. in Digital Media (50.0102)
M.A. in Digital Media (50.0102)
M.F.A. in Emerging Media (50.0702)

Nicholson School of Communication
B.A. in Advertising/Public Relations (09.0903)
B.A. in Human Communication (09.0101)
B.A. in Journalism (09.0401)
B.A. in Radio/Television (09.0701)
M.A. in Communication (09.0102)
Graduate Certificate in Corporate Communication (09.0102)

College of Education and Human Performance
Ph.D. in Education, Track in Exceptional Education (13.0101)

We anticipate adding additional programming in subsequent phases following further analysis of potential student, university, and community benefits; as such programs were referenced in this proposal's introduction.

B. Provide an explanation as to how the proposed degree programs and courses will be affiliated with similar programs offered on the central campus and/or

other educational sites of the university. Will they be independent or an extension of existing programs? (Please see BOG regulation 8.011 (5))

The degree programs proposed for the UCF Downtown campus are either currently offered at that location (e.g. M.S. in Interactive Entertainment, M.A. in Digital Media, and M.F.A. in Emerging Media) or will be relocated from the UCF main campus to UCF Downtown. Select courses within the general education program will be offered on both campuses to meet student need and graduation requirements, as we do now on the campus of our Rosen College of Hospitality Management (see below).

In conjunction with UCF Downtown, UCF plans to expand enrollment to include a group of students with intellectual disabilities. This educational opportunity is needed in Central Florida and will provide valuable educational experience for graduate students enrolled in existing exceptional education degree programs at UCF.

C. Provide an assessment, supported with data, that justifies any duplication of degree programs and services that might already be provided by an existing state university or Florida College System campus in the vicinity of the proposed educational site. Describe any discussions that have taken place with affected colleges and universities and provide letters of support or letters of concern in the appendices.

Degree programs and services will not be duplicated.

Valencia College, a proposed partner in the downtown campus, will initially offer A.S. programs and support students participating in DirectConnect to UCF (see attached letter of support from Valencia College in Appendix C). In addition to Valencia general education offerings, UCF will offer a limited and streamlined selection of general education courses downtown as another option for UCF Downtown Campus FTIC students. UCF students may also supplement their education with UCF online offerings and UCF main campus offerings. A limited number of courses in the program areas being relocated to UCF Downtown will continue to be offered at the UCF main campus in Orlando as a service to other majors (e.g., speech).

IV. Administration and Student Support Services

A. Describe the administrative structure of the proposed educational site and how it will relate to the central administration of the university. Include any necessary funding in the financial plan outlined in Table 2 of Appendix A.

The UCF Downtown campus will be part of Academic Affairs led by the Provost and Vice President of Academic Affairs. We are not creating a separate administrative structure. For example, an administrator who leads one of the academic programs assigned to UCF

Downtown will provide oversight for the daily operational aspects of all entities housed on the campus providing coordination, communication, and collaborative leadership.

All faculty members assigned to UCF Downtown will report to department chairs and deans of academic colleges. Student support services will be aligned to the division of Student Development and Enrollment Services (SDES) within Academic Affairs. Staff members will report to their department directors with oversight provided by an existing senior-level SDES administrator to coordinate activities and services, and to create a commitment to operational excellence. The offices of safety, security, physical plant, facilities, business services, and other operational functions will similarly report to the leadership of their respective entities in the central administration of the university.

B. Describe how the proposed site will provide student services, either onsite or online from the central university campus.

Student Services Center

Comprehensive student services will be collectively integrated and representative of all students and academic support services available to other students on its UCF campuses. The Office of Student Services will be an extension of all SDES functional services. It will also support the services of academic colleges and other academic-support units, including DirectConnect to UCF, library services, undergraduate research, experiential learning, and other offices. Furthermore, where feasible, co-location and shared services and staff with Valencia College will enhance and strengthen these partnership initiatives, promoting student success, retention, progression, and graduation. Startup costs will be absorbed in the university's existing budget.

The proposed Student Services Center will serve as a one-stop service center comprised of key student services departments to provide exceptional "front door" customer service and to promote a seamless transition between Valencia College and UCF. It will be reflective of the dynamic and innovative campus environment of the downtown community. It will also be student centered with intentionally designed state-of-the-art technologies to provide innovative means of communications and services. The Student Services Center will be staffed by full-time staff and supplemented with cross-functional trained frontline staff serving as generalists. Student ambassadors along with work-study and graduate assistants will respond to questions and issues that students cannot resolve through online or Web services. Staff will be accessible at non-traditional hours of operation to accommodate students' needs. They will also be equipped with the technology required to access data bases, student records, and systems that are vital to resolve students' questions.

Intellectual Disabilities

UCF also is committed to designing and implementing an inclusive and comprehensive postsecondary program for students with intellectual disabilities who could not traditionally access the opportunities that a college educational experience provides. This program will have

a vital presence on both the main UCF campus location and UCF Downtown campus by connecting with the wide array of resources and community experiences. The purpose of this program is to seamlessly immerse students with intellectual disabilities in the university academic and campus life culture. This program will provide students an opportunity to participate in a vast option of courses, have access to campus resources, participate in internships and/or job experiences, and engage in peer mentoring, all of which are the types of experiences available to any enrolled UCF student.

In addition to the benefit for students with intellectual disabilities, many UCF students in other degree programs will benefit from the hands-on experiences the intellectual disability program will offer to its enrolled students. As example, students in the existing UCF Education-Exceptional Education PhD Track and Communicative Sciences and Disorders, Physical Therapy, and Social Work programs can benefit from the unique opportunity the intellectual disability program will offer our campus community. Online and on-site educational resources will be available through this newly developed program that will serve as a clearinghouse for parents and communities.

Student Outreach Services

The existing office of Student Outreach Services attracts, motivates, and prepares underrepresented middle and high school students from the local area to pursue and to complete a college education. A variety of opportunities and programs for students from grades 6 through 12 and their families are designed to assist in the navigation of the college admissions, financial assistance, and career preparedness processes.

Students and parents engage in monthly enrichment activities, college campus visits, brain bowl competitions, academic skills workshops, leadership development forums, community service projects, and career exploration modules. Parents are encouraged to participate and engage in all aspects of the university's programming because they are an integral part of the planning and because they provide a key ingredient to developing the support structure necessary for students to be successful. It is anticipated that the Office of Student Outreach Services will be relocated to UCF Downtown to fulfill the university's commitment to be *in* the community and *of* the community.

The staffing structure of the Student Support Services will be as follows.

An existing senior-level SDES administrator (.5 FTE) will provide oversight for staff, facilities, academic college liaison, Valencia College partnership liaison, communication, and collaboration working with the administration of the downtown campus.

The UCF Downtown project will require the following staffing that totals 10.0 FTE.

1. Financial aid, full-time coordinator
   (49K – 1.0 FTE)
2. Undergraduate admissions, full-time coordinator
   (49K - 1.0 FTE)

3. Registrar, academic services, and veteran services, shared full-time coordinator (49K – 1.0 FTE)
4. Career readiness (career development, employability, and internships) shared full-time coordinator (45.5K –1.0 FTE)
5. Intellectual disabilities, full-time director (100K- 1.0 FTE)
6. Support services, part-time staff (91K -2.0 FTE)
    a. Generalist for counseling (32K – .5 FTE), disability-accessibility and testing services (23K – FTE .5), Student Rights and Responsibilities (23K – FTE .5), and Learning support Services (23K --.5 FTE)
    b. Volunteer UCF will relocated to UCF Downtown and a Civic Engagement Center will be created to include engagement and involvement, leadership, service learning (transfer of existing position)
    c. The Office of Student Outreach Services will relocate to UCF Downtown and three existing positions will be transferred there.
    d. Orientation staff will facilitate orientations as required (existing staff).
7. Pre-advising and academic coaching, full-time staff (46K – 1.0 FTE)
8. Clerical staff, two full-time positions (64K – 2.0 FTE)

Total Personnel Cost $493,000.

Space in the Student Services Center will be required for the eight full-time and four part-time positions listed above. Testing, tutoring, math, writing, supplemental instruction, and study spaces will also be considered. Private spaces will be required for counseling and disability-accessibility intakes. Services will be enhanced as the campus develops. The integration into UCF Downtown of the Health Services unit along with the Recreation and Wellness Center will be determined at a later date.

Safety and Security

For the safety and security of our students, faculty, and staff, the university will provide a UCF Police Department presence in UCF Downtown. The downtown force will be supported by the university's existing command structure, dispatch, motor pool, and financial operations. The downtown staffing will consist of 15 police officers providing service seven days a week and 24 hours a day. Staffing will include two clerical staff members, a technical staff person for cameras, electronic locking systems, and communications gear, and four hourly employees to monitor security cameras.

The specific spaces and square footage requirements for the police force are as follows.

- Briefing room 500 square feet
- Administration office 145 square feet
- Staff office 120 square feet

- Interview room 80 square feet
- Technical room 120 square feet
- Supply room 120 square feet
- Restrooms 200 square feet

The total square-footage requirement is 1,285 square feet.

The briefing room will be the general meeting space for the patrol officers at shift change, as well as for meetings with the Orlando police and other constituencies. The administration office will be used by the shift officer in charge of the downtown operations, and the staff office will be for administrative support overall. The interview room will be used in questioning suspects or other interviews where privacy is important. The technical room will include equipment and work space devoted to maintaining the downtown campus electronic locking systems, cameras, and communications gear that will include emergency notification systems. The supply room will be for all supplies and will include a secure evidence locker and a gun locker. Two restrooms will be needed, one for public use and one for the police officers with lockers and a shower.

Salary and benefits are estimated to be $1,425,000. The expense of vehicles, equipment, and training will come from existing budgets.

Additionally, security will be enhanced through the strategic placement of cameras and "blue light" emergency telephones, and doors will utilized an electronic access control system. A public safety distributed antenna system will ensure complete campus coverage of public safety (police and fire) radio frequencies. Electronic signage will facilitate downtown campus communication, wayfinding, and emergency notification.

C. Provide a plan to provide library services and other instructional resources that will support the proposed programs. Include any necessary funding in the financial plan outlined in Table 2 of Appendix A.

Library Services and Resources for the UCF Downtown Campus

The UCF Downtown Library will offer facilities, services and resources to support the needs of students, faculty, and the surrounding community. These services and resources will align with the guiding principles of UCF Downtown, and grow over time as needed to support the expanding population of students, program offerings, and university partnerships. Most library resources will be available in electronic formats; however, a core collection of essential print materials will also be provided. A courier between the downtown and main campuses will provide downtown students with ready access to materials held at the main campus. Interlibrary loan services will make available to downtown students for items held in any academic library. Ubiquitous access to mobile devices and high-speed wireless networks will permit students and faculty to access electronic library resources in both interior and exterior spaces throughout the downtown campus and beyond.

On-site library services and facilities will include the following.

- Reference, Research & tutoring consultation
- Instruction
- Digital production lab
- Technology Lending
- Circulation
- Interlibrary Loan
- Courier
- Student Lockers

Telecommunications and IT Resources for UCF Downtown

UCF Downtown will be connected to the main UCF campus via redundant fiber optic circuits, delivering 10 gigabits/second data speeds, upgradeable to 100 gigabits/second in the future. These fiber optic circuits will also provide UCF downtown with commodity Internet service and access to Florida LambdaRail and Internet2. All campus spaces will be equipped with gigabit speed wired network service. High-speed WiFi service will be ubiquitous in both interior and exterior spaces.

UCF Downtown will emphasize mobile, wireless technology enabling students, faculty, and staff to have immediate access to instructional and information resources at any time, and any location. Mobile devices of all types (smartphones, tablets, laptops) will be supported, and will provide access to information, collaboration tools, and unified communication services. All instructional spaces will have high-density wireless coverage, enabling every student in a classroom, auditorium, or laboratory to have a fully functional wireless connection.

IT services for UCF Downtown will operate on a shared services model, with equipment and services supported from the main campus Shared Services Center. A very limited set of redundant servers will be housed in the main Telecom distribution room, to provide on-site redundancy for critical services such as Active Directory and DHCP so that basic downtown network services can continue to function in the event of a loss of external network services. IT staff supporting UCF Downtown will be divided between the downtown and main campuses, with downtown staff providing direct support to students and faculty members, and main campus staff supporting the "back-end" shared services utilized by the downtown campus.

UCF Downtown students, faculty, and staff will utilize the university's Unified Communications system (voice, video, and data over IP, Lync, voicemail, etc.), PeopleSoft business systems, Exchange email service, and Canvas learning management system, ensuring that all core network services are available to UCF students and faculty members at all UCF locations.

V. Budget and Facilities

A. Provide a projected operational budget using Table 2 in Appendix A that includes revenues and expenses out to year five, or the final year of implementation if different. Provide a narrative that explains the cost

assumptions reflected in Table 2. Include the operational costs on the proposal cover page.

The UCF Downtown campus projected operational budget is set forth in Appendix A, Table 2. Year 1 includes ongoing campus planning and anticipated completion of the first of two buildings, as shown in Appendix A, Table 3.

The operational budget beginning in Year 2 reflects full occupancy of both buildings, as shown in Appendix A, Table 3. Tuition and fee revenue assumes student enrollment of approximately 4,500 undergraduate UCF students, 230 graduate, professional and certificate UCF students. Other projected revenue includes UCF's current recurring downtown campus state appropriation of $2,000,000, existing general appropriations of $2,000,000 and an anticipated physical plant new space appropriation of $3,600,000. Additional revenue sources designed to support the downtown campus include state and private grants, community donations and other miscellaneous revenue. Non-appropriation revenue sources are projected to increase approximately 2 percent per year for the first five years of operation.

The UCF Downtown campus expenditures are projected based on existing costs. Faculty and academic costs associated with the programs relocating to downtown are included in compensation and employee benefits, equipment, contractual services, and other operating expenses using existing costs per student credit hour in those academic departments. Existing operational costs for WUCF TV and WUCF-FM radio also are included. Incremental costs for security and safety, telecommunications, instructional IT resources, and student support services are included based upon assumptions described in Section IV B and C.

Financial aid for the downtown campus is estimated to be consistent with current average institutional awards. Plant operations and maintenance costs are estimated based on current state formulas for utilities, operations and maintenance of two new buildings described in Appendix A, Table 3. Library costs for the downtown campus are based on the plan provided in Section IV C.

Local fees that support auxiliary services, including transportation, health services, and student activities will be transferred to the applicable auxiliary to allow for those areas to provide student services to the downtown campus. These expenditures are reflected in Appendix A, Table 2 as a transfer to auxiliaries. Main campus support from administrative areas, such as human resources, purchasing, finance and accounting, compliance ethics and risk management, general counsel etc. as well as main campus Academic Affairs support is reflected as shared services on Appendix A, Table 2. Operating expenses are projected to increase 2 to 3 percent per year to support the anticipated enrollment growth in the first five years of operation.

B. Use Table 3 in Appendix A, to identify each facility or facilities required to establish the proposed educational site, and any additional facilities that will be required once the site has reached its expected size and enrollments. Include capital facility costs on the proposal cover page.

See detailed information requested in Appendix A, Table 3.

C. Describe ownership of the new location and provide documentation of ownership or lease agreements, to include any special clauses, easements, or deed restrictions. If the property is a gift, provide the gift agreement. Please provide information on the type of ownership if the site is leased or owned (if leased please provide information on the duration of the lease and the entity that owns the lease). If the site is joint-use please provide the name of the other entity in the joint agreement as well as the total number of students this site will serve from year 1 through year 5.

Contingent upon the approval for the UCF Downtown expansion by the Florida Board of Governors, the City of Orlando will provide 15-20 acres of land, valued at $20-22 million and within the Creative Village, to UCF at a zero-dollar land cost. This property is located south of the realigned Livingston Street, east of North Parramore and north of Florida Central Railroad tracks. The property transferred will be used for educational purposes or will revert to the city.

Moreover, the city will transfer title of the UCF Center for Emerging Media facility, located at 500 W. Livingston Street and valued at $22.5 million, to the UCF Foundation. The city will execute this transaction at any time, subject to the customary land closing requirements.

The agreements and further details of ownership and facilities documentation are outlined in Appendix B.

D. Are the facilities owned or leased by the University?

(X) Owned *(See Appendix B for details.)* **( ) Leased**

VI. Addendum for International Campuses and Special Purpose Centers

If the proposed site is international, include a copy of any MOU or other agreements related to the site as an appendix

(X) The University certifies that all requirements of BOG Regulation 8.009(3)(f) have been met.

UCF Downtown Proposal for Florida Board of Governors

Appendix A

Tables 1-3

APPENDIX A - UCF Downtown

TABLE 1

UCF DEGREE PROGRAMS PLANNED AND PROJECTED ENROLLMENTS*

(Fall Headcount and FTE)

CIP Code	Baccalaureate Degree Program Title	Degree Level	Year 1 - 2016 Headcount	Year 1 - 2016 FTE	Year 2 - 2017* Headcount	Year 2 - 2017* FTE	Year 3 - 2018 Headcount	Year 3 - 2018 FTE	Year 4 - 2019 Headcount	Year 4 - 2019 FTE	Year 5 - 2020 Headcount	Year 5 - 2020 FTE
09.0101	Human Communication	B	0	0	764	631	779	644	795	657	811	670
09.0401	Journalism	B	0	0	282	250	288	255	294	260	300	265
09.0701	Radio/Television	B	0	0	523	457	534	467	544	476	555	485
09.0903	Advertising/Public Relations	B	0	0	541	478	552	488	563	498	574	508
50.0102	Digital Media	B	0	0	849	661	866	674	883	688	901	702
50.0602	Film (B.A. and B.F.A.)	B	0	0	523	466	534	475	544	485	555	494
50.0701	Art (B.A.)	B	0	0	411	313	419	319	427	326	436	332
50.0702	Art (B.F.A.)	B	73	56	631	525	644	536	657	547	670	557
xxxx	xxxxxxxxxx	B	0	0	0	0	0	0	0	0	0	0
	TOTAL BACCALAUREATE		73	56	4525	3782	4615	3858	4708	3935	4802	4014

CIP Code	Master's Degree Program Title	Degree Level	Year 1 - 2016 Headcount	Year 1 - 2016 FTE	Year 2 - 2017* Headcount	Year 2 - 2017* FTE	Year 3 - 2018 Headcount	Year 3 - 2018 FTE	Year 4 - 2019 Headcount	Year 4 - 2019 FTE	Year 5 - 2020 Headcount	Year 5 - 2020 FTE
09.0102	Communication	M	0	0	58	44	59	45	60	46	62	47
50.0102	Digital Media M.A. and Interactive M.S	M	127	89	129	91	132	93	134	95	137	97
50.0702	Emerging Media	M	0	0	34	19	35	19	35	20	36	20
xxxx	xxxxxxxxxx	M	0	0	0	0	0	0	0	0	0	0
	TOTAL MASTER'S		127	89	221	154	225	157	230	160	235	163

CIP Code	College Credit Certificate Program Title	Course Level	Year 1 - 2016 Headcount	Year 1 - 2016 FTE	Year 2 - 2017* Headcount	Year 2 - 2017* FTE	Year 3 - 2018 Headcount	Year 3 - 2018 FTE	Year 4 - 2019 Headcount	Year 4 - 2019 FTE	Year 5 - 2020 Headcount	Year 5 - 2020 FTE
09.0102	Corporate Communication	G	0	0	10	4	12	4	14	4	15	5
xxxx	xxxxxxxxxx	UG	0	0	0	0	0	0	0	0	0	0
	TOTAL CERTIFICATE		0	0	10	4	12	4	14	4	15	5

* In addition to UCF programs and enrollments, Valencia College anticipates an additional 2,000 students in two A.S. programs at the location starting Year 2.

Edition 06/23/14

APPENDIX A - UCF Downtown

TABLE 2

SUMMARY FINANCIAL PROJECTIONS TO FULL IMPLEMENTATION

Fiscal Year Ending June 30		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
General Operations Revenues		**2016-17**	**2017-18**	**2018-19**	**2019-20**	**2020-21**
Carry Forward from Prior Year		0	0	274,105	355,515	262,363
General Revenue/Lottery						
	State Allocations (GR/Lottery) - Existing	2,000,000	4,000,000	4,000,000	4,000,000	4,000,000
	State Allocations (GR/Lottery) - Physical Plant New Space	1,536,398	3,603,981	3,603,981	3,603,981	3,603,981
Tuition/Tuition Differential and Fees						
	Tuition (Marticulation)	0	13,745,256	14,020,161	14,300,564	14,586,576
	Tuition (Differential, 70% UG Support)	0	3,359,341	3,426,528	3,495,058	3,564,960
	Out of State Student Tuition Fees	0	2,926,605	2,985,137	3,044,840	3,105,737
Research Trust Funds (by title)						
	XYZ Trust Fund	0	0	0	0	0
Financial Aid and Academic Related Fees						
	Financial Aid	0	585,263	596,968	608,908	621,086
	Tuition (Differential, 30% Financial Aid)	0	1,439,718	1,468,512	1,497,883	1,527,840
	Out of State Financial Aid	0	177,116	180,658	184,271	187,957
	Student Technology Fee	0	616,067	628,388	640,956	653,775
	Student Distance Learning Fee	0	0	0	0	0
	Other Fees (Material/Supply), Facility/Equipment, etc.)	0	0	0	0	0
Other Revenues						
	Capital Improvement Fee	0	760,176	775,380	790,887	806,705
	Transportation Access Fee	0	1,023,313	1,043,779	1,064,655	1,085,948
	Health Fee	0	1,218,980	1,243,360	1,268,227	1,293,591
	Athletic Fee	0	1,610,313	1,642,519	1,675,370	1,708,877
	Activity & Service Fee	0	1,312,315	1,338,561	1,365,333	1,392,639
	State and Private Grants	0	915,000	933,300	951,966	971,005
	Donations and Other Miscellaneous Revenue	0	2,595,000	2,646,900	2,699,838	2,753,835
Total Revenues		**3,536,398**	**39,888,444**	**40,808,238**	**41,548,251**	**42,126,875**

General Operations Expenses						
	Compensation and Employee Benefits	320,000	18,604,372	18,976,459	19,355,989	19,743,109
	Financial Aid, Scholarships, Stipends	0	2,500,000	2,550,000	2,601,000	2,653,020
	Plant Costs and Operating Supplies	1,536,398	3,603,981	3,676,061	3,749,582	3,824,573
	Library Services/e-Collections	0	447,375	492,296	507,695	523,588
	Equipment	0	552,356	581,526	598,758	616,570
	Contractual Services	1,500,000	757,941	773,100	788,562	804,333
	Shared Services	0	1,964,273	2,003,558	2,043,630	2,084,502
	Incremental Shared and/or Contractual Services Costs	0	2,955,470	3,004,500	3,075,404	3,152,129
	Other Operating Expense	180,000	1,687,407	1,723,235	1,759,842	1,797,246
	Transfer to Auxiliaries	0	6,541,164	6,671,987	6,805,427	6,941,536
Total Expenses		**3,536,398**	**39,614,339**	**40,452,723**	**41,285,888**	**42,140,605**
Operating Net Revenues Over Expenses		**0**	**274,105**	**355,515**	**262,363**	**-13,731**

Board of Trustees Meeting - Items

Appendix A - UCF Downtown
Table 3

STATE UNIVERSITY SYSTEM
CIP-3 SHORT TERM PROJECT EXPLANATION

GEOGRAPHIC LOCATION: (campus name & city) — UCF Downtown, Orlando — COUNTY: Orange
PROJECT DESCRIPTION/TITLE: — UCF Downtown — PROJECT BR No. (if assigned): ___

Facility/Space Type	Net Area (NASF)	Net to Gross Conversion	Gross Area (GSF)	Unit Cost (Cost/GSF)*	Construction Cost	Assumed Bid Date	Occupancy Date
Classrooms	63,715	1.5	95,573	$253.22	$24,200,868	May-16	Jul-17
Teaching Labs	44,335	1.5	66,503	$240.13	$15,969,245		
Research Labs	39,779	1.5	59,669	$375.00	$22,375,688		
Study	5,593	1.4	7,830	$214.89	$1,682,632		
Instructional Media	41,979	1.5	62,969	$206.60	$13,009,292		
Auditorium/Exhibition	6,406	1.2	7,687	$275.00	$2,113,980		
Gymnasium	0	1.2	0	$195.59	$0		
Student Academic Support	9,000	1.5	13,500	$189.92	$2,563,920		
Offices	26,632	1.5	39,948	$249.56	$9,969,423		
Campus Support Services	20,594	1.4	28,832	$223.29	$6,437,808		
Totals	258,033		382,509		$98,322,856		
*Apply Unit Cost to total GSF based on primary space type							
Remodeling/Renovation	0		0		$0		
Total Construction - New & Rem./Renov.					$98,322,856		

Space Detail for Remodeling Projects

	BEFORE		AFTER	
	Space Type	Net Area (NASF)	Space Type	Net Area (NASF)
	n/a	0	n/a	0
Total	n/a	0	n/a	0

SCHEDULE OF PROJECT COMPONENTS — ESTIMATED COSTS

Basic Construction Cost	Funded to Date	Year 1	Year 2	Year 3	Year 4	Year 5	Funded & In CIP
1. a.Construction Cost (from above)		$43,920,728	$54,402,128				98,322,856
Add'l/Extraordinary Const. Costs							
b.Environmental Impacts/Mitigation		$0	$0				0
c.Site Preparation		$432,000	$1,728,000				2,160,000
d.Landscape/Irrigation		$216,000	$864,000				1,080,000
e.Plaza/Walks		$324,000	$1,296,000				1,620,000
f.Roadway Improvements		$0	$0 (provided by City)				0
g.Parking ___ spaces		$0	$0 (provided by City)				0
h.Telecommunication		$1,620,000	$2,180,000				3,800,000
i.Electrical Service		$124,538	$179,213 (fees for OUC)				303,750
j.Water Distribution		$77,476	$111,490 (fees for OUC)				188,966
k.Sanitary Sewer System		$224,721	$323,379 (fees for OUC)				548,100
l.Chilled Water System		$0	$0 (provided by OUC)				0
m.Storm Water System		$0	$0 (provided by City)				0
n.Energy Efficient Equipment		$0	$0 (included in building cost)				0
Total Construction Costs	0	$46,939,462	$61,084,209	$0	0	0	108,023,672
2. Other Project Costs							
a.Land/existing facility acquisition		$0	$0				$0
b.Professional Fees		$2,398,057	$3,449,941				$5,847,998
c.Fire Marshall Fees		$110,700	$150,930				$261,630
d.Inspection Services		$102,500	$147,500				$250,000
e.Insurance Consultant		$0	$0				$0
f.Surveys & Tests		$100,000	$0				$100,000
g.Permit/Impact/Environmental Fees		$218,950	$315,075				$534,025
h.Artwork		$100,000	$100,000				$200,000
i.Moveable Furnishings & Equipment		$5,012,831	$8,487,169				$13,500,000
j.Project Contingency		$2,767,500	$3,982,500				$6,750,000
Total - Other Project Costs	0	$10,810,538	$16,633,115	0	0	0	$27,443,653
ALL COSTS 1+2	0	$57,750,000	$77,717,324	0	0	0	$135,467,325

Appropriations to Date Source	Fiscal Year	Amount	Project Costs Beyond CIP Period Source	Fiscal Year	Amount	Total Project In CIP & Beyond
TOTAL		0	TOTAL		0	**$135,467,325**

** This table includes estimates for the combined project, which involves a joint-use facility with Valencia College.*

CIP-3

UCF Downtown Proposal for Florida Board of Governors

Appendix B

City of Orlando Letter & Documentation

CITY OF ORLANDO

OFFICE OF
BUDDY DYER
MAYOR

January 26, 2015

Dr. John Hitt
President
University of Central Florida
P.O. Box 160002
Orlando, FL 32816-0002

Dear Dr. Hitt,

The City of Orlando is pleased to commit to assist in facilitating the expansion of the University of Central Florida in Downtown Orlando within the Creative Village area. Given the long-term economic benefits of a major investment in education within the Downtown core, and contingent upon approval for the Downtown expansion from the State of Florida Board of Governors, the City is prepared to affirm its role as a contributor of property toward this effort.

The City will stand behind its obligation to transfer title of the UCF Center for Emerging Media facility, located at 500 W. Livingston Street, to the University of Central Florida Foundation, Inc. The facility is valued at approximately $22.55 million. Our commitment to this action was memorialized in the Expo Centre Lease Agreement dated October 12, 2004 (attached). The City is prepared to execute this transaction at any time that UCF is ready to move forward, subject to all customary requirements of a land closing.

In addition to previous commitments, the City will pursue all necessary modifications to the Creative Village Master Development Agreement and Purchase Option Agreement in order to provide the 15+/- acres of educational lands, valued at $20-22 million, within the Creative Village development to UCF at a zero-dollar land cost. These lands, generally located south of realigned W. Livingston Street, east of N. Parramore Avenue, and north of the Florida Central Railroad tracks, are shown and described in the PD zoning ordinance in Exhibits E and F (attached). Modifications to these agreements will require City Council approval, and if the City is successful in modifying the agreements, as part of the ultimate transfer of the educational lands to UCF, the deed will include a reverter clause, consistent with the language on the same matter contained within the Expo Centre Lease Agreement, which will require the property transferred to be used for educational purposes or title to the property will revert to the City.

We look forward to working with you throughout this exciting endeavor.

Sincerely,

Mayor Buddy Dyer

ORLANDO CITY HALL • 400 SOUTH ORANGE AVENUE • P.O. BOX 4990 • ORLANDO, FLORIDA 32802-4990
PHONE 407.246.2221 • FAX 407.246.2842 • CITYOFORLANDO.NET

EXHIBIT E: LAND USE PLAN

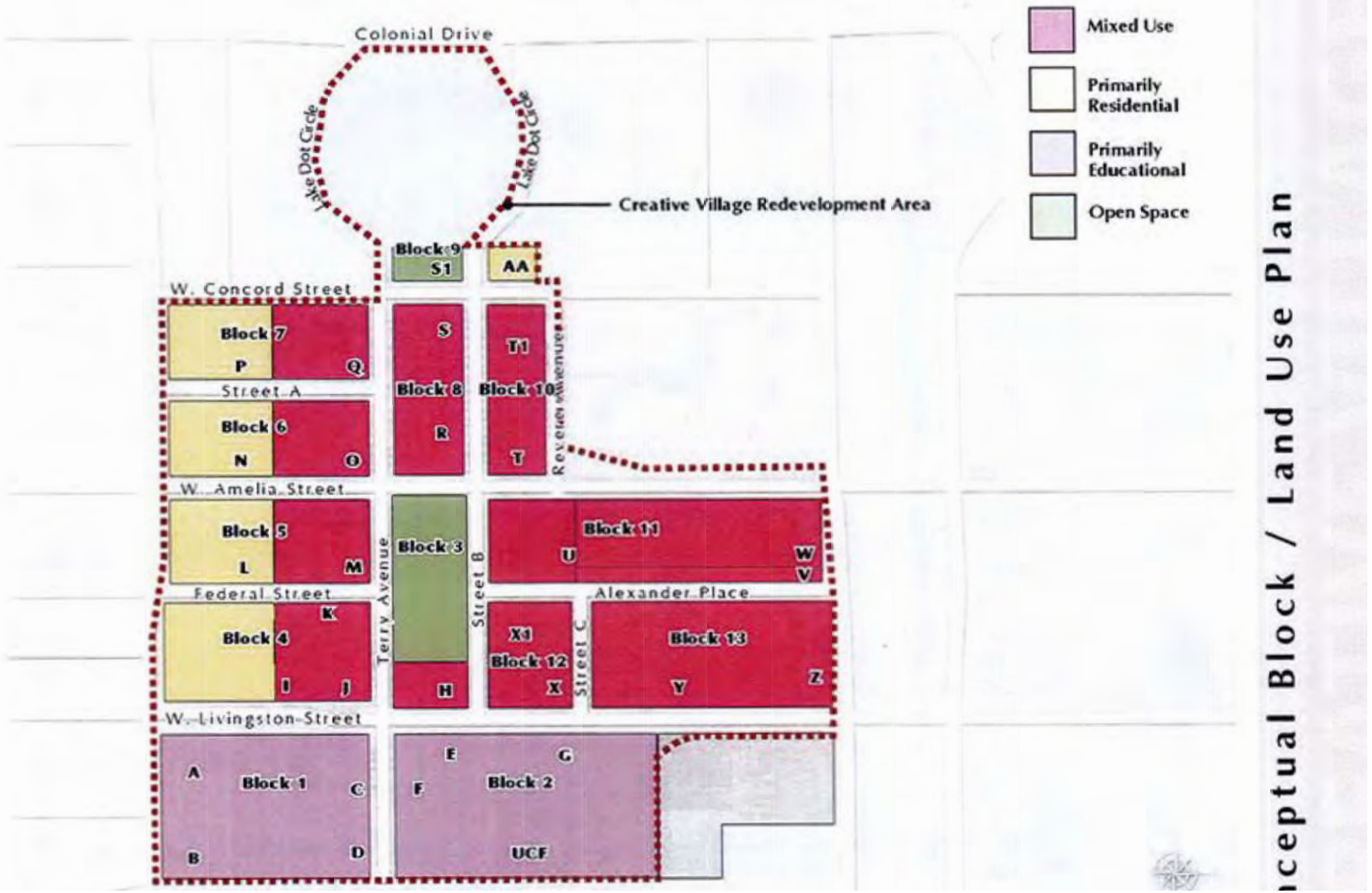


EXHIBIT F: LAND USE CHART

	BLOCK 1	BLOCK 1	BLOCK 1	BLOCK 1	BLOCK 2	BLOCK 2	BLOCK 2	BLOCK 2	BLOCK 3	BLOCK 3
Planned Acres per block			5.22			7.24				2.83
Parcels	A	B	C	D	E	F	G	UCF	H	PARK
Maximum building height	75	75	150	150	200	200	200	200	200	75
Underlying Zoning	AC-2	AC-2	AC-2	AC-2	AC-2	AC-2	AC-2	AC-2	AC-2	P
Permitted Uses:										
Education	P	P	P	P	P	P	P	P	P	
Office	P	P	P	P	P	P	P	P	P	
Retail/Commercial					P	P	P	P	P	
Residential	P	P	P	P	P	P	P	P	P	
Hotel										
Park/Open Space	P	P	P	P	P	P	P	P	P	P
Support Facilities	P	P	P	P	P	P	P	P	P	P
Footnotes	2, 7	1, 7	1, 7	1, 7, 10			9	9	4	1

	BLOCK 4	BLOCK 4	BLOCK 4	BLOCK 5	BLOCK 5	BLOCK 6	BLOCK 6	BLOCK 7	BLOCK 7	BLOCK 8	BLOCK 8
Planned Acres per block		3.61			3.08		2.8		2.79		2.64
Parcels	I	J	K	L	M	N	O	P	Q	R	S
Maximum building height	75-150	200	75 - 200	75-100	200	75-100	200	75-100	200	300	200
Underlying Zoning	MXD-2	AC-2	MXD-2	MXD-2	AC-2	MXD-2	AC-2	MXD-2	AC-2	AC-2	AC-2
Permitted Uses:											
Education		P			P		P		P	P	P
Office		P			P		P		P	P	P
Retail/Commercial		P			P		P		P	P	P
Residential	P	P	P	P	P	P	P	P	P	P	P
Hotel										P	P
Park/Open Space	P	P	P	P	P	P	P	P	P	P	P
Support Facilities	P	P	P	P	P	P	P	P	P	P	P
Footnotes	3, 5, 6		3, 5, 6	3, 5, 6		3, 5		3, 5			

	BLOCK 9	BLOCK 10	BLOCK 10	BLOCK 11	BLOCK 11	BLOCK 11	BLOCK 12	BLOCK 12	BLOCK 13	BLOCK 13	BLOCK 14
Planned Acres per block	0.52		1.58		5.03			1.54		4.78	0.34
Parcels	S1	T	T1	U	V	W	X	X1	Y	Z	AA
Maximum building height	75	225	200	225	200	200	400	400	400	400	75
Underlying Zoning	P	AC-2	AC-2	AC-2	AC-2	AC-2	AC-2	AC-2	AC-2	AC-2	MXD-2
Permitted Uses:											
Education		P	P	P	P	P	P	P	P	P	
Office		P	P	P	P	P	P	P	P	P	
Retail/Commercial		P	P	P	P	P	P	P	P	P	
Residential		P	P	P	P	P	P	P	P	P	P
Hotel		P	P	P	P	P	P	P	P	P	
Park/Open Space	P	P	P	P	P	P	P	P	P	P	P
Support Facilities	P	P	P	P	P	P	P	P	P	P	P
Footnotes	1								8		5

1 Ancillary retail/commercial space allowed

2 Existing Recreation Center shall remain unless an alternate facility is available.

3 The height limit shall be 75 feet facing Parramore Ave for a distance of 150 feet from the block face, and shall transition up to a maximum of 200 feet facing Terry Ave.

4 Lot H faces three Primary Streets and a park. The site plan and building elevations shall treat all four sides of the building as primary facades.

5 Up to 0.35 FAR total non-residential uses are allowed as a secondary use. This includes education, office, and/or ground floor retail/commercial.

6 Existing Tennis Courts shall remain unless an alternate facility is available.

7 At the time the first building on Block 1 is proposed for development, a Master Plan for the entire Block 1 shall be submitted and reviewed to ensure that all uses on Block 1 continue to function adequately.

8 Existing Bob Carr Performing Arts Center shall remain until Stage II of the new Dr. Phillips Center for the Performing Arts is operational.

9 Suitable alternative parking shall be made available to UCF within the CV site, as redevelopment of the surface parking area leased to UCF proceeds.

10 Existing Nap Ford School shall remain unless an alternate facility is available.

EXPO CENTRE
LEASE AGREEMENT

THIS LEASE AGREEMENT is made and entered into this 12th day of October, 2004, by and between the **City of Orlando, Florida**, a municipal corporation organized and existing under the laws of the state of Florida (hereinafter referred to as the "CITY"), the **University of Central Florida,** on behalf of its Board of Trustees, for the benefit of the UCF School of Film & Digital Media and the UCF Florida Interactive Entertainment Academy (hereinafter referred to as "UCF"), the **University of Central Florida Foundation, Incorporated**, a Florida not for profit and 501 ©(3) corporation, (hereinafter referred to as the "Foundation"),and the **Community Redevelopment Agency of the City of Orlando**, a special taxing district organized under the laws of the State of Florida (hereinafter referred to as "CRA").

WHEREAS, the City-owned and operated Expo Centre in downtown Orlando is an underutilized facility that has been operating at a deficit and is in need of renovation and redevelopment; and

WHEREAS, UCF is seeking a downtown location for its School of Film & Digital Media (SFDM) and the Florida Interactive Entertainment Academy (FIEA), the SFDM and FIEA being hereinafter sometimes collectively referred to as the "Schools"; and

WHEREAS, the City, in an effort to develop and facilitate the presence of UCF's educational facilities and the digital media and interactive entertainment industries in downtown Orlando, desires to lease the Expo Centre to UCF for the operation of the Schools and, when necessary to achieve Attendance Goals, other UCF instructional programs; and

WHEREAS, UCF desires to lease and redevelop the Expo Centre for the purpose of locating and operating the Schools and, when necessary to achieve Attendance Goals, other UCF instructional programs therein pursuant to the terms of this Lease Agreement; and

WHEREAS, the CRA was created as a public body corporate and agency of the City of Orlando for the purpose of, among others, carrying out the community redevelopment purposes of Ch. 163, Part III, Florida Statutes; and

WHEREAS, pursuant to the Downtown Community Redevelopment Area Plan (Downtown Outlook) the operation of the Schools and, when necessary to achieve Attendance Goals, other UCF instructional programs at the Expo Centre will help to achieve the CRA's goals of redeveloping the Expo Centre with multiple uses, including educational facilities; and

City Council Meeting: 10-11-04
Item: 71 Documentary: 041011701

WHEREAS, CRA has agreed to provide certain funds to UCF in order to fund a portion of the cost for the redevelopment of the Expo Centre; and

WHEREAS, the operation of the Schools and, when necessary to achieve Attendance Goals, other UCF instructional programs at the Expo Centre will increase the academic and collegiate presence in downtown Orlando and assist in the growth of the high wage digital media industry in Orlando; and

WHEREAS, the creation of a digital media technology cluster and university presence in downtown Orlando are critical factors in the revitalization of downtown Orlando; and

WHEREAS, the location of UCF in downtown Orlando will provide significant economic benefits to the City and its residents, and will serve as a catalyst for economic development in downtown Orlando; and

WHEREAS, City's and CRA's participation in the lease and redevelopment of the Expo Centre to provide educational facilities related to the high-tech digital media and interactive entertainment industries serves a valid public purpose; and

WHEREAS, the parties desire to memorialize their understanding regarding the lease and renovation of the Expo Centre.

NOW THEREFORE, in consideration of the mutual promises and covenants contained herein and given one party to the other, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Recitals. The above recitals are true and correct and are incorporated herein, by reference.

2. Leased Premises. The City does hereby lease to UCF, and UCF does hereby let as tenant from the City, the real property and improvements located at 500 West Livingston Street, Orlando, Florida, as more particularly shown in Exhibit "A", attached hereto and incorporated herein, by reference (the "Leased Premises"). The Leased Premises consist of the approximately 112,770 square foot, 3-story building commonly known as the Expo Centre (the "Building"), which shall be leased to UCF in phases according to the following schedule (the "Lease Schedule"):

A. Commencing on October 12, 2004 and continuing until the expiration or earlier termination of the Lease, the Leased Premises shall consist of the entire 2nd and 3rd Floors of the Building, including all bathrooms and common areas located thereon, and the administrative offices on the 1st floor;

B. Commencing on February 1, 2005 and continuing until the expiration or earlier termination of the Lease, Hall # 400 and 500 on the 1st floor shall be added as part of the Leased Premises;

C. Commencing on August 1, 2005 and continuing until the expiration or earlier termination of the Lease, Hall # 600 and 700 on the first floor shall be added as part of the Leased Premises; and

D. Commencing on March 1, 2007 and continuing until the expiration or earlier termination of the Lease, Hall # 200 and 300 on the first floor shall be added as part of the Leased Premises so that as of March 1, 2007 the Leased Premises shall include the entire Building.

The City and UCF may mutually agree in writing to modify the Lease Schedule. UCF shall only have the lease and use of those portions of the building that are part of the Leased Premises according to the Lease Schedule. In addition, UCF shall have the use of all elevators, stairways, hallways, bathrooms, walkways and other common areas (the "Common Areas") necessary for the operation, use and maintenance of the Schools and, when necessary to achieve Attendance Goals, other UCF instructional programs provided that such use of the Common Areas does not interfere with the Expo Events described below. The previously scheduled events identified in Exhibit B attached hereto and incorporated herein, by reference (the "Expo Events") shall be held as scheduled in those portions of the Building identified in Exhibit B, and the Expo Events shall be allowed the use of parking and Common Areas necessary for the proper functioning of the Expo Events. UCF shall take all reasonably appropriate steps to insure that the construction of the Renovations and UCF's use of the Leased Premises does not interfere with the Expo Events.

3. Term of Lease. The term of the Lease shall be forty (40) years (the "Term") beginning on October 12, 2004 (the "Lease Commencement Date") and ending on October 11, 2044 (the "Expiration Date"), unless such Lease is extended or terminated as provided herein.

4. Renewal of Lease. Provided that UCF is not in breach or default of the Lease, the term of the lease may be renewed for two (2) additional, ten (10) year terms upon the mutual, written agreement of the parties.

5. Use of Leased Premises. UCF shall use, lease and renovate the Leased Premises solely for the operation and maintenance of the Schools and, when necessary to achieve Attendance Goals, other UCF instructional programs and the administrative offices associated therewith.

A. Attendance Goals. The Schools and, when necessary to achieve the Attendance Goals, other UCF instructional programs shall make best effort to comply with the Attendance Goals contained in Exhibit C attached hereto and incorporated herein, by reference (the "Attendance Goals"), and UCF shall submit to the CITY an annual accounting or statement relating to the operation of the Schools and, when necessary to achieve Attendance Goals, other UCF instructional programs at the Leased

Premises during the previous year which demonstrates UCF's compliance thereof. It is acknowledged that the Attendance Goals contained in Exhibit C require that additional space be made available for the FIEA no later than the beginning of year 4 of the lease in order to allow for the expansion of instructional activities required to serve all undergraduate students enrolled in SFDM. Without additional space it may be necessary to limit undergraduate enrollment to upper division; i.e., years 3 and 4, students. In order to properly serve lower-division; i.e., years 1 and 2 undergraduate students it will be necessary to provide adequate student support services and co-curricular activities on-site. Otherwise, it may be necessary to limit undergraduate enrollment to upper division courses. Until SFDM student enrollment meets the Attendance Goals described in Exhibit C, it may be necessary to conduct other UCF instructional activities in the Building.

B. UCF Programs/Activities. UCF shall strive to provide the following programs and activities:

1. To the extent resources allow, UCF will encourage its SFDM to work with the Downtown Development Board in sponsoring and hosting an annual Downtown Film Festival reflective of the SFDM's program.

2. The SFDM will look for opportunities to provide educational outreach to member schools of the Consortium of Downtown Orlando Schools.

3. The SFDM will make a good faith effort to provide educational outreach/career development to underserved populations.

4. To the extent space and resources allow, the SFDM will continue to operate a Downtown Media Arts Center/Screening room within the Downtown Community Redevelopment Area for as long as the SFDM is located within the Building.

5. UCF will recognize the City and CRA partnership in a permanent way at the Leased Premises, visible to visitors and the general public.

6. If a film auditorium is created through future renovations of the Building, then UCF will provide such auditorium for use by the Orlando International Fringe Festival at no charge on an annual basis. The Orlando International Fringe Festival shall be responsible for the operation, maintenance, and repair costs associated with its use of the auditorium and for any repair costs associated with damage to the Building attributable to the Orlando International Fringe Festival.

6. Parking. The City will provide UCF with a total of 300 parking spaces in the Centroplex Parking Lot #1 pursuant to the following schedule:

A. Commencing November 1, 2004.....75 parking spaces

B. Commencing January 1, 2005.....100 parking spaces

C. Commencing April 1, 2005.....200 parking spaces

D. Commencing August 1, 2005.....300 parking spaces

The City and UCF shall cooperate and make every reasonable effort to accommodate each party's respective needs for parking, including the execution of a parking agreement which sets forth the rights, duties and responsibilities of the parties with respect to UCF's use of the parking spaces. If UCF's use of the above parking spaces, or any portion thereof, would interfere with the City providing parking for an Expo Event or event at the TD Waterhouse Center, the City may relocate up to one-half of the parking spaces to another City parking facility in close proximity to the Expo Centre. The parking spaces referenced above shall be provided for UCF's use until such time as the City and UCF mutually agree on a long-term parking plan for the Leased Premises.

7. Rent. UCF shall pay rent in the amount of one dollar ($1.00) per year payable annually on the Lease Commencement Date and each anniversary thereof.

8. Building Renovation.

A. Renovations. UCF shall improve the Leased Premises by renovating the Building pursuant to the Scope of Work attached hereto and incorporated herein, by reference, as Exhibit D (the "Renovations"). Construction of the Renovations shall commence within ten (10) days of the Lease Commencement Date. If construction of the Renovations has not commenced within such ten (10) day period, then the City may continue to hold events within any portion of the Building, including the Leased Premises, until such time as construction has commenced. UCF shall use its best efforts to construct and install the Renovations on or before July 31, 2005 (Construction and Fixture Period), but in any event, the Renovations must be complete and a Certificate of Occupancy for the Building issued no later than one (1) year from the Lease Commencement Date. UCF shall be responsible for securing all local, state, and federal permits required for the Renovations. UCF shall furnish the CITY with two (2) sets of As-Built Drawings of the Renovations within thirty (30) days of final completion. In addition to the Renovations, UCF may make additional renovations and improvements to the Building at its sole cost and expense pursuant to plans and specifications approved in advance by the City in accordance with subsection B below.

B. Design. UCF shall procure the services of Florida licensed professional architects, landscape architects, surveyors, engineers, and other needed professionals (the "Consultants") to design the Renovations. The design shall be in accordance with the City Code and requirements of any other governmental agencies having jurisdiction. The design plans and specifications (the "Plans") for all aspects of the Renovations shall be subject to the review and approval of the City not to be unreasonably withheld, conditioned or delayed. UCF shall provide the City with Plans in paper and electronic formats at 30%, 60%, 90% and 100% completion for review and approval by the City and CRA. The requirements of this paragraph are in addition to the other design

approvals required by the City Code. No change shall be made to City approved Plans without the prior written approval of the City.

C. **Construction.** UCF shall procure a Florida licensed general contractor (hereinafter referred to as "Contractor") reasonably acceptable to the City who shall perform the construction of the Renovations. The construction shall be performed in accordance with the City-approved Plans and in accordance with all applicable federal, state and local laws, ordinances, rules and regulations.

D. Change Orders.

1. **Unforeseen Conditions.** During the course of construction of the Renovations, if the City, CRA or UCF, through itself or its Contractor or Consultants, observe, or otherwise become aware of, any utility conflicts, unforeseen site conditions or other similar events not resulting from negligent or wrongful acts or omissions of the Contractor, Consultants or any entities for which such Contractor or Consultants may be responsible, each party shall immediately notify the other party of such conflicts, conditions or events. The City and UCF agree that time is of the essence in making any decisions, interpretations and/or changes with respect to design, materials and other matters pertinent to the work covered by the construction contract so as to not materially delay the work of the Contractor. If the City determines that a change is necessary to the construction contract in order to complete the Renovations, the City shall provide such proposed change to UCF for review and approval, which approval shall not be unreasonably withheld, conditioned or delayed. Upon approval of such change by UCF, UCF shall process a change order with the Contractor. In the event that UCF determines a change is necessary to the construction contract in order to complete the Renovations, UCF shall provide to the City a copy of the proposed change order for review and approval by the City which approval shall not be unreasonably withheld, conditioned or delayed. UCF shall issue a change order to the Contractor for any change requested by either party which are approved by both parties. Each party shall notify the other party within seven (7) days of receipt of the proposed change order of its approval or rejection, or of any modifications to the change order. If the parties reach an impasse over any change order, the objection shall be heard by a committee composed of the Public Works Director, a UCF representative, and a third member selected by the other two, which committee shall make the final determination as to whether the change can be implemented. Such committee shall make a good faith effort to resolve any such issues as expeditiously as possible and any such issues shall be resolved within three (3) days from the time the committee first considers it, unless a majority of the committee agrees otherwise. UCF and the CRA shall be jointly responsible for the payment of all approved change orders, regardless of whether the City or UCF initiated the request, such cost to be shared pro-rata based upon their respective financial contributions toward the Renovations pursuant to Exhibit D; provided, however, that neither the City nor CRA shall be responsible for the payment of any change order relating to tenant improvements, which cost shall be the sole responsibility of UCF.

2. **UCF-Initiated Change Orders.** During the course of construction of the Renovations if UCF requests a change order other than those change orders described in subsection 1 above which modifies the Plans approved by the City pursuant to subsection 8.B above, then UCF shall provide to the City a copy of the proposed change order for review and approval by the City which approval shall not be unreasonably withheld, conditioned or delayed. UCF shall issue a change order to the Contractor for any such change that is approved by both parties. UCF shall not issue any change order to the Contractor that has not been approved by both parties. UCF shall be responsible for the payment of all approved change orders requested by UCF pursuant to this subsection.

3. **City-Initiated Change Orders**. During the course of construction of the Renovations if the City requests a change order other than those change orders described in subsection 1 above which modifies the Plans approved by the City pursuant to subsection 8.B above, then the City shall provide to UCF a copy of the proposed change order for review and approval by UCF which approval shall not be unreasonably withheld, conditioned or delayed. UCF shall issue a change order to the Contractor for any such change that is approved by both parties. UCF shall not issue any change order to the Contractor that has not been approved by both parties. The City shall be responsible for the payment of all approved change orders requested by the City pursuant to this subsection.

E. Funding of Renovations.

1. **By CRA**. The estimated cost of the Renovations is $6,333,171.00 as detailed in the Scope of Work (Exhibit D). The CRA agrees to pay UCF Four Million Three Hundred Eighty Four Thousand Six Hundred and Three Dollars ($4,384,603.00; the "Redevelopment Funds") towards the cost of constructing the Renovations payable as provided below, which amount includes the CRA's funding of a portion of the design cost of the Renovations pursuant to the Funding Agreement for Professional Design Services Related to the Orlando Expo Centre Conversion effective September 29, 2004 between the CRA, UCF and the Foundation. The CRA shall disburse payments to UCF only after receipt of invoices and certification from UCF that the work for which payment is sought has been satisfactorily completed. UCF shall submit to the City's Public Works Director or his designee a single invoice each month, in a format mutually agreeable to the parties, incorporating the costs for construction of the Renovations incurred during the previous month. Such invoice shall be accompanied by copies of the invoices submitted to UCF by the Contractor which encompass UCF's invoice, and which clearly distinguish between costs of the Renovations and the costs of other improvements to the Leased Premises not included within the Scope of Work (Exhibit D). Each UCF invoice shall clearly document the work for which payment is sought. To receive payment, the construction must be performed in accordance with the City-approved Plans. Disbursement of the Redevelopment Funds will be made to UCF only after the City's approval of submitted invoices and verification of work completed in accordance with this Agreement. UCF shall provide to the City partial releases of lien from the Contractor, subcontractors, and suppliers for the portion of the work for which payment

is sought and UCF's performance of its obligations must be in compliance with the terms of this Agreement.

The CRA is providing the Redevelopment Funds to UCF for the express purpose of facilitating the redevelopment of the Expo Centre for the operation of the Schools and, when necessary to achieve Attendance Goals, other UCF instructional programs, and the CRA's payment of such funds is contingent upon UCF's operation of the Schools and, when necessary to achieve Attendance Goals, other UCF instructional programs in substantial compliance with the Attendance Goals in Exhibit C, substantial compliance being defined as compliance with no less than 75 % of the Attendance Goals. If UCF fails to operate the Schools and, when necessary to achieve the Attendance Goals, other UCF instructional programs, in substantial compliance with the Attendance Goals for a period of two (2) consecutive years, then, the City and CRA may immediately terminate the Lease, and UCF shall be required to reimburse the CRA, pursuant to the following repayment schedule, a prorated portion of $1,169,846.00, which amount represents the portion of the Reimbursement Funds paid by the CRA to UCF for the tenant improvements directly benefiting the Schools:

(a) If UCF fails to operate the Schools and, when necessary to achieve Attendance Goals, other UCF instructional programs in substantial compliance with the Attendance Goals during the first five (5) years of the Term, then UCF shall reimburse the CRA an amount equal to 80% of the Reimbursement Funds;

(b) If UCF fails to operate the Schools and, when necessary to achieve Attendance Goals, other UCF instructional programs in substantial compliance with the Attendance Goals during years 5 through 10 of the Term, then UCF shall reimburse the CRA an amount equal to 60% of the Reimbursement Funds;

(c) If UCF fails to operate the Schools and, when necessary to achieve Attendance Goals, other UCF instructional programs in substantial compliance with the Attendance Goals during years 10 through 15 of the Term, then UCF shall reimburse the CRA an amount equal to 40% of the Reimbursement Funds;

(d) If UCF fails to operate the Schools and, when necessary to achieve Attendance Goals, other UCF instructional programs in substantial compliance with the Attendance Goals during years 15 through 20 of the Term, then UCF shall reimburse the CRA an amount equal to 20% of the Reimbursement Funds;

(e) After year 20 of the Term UCF shall have no further obligation to reimburse the CRA for any portion of the Reimbursement Funds.

2. By UCF. UCF shall pay One Million Nine Hundred Forty Eight Thousand Five Hundred and Sixty-Eight Dollars ($1,948,568.00) toward the costs of the Renovations.

3. **By City**. The City shall pay for the cost of permit and impact fees relating to the construction of the Renovations by means of credits, waivers, and/or direct payments.

F. **Retention.** UCF agrees that the CRA shall retain ten percent (10%) of each monthly invoice submitted for payment pursuant to subsection E above (the "Retention"). The Retention shall be withheld until the following conditions have been met:

(i) final completion and acceptance of the Renovations by the City;

(ii) City's receipt of the one-year warranty from the contractor;

(iii) Releases of liens from the Contractor, subcontractors and suppliers;

(iv) Receipt by the City of As-built drawings of the Renovations;

(v) Issuance of a Certificate of Occupancy for the renovated Expo Centre; and

(vi) UCF's full compliance with all the terms and conditions contained in this Agreement relating to the design and construction of the Renovations.

G. **Access and Inspections**. In addition to personnel of the City's Permitting and Code Enforcement Division and Public Works Department, the City and CRA may have inspectors on-site observing the performance of the construction. They shall have complete access to the construction site at all times. Any construction work discovered or observed to be defective by either the City, CRA, UCF or the Contractor, as applicable, which is defective or otherwise non-conforming to the requirements of the City-approved Plans shall be promptly removed by UCF, through the Contractor, and replaced with conforming work. City and CRA personnel shall not, however, during such visits to the site or as a result of such observations of the construction work, supervise, direct or have control over the construction work, nor shall they have authority or responsibility for the means, methods, techniques, sequences or procedures of construction, or for safety measures and programs incident to the construction.

H. **Copies**. UCF shall provide copies and/or make available at City Hall for inspection, as required by the City, Plans, schedules, correspondence, change orders, reports, field transmittals, job logs, shop drawings, samples, testing data and reports and any other design or construction documents requested by the City.

I. **Insurance**. UCF shall require the Contractor to provide and maintain the following insurance with minimum coverage as stated during the term of construction and including the one year warranty period:

a. General Liability $2,000,000

b. Automobile Liability	$ 500,000
c. Worker's Compensation	STATUTORY LIMIT

UCF shall require the Consultants who design the Renovations to provide and maintain professional liability insurance in the minimum amount of $1,000,000 during the term of design and construction including the one-year warranty period. UCF shall require the Contractor to include the City and CRA as an additional insured on the general liability and automobile liability insurance and to provide a waiver of subrogation in favor of the City on the worker's compensation insurance. The City and CRA shall be listed as a certificate holder and the insurance certificates shall provide that the insurance coverage shall not be cancelled without at least 30 days prior written notice having been given to the City and CRA.

J. **Payment and Performance Bonds**. Prior to beginning construction of the renovations, UCF shall require the Contractor to obtain Performance and Payment Bonds with the minimum penal amount of each bond equal to the construction cost of the Renovations work on bond forms reasonably acceptable to the City. The surety must be authorized to issue surety bonds in Florida and must be listed in the current United States Department of the Treasury's "Companies Holding Certificates of Authority as Acceptable Sureties on Federal Bonds and as Acceptable Reinsuring Companies" as published in the Federal Register. The City and UCF shall be listed as co-obligees on each bond. Since the Renovations are to be constructed upon public property, construction liens cannot be placed or filed upon the Leased Premises, and, if a claim of lien is filed, UCF shall take all actions necessary to remove the lien. The City shall not accept the Renovations, nor shall final payment by the CRA hereunder be made, until all such liens are removed.

K. **Final Inspection**. Upon completion of the construction of the Renovations, UCF shall conduct a final inspection with the Executive Director of the CRA and the Public Works Director of the City, or their respective designees. If the City and UCF both believe that all construction work is completed in conformance with the City-approved Plans, UCF shall submit a final completion certification to the City, accompanied by complete as-built drawings acceptable to the City Surveyor, a one year warranty from the Contractor on the labor and materials commencing upon the date of final completion and acceptance by City, and waivers and lien releases from OHA, the Contractor, subcontractors, and suppliers.

L. **Warranty**. UCF shall require the Contractor to provide a standard one-year warranty for the Renovations.

M. **No Waiver of Regulatory Authority**. UCF acknowledges that the City is the entity responsible for issuing building permits and certain other types of permits and performing inspections which will be required in connection with the construction of the Renovations, and further acknowledges that nothing in this Agreement constitutes or is intended to operate as a waiver of such regulatory authority.

N. **Books and Records**. UCF shall keep complete books and records, including, but not limited to all invoices, receipts, statements of costs and records of payment and other supporting records relating to the renovation of the Building in auditable form in accordance with generally accepted accounting principles for no less than five (5) years after the date payment of all cost by the CRA to UCF have been made as provide herein. The City and CRA shall have the right, at their own expense, to conduct an audit of the foregoing records during normal business hours at the office at UCF where the records are stored and maintained. If, as a result of any such audit, it is established that the CRA has overpaid or paid for items outside the Scope of Work, UCF shall forthwith refund the amount owing the CRA, with interest thereon at a rate of eight percent (8%) per annum from the date such amount was overpaid.

9. Transfer of Title to the Leased Premises to Foundation/Option to Purchase.

A. **Transfer of Title to the Leased Premises to Foundation.** Provided that UCF complies with all terms and conditions of this Lease Agreement, including but not limited to, the completion and City approval of the Renovations, and the operation of the Schools within the Leased Premises in substantial compliance with the Attendance Goals, the City shall transfer fee simple title to the Leased Premises to the Foundation after the Schools are operating at full capacity, but no earlier than March 1, 2007. The City shall transfer title via a Special Warranty Deed recorded in the public records of Orange County, Florida. Such deed shall contain a reverter clause that requires that the property transferred be used for educational purposes or title to the property reverts to the City. At such time as title to the Leased Premises is transferred to the Foundation, this Lease Agreement shall automatically terminate and the parties shall be released of their obligations hereunder.

B. **Option to Purchase.** At any time prior to the City's transfer of title to the Leased Premises to the Foundation as provided in subsection A above, the Foundation shall have the option to purchase the Leased Premises from the City at a price mutually agreed to by the parties, and the Foundation may exercise such option by giving written notice of such exercise to the City (the "Notice of Exercise"). The City shall transfer title via a Special Warranty Deed recorded in the public records of Orange County, Florida. Such deed shall contain a reverter clause that requires that the property transferred be used for educational purposes or title to the property reverts to the City. At such time as title to the Leased Premises is transferred to the Foundation, this Lease Agreement shall automatically terminate and the parties shall be released of their obligations hereunder. Notwithstanding the foregoing sentence, UCF and the Foundation acknowledge the City's intent to lease Hall #200 and 300 to Expo Hotel Associates, Ltd., its successors or assigns, or other third party until such time as Hall #200 and #300 become part of the Leased Premises on March 1, 2007 pursuant to the Lease Schedule. Therefore, if the Foundation purchases the Leased Premises prior to March 1, 2007, then such purchase shall be subject to any then existing lease, license or similar agreement for the use of Hall #200 and 300. The term of any such lease, license, etc. shall expire on February 28,

2007, and the Foundation and UCF shall honor such lease, license, etc. up to such termination date. This provision shall survive the termination of this Lease Agreement.

10. Personal Property, Furniture and Equipment. In addition to the Renovations, UCF shall also furnish and install, at its sole cost and expense, any personal property, furniture and equipment reasonably necessary for the operation of the Schools (the "PPF & E"). UCF shall keep the PPF & E in good condition and repair, normal wear and tear excepted. The PPF & E shall remain the property of UCF during the term of the Lease. If the Lease expires or is terminated prior to UCF taking title to the Leased Premises as provided in section 9 above, UCF shall remove the PPF & E from the Leased Premises and shall repair any damage to the Leased Premises resulting from such removal. Any PPF & E not removed within thirty (30) days after UCF's receipt of a written request from the City to remove such PPF & E, shall be considered abandoned and automatically become the property of the CITY.

11. Repairs and Maintenance.

A. **By City**. For the period of time from the Lease Commencement Date to the earlier of March 1, 2007 or the Foundation's ownership of the Leased Premises, (the "City Maintenance Period"), the CITY, at its sole cost and expense, shall be responsible for the repair and maintenance of (i) the exterior walls, roof, and foundation, of the Building; and (ii) those portions of the Building not part of the Leased Premises according to the Lease Schedule. All items that the City is required to maintain and repair shall be maintained and repaired in a good, safe and sanitary condition during the City Maintenance Period, normal wear and tear excepted.

B. **By UCF**. During the City Maintenance Period, UCF, at its sole cost and expense, shall be responsible for the cost of repair and maintenance of the interior of the Leased Premises. At the end of the City Maintenance Period any and all repairs and maintenance of the interior and exterior of the Leased Premises shall be performed by UCF at its sole cost and expense. . All items that UCF is required to maintain and repair shall be maintained and repaired in a good, safe and sanitary condition throughout the term of the Lease, normal wear and tear excepted.

C. **Common Area Maintenance (CAM) Expenses.** During the City Maintenance Period, the City shall maintain and repair the Common Areas, plumbing, HVAC, electrical, doors, windows, plate glass, carpet, fixtures, fire extinguishers, sprinkler systems, exterior grounds and landscaping, and exterior and Common Area lighting. In addition, the City will provide or arrange for refuse collection, security, janitorial service to the Common Areas, utilities to the Common Areas, and pest control (except within UCF's food service areas). UCF shall reimburse the City a percentage of the cost of the services enumerated in this subsection based upon the ratio of the square footage of the Leased Premises compared to the gross leaseable area of the Building. To the extent that UCF receives Plant, Operations and Maintenance funds from the legislature for the Leased Premises, such funds shall be the first source of payment for the items described herein.

D. City Inspection. During the Lease term, the City shall be entitled to inspect the Leased Premises and Renovations twice per year and provide UCF with a written list of items requiring repair by UCF. UCF shall have thirty (30) days from its receipt of the list to repair all items on the list, unless the nature of such repair is such that it cannot be accomplished within 30 days, in which case UCF shall be allowed a reasonable period of time to make such repairs, provided UCF promptly and diligently pursues such repairs. The failure of UCF to repair the items within such time period shall be a breach of this Lease. The failure of the City to provide a list of repairs to UCF shall not relieve UCF of its maintenance and repair obligations.

12. Utilities. UCF shall be responsible for the cost of utilities for the Leased Premises. The cost of utilities for the Common Areas shall be jointly paid by the City and UCF as CAM expenses pursuant to section 11.C above.

13. Janitorial Service. UCF, at its sole cost and expense, shall provide janitorial service to the Leased Premises. During the City Maintenance Period the City shall provide janitorial service to the Common Areas, the cost of which shall be jointly paid by the City and UCF as CAM expenses pursuant to section 11.C above.

14. Pest Control. If UCF establishes food service at the Leased Premises, UCF, at its sole expense, shall engage exterminators to control vermin and pests on a monthly basis in all areas where food is prepared, dispensed or stored and in all areas where trash is collected and deliveries are made.

15. Grease Traps and Recycling. If UCF establishes food service at the Leased Premises, UCF shall comply with the CITY's Oil and Grease Management Program per section 30.15 of the Orlando City Code (Code). UCF shall be responsible for the professional removal of grease to avoid spillage and for grease recycling of shortening. Grease Traps shall be provided and pumped in compliance with section 30.15 of the Code.

16. Signage. UCF may install appropriate signage to identify the Schools. All signage is subject to the sign regulations of the CITY and the Downtown Development Board (DDB) (if applicable). Since the Leased Premises is public property owned by the City, political campaign signs are prohibited on the Leased Premises pursuant to section 64.252.

17. Exclusive Use. UCF shall be entitled to exclusive possession and enjoyment of the Leased Premises, subject to the terms described herein.

18. Living Wage. During construction of the Renovations, UCF shall pay to all of its employees, Contractors and Consultants providing construction-related services to the Renovations, a living wage for the time spent providing such services (this provision does not include general administrative personnel). "Living wage" means compensation for employment of not less than $8.50 per hour for straight time, exclusive of FICA,

unemployment taxes, and workers compensation insurance and employee benefits. Necessary payroll documentation shall be provided to confirm compliance with this provision or UCF shall allow the City to audit (at their place of business) its payroll records to determine if compliance has been achieved.

19. MBE/WBE Participation. To the extent allowed by Florida law, UCF shall use its best efforts to encourage its Contractor and Consultants to meet the City's minimum goals for participation of City-certified minority business enterprises ("MBEs") and City-certified women business enterprises ("WBEs") in the design and construction of the Renovations in accordance with Articles II and III of Chapter 57 of the Orlando City Code. The City encourages UCF and its Contractor and Consultants to exceed the minimum MBE/WBE goals referenced above, and the City will assist in such effort to exceed the goals. UCF shall require its Contractor and Consultants to submit quarterly reports in a format acceptable to the City and the MBE/WBE Department, documenting MBE/WBE firms used, their scopes of work, dollar value of contracts, work performed to date, and dollar amounts paid to date. The initial report shall be submitted to the City's MBE Director within forty-five (45) days of the Effective Date.

At the City's sole risk and expense, a City MBE/WBE Compliance Officer may visit the job site and may interview firms and employees in order to observe and document participation by MBE/WBE firms and minority and women employees.

20. Termination. This Lease Agreement may be terminated:

A. By UCF if the City fails to perform any of its obligations under this Lease, and does not remedy the failure within thirty (30) calendar days after receipt by the City of written demand from the UCF to do so;

B. By the City or CRA if UCF fails to perform any of its obligations under this Lease, and does not remedy the failure within thirty (30) calendar days after receipt by UCF of written demand from the City to do so;

If the Lease expires or is terminated prior to the City's transfer of fee simple title to UCF as provided in section 9 above, then UCF shall peacefully deliver up to the City possession of the Leased Premises together with the Building and other improvements thereon, in good condition and state of repair, reasonable wear and tear excepted, which Building and other improvements shall become the property of the City.

21. Indemnification.

A. UCF's Indemnification of City. To the extent provided by Florida law, UCF hereby agrees to indemnify, defend and hold harmless without limit the City, its' officers, agents, employees, and elected and appointed officials, from and against any and all liability, claims, demands, damages, fines, fees, expenses, penalties, suits, proceedings, actions and cost of actions, including reasonable attorney's fees before and at trial and on appeal, of any kind and nature arising or growing out of or in any way

connected with UCF's use of the Leased Premises, operation of the Schools, construction of the Renovations, or performance of this Lease, caused by, resulting from or arising out of any act or omission of UCF, it's agents, or employees.

B. City's Indemnification of UCF. To the extent provided by Florida law, the City hereby agrees to indemnify, defend and hold harmless UCF, its' officers, agents, and employees, from and against any and all liability, claims, demands, damages, fines, fees, expenses, penalties, suits, proceedings, actions and cost of actions, including reasonable attorney's fees before and at trial and on appeal, of any kind and nature arising or growing out of or in any way connected with the City's failure to comply with its obligations under this Lease caused by, resulting from or arising out of any act or omission of City.

22. Insurance

A. UCF, at its own expense, shall keep in force and at all times maintain State Self Insurance as provided by law and shall provide City with a statement of insurance evidencing such self insurance.

B. During the City Maintenance Period, the City shall provide property/casualty insurance for the full value of the Building through its self-insurance program and shall provide UCF with a statement of insurance evidencing such insurance.

23. Compliance With Laws

A. UCF shall comply with all applicable present and future federal, state, and local laws, ordinances, rules, and regulations relating to the its use and maintenance of the Leased Premises, the operation of the Schools, and the design and construction of the Renovations pursuant to this Lease, including, but not limited to, the Florida Building Code (FBC), and the Americans With Disabilities Act (ADA). The payment of any penalties or fines arising out of or in any way connected with the violation of, or non-compliance with, the foregoing shall be UCF's responsibility.

B. The City shall comply with all applicable laws, rules and regulations imposed upon it as the owner of the Leased Premises.

C. UCF shall obtain all certificates, permits, and other approvals that may be required by any federal, state, or local authority for the operation of the Schools and the construction of the Renovations. The payment of any penalties or fines arising out of or in any way connected with the violation of, or non-compliance with, the foregoing shall be UCF's responsibility.

24. Taxes and Assessments. The payment of all applicable real estate and personal property taxes relating to the portion of the Building that are part of the Leased Premises according to the Lease Schedule, including any taxes on the Leasehold, improvements and PPF&E, shall be the sole responsibility of UCF, subject to any

exemptions or immunity from the payment of such taxes under Florida Law. The City shall be responsible for the payment of the annual City Stormwater Utility Fee imposed upon the Leased Premises during the City Maintenance Period.

25. Damage or Destruction of Leased Premises. If the Leased Premises or any portion thereof are destroyed or damaged the City shall immediately take such action as is necessary to assure that the Leased Premises (or any portion thereof) do not constitute a nuisance or otherwise present a health or safety hazard. If the destruction or damage is such that it materially hinders effective use of the Leased Premises as a School, then UCF may elect to either (1) require the City to repair or reconstruct the Leased Premises using the insurance proceeds of the City's self-insurance if the damage is a covered loss, or (2) repair or reconstruct the Leased Premises using the insurance proceeds of UCF's self-insurance or at UCF's sole cost and expense if the damage is not covered by the City's self-insurance, or (2) terminate this Lease by giving thirty (30) days written notice to the City.

In the event that UCF elects to terminate the Lease, then UCF shall promptly remove the PPF&E from the Leased Premises and vacate the Leased Premises. If UCF chooses terminate the lease, then the CITY, as the named insured, shall retain any insurance proceeds payable as a result of such damage or destruction under policies required by section 20 of this Lease. After the first twenty (20) year term, the City shall have no obligation to reconstruct or repair damage to the Leased Premises

26. Condemnation.

A. Total Condemnation. If all of the Leased Premises, and the improvements located thereon, are taken by the exercise of the power of eminent domain, this Lease shall terminate as of the date the condemnor takes possession, and all payments due pursuant to the provision of this Lease shall be prorated accordingly. The entire compensation award attributable to the Leased Premises taken shall belong to the Landlord. UCF shall have the right to claim and recover from the condemning authority, such compensation as may be separately awarded or recoverable by UCF in UCF's own right on account of any and all damage to UCF's business by reason of any condemnation and for or on account of any cost or loss to which UCF might be put in removing or relocating UCF's business, PPF & E.

B. Partial Condemnation. If more than twenty-five percent (25%) of the Leased Premises at the time, are taken by the exercise of the power of eminent domain (herein referred to as "**Partial Condemnation**"), UCF shall have the right to terminate this Lease if the remaining portion of the Leased Premises not condemned (including the improvements located thereon) are such that their continued use for the purpose for which the same were being used immediately prior to such taking is reasonably impractical or economically imprudent. The option to terminate herein granted shall be exercised in writing by UCF within sixty (60) days after UCF shall have received written notice of the date of the taking of possession by the applicable condemning authority. Termination shall be effective on the date of the taking. Upon termination, all payments due pursuant to the provisions of this Lease shall be prorated accordingly. The entire

compensation award attributable to the Leased Premises taken shall belong to the Landlord. UCF shall have the right to claim and recover from the condemning authority, such compensation as may be separately awarded or recoverable by UCF in UCF's own right on account of any and all damage to UCF's business by reason of any condemnation and for or on account of any cost or loss to which UCF might be put in removing or relocating UCF's business, PPF & E.

C. **Cooperation in Making Claims**. The City and UCF shall, in connection with any eminent domain proceedings, cooperate in making all claims for damages and bringing suit or action.

27. Advertising and Promotion. UCF and City shall not use the other's name or logo in advertising or promoting the Schools without the other's prior, written consent

28. Mortgage By UCF.

A. **Mortgage**. UCF may, provided that UCF is not then in default hereunder, execute a leasehold mortgage upon UCF's interest in the Leased Premises pursuant to this Lease through an institutional lender (Lender) as security for the payment of a note, and any renewal or extensions thereof, or substitution of lenders or refinancing, to be executed by UCF upon the following terms and conditions:

(i) the CITY shall not be obligated for the payment of any such loan or any part thereof.

(ii) the note and mortgage shall provide that in the event of any default as to the terms and provisions of the note and mortgage which would permit the Lender to accelerate the loan balance, the Lender shall be obligated to give the CITY written notice of such default at least ten (10) days prior to any action to foreclose against the mortgage.

(iii) the proceeds of the loan shall be used solely to pay for development and construction costs, loan expenses and other related costs with respect to the Renovations or other improvements to be made upon the Leased Premises.

B. **Notice and Right to Cure**. The City shall give simultaneous written notice to Lender of any default by UCF under this Lease and shall give the Lender the same period of time to cure the default as is granted to UCF under the Lease. All notices to Lender shall be sent in the same manner as required by section 31 below to such address as the Lender may designate in writing to the City. If the Lender forecloses its mortgage and acquires UCF interest in the Leased Premises, then the Lender shall become "UCF" under the Lease. Nothing contained herein shall obligate the Lender to cure any default of UCF.

29. Estoppel Certificate. Either party shall at any time and from time to time upon not less than ten (10) days prior request by the other party deliver to the requesting party a statement in writing certifying whether (a) the Lease is in full force or has been

36. No Partnership or Joint Venture. Nothing contained in this Agreement shall constitute or be construed to be or create a partnership or joint venture between the CITY and UCF.

37. Non-Waiver; Remedies Cumulative. Failure of either party to complain of any act or omission on the part of the other party, no matter how long the same may continue, shall not be deemed to be a waiver by said party of any of its rights hereunder. No waiver by either party of any breach of any provision of this Lease shall be deemed a waiver of a breach of any other provision of this Lease or a consent to any subsequent breach of the same or any other provision. If any action by either party shall require the consent or approval of the other party, the other party's consent to or approval of such action on any one occasion shall not be deemed a consent to or approval of said action on any subsequent occasion or consent to or approval of any other action on the same or any subsequent occasion. Any and all rights and remedies which either party may have under this Lease or by operation of law, either at law or in equity upon any breach, shall be distinct, separate and cumulative and shall not be deemed inconsistent with each other; and no one of them, whether exercised by said party or not, shall be deemed to be in exclusion of any other, and any two or more or all of such rights and remedies may be exercised at the same time.

38. Construction of Language. The language in all parts of this Lease shall in all cases be construed as a whole according to its fair meaning. Each party has participated extensively in the negotiations concerning and drafting of this Lease, and each has been represented by legal counsel.

39. Business Day. Should any due date hereunder fall on a Saturday, Sunday or legal holiday, then such due date shall be the first business day following such Saturday, Sunday or legal holiday.

40. Commission. The City, CRA, and UCF represent and warrant to each other that neither party has engaged, employed nor dealt with any broker in connection with this Lease.

41. Miscellaneous.

A. The CITY and UCF represent that each, respectively, has full right, power, and authority to execute this Lease.

B. This Lease constitutes the entire agreement and understanding of the parties and supersedes all offers, negotiations, and other agreements of any kind. There are no representations or understandings of any kind not set forth herein

C. This Lease shall be construed in accordance with the laws of the State of Florida. The location for the settlement of any disputes arising out of this Lease shall be Orange County, Florida.

D. If any term of this Lease is found to be void or invalid, such invalidity shall not effect the remaining terms of this Lease, which shall continue in full force and effect.

E. This Lease may be amended or modified at any time during the term of the Lease by the mutual, written agreement of the parties.

F. Time is of the essence with respect to all provisions of this Lease, including the performance of all obligations of the parties provided for herein.

This Lease has been executed by the parties as of the date set forth above.

SIGNATURES BEGIN ON NEXT PAGE

CITY OF ORLANDO, FLORIDA

By: _____
Mayor/Pro Tem

Attest:

By: _____
Alana C. Brenner, City Clerk

APPROVED AS TO FORM AND LEGALITY
for the use and reliance of the
City of Orlando, Florida, only.

October 15, 2004.

_____
Assistant City Attorney

COMMUNITY REDEVELOPMENT AGENCY

By: _____
Buddy Dyer, Chairman

Attest:

By: _____
William F. Billingsley, III, Executive Director

SIGNATURES CONTINUED ON NEXT PAGE

UNIVERSITY OF CENTRAL FLORIDA

By: _____
Dr. Terry L. Hickey
Provost

ATTEST:
By: _____
Dr. Kathryn L. Seidel
Dean, College of Arts and Sciences

Legal Content Approved
_____, 10/11/04

UNIVERSITY OF CENTRAL FLORIDA FOUNDATION, INCORPORATED, as fiscal agent

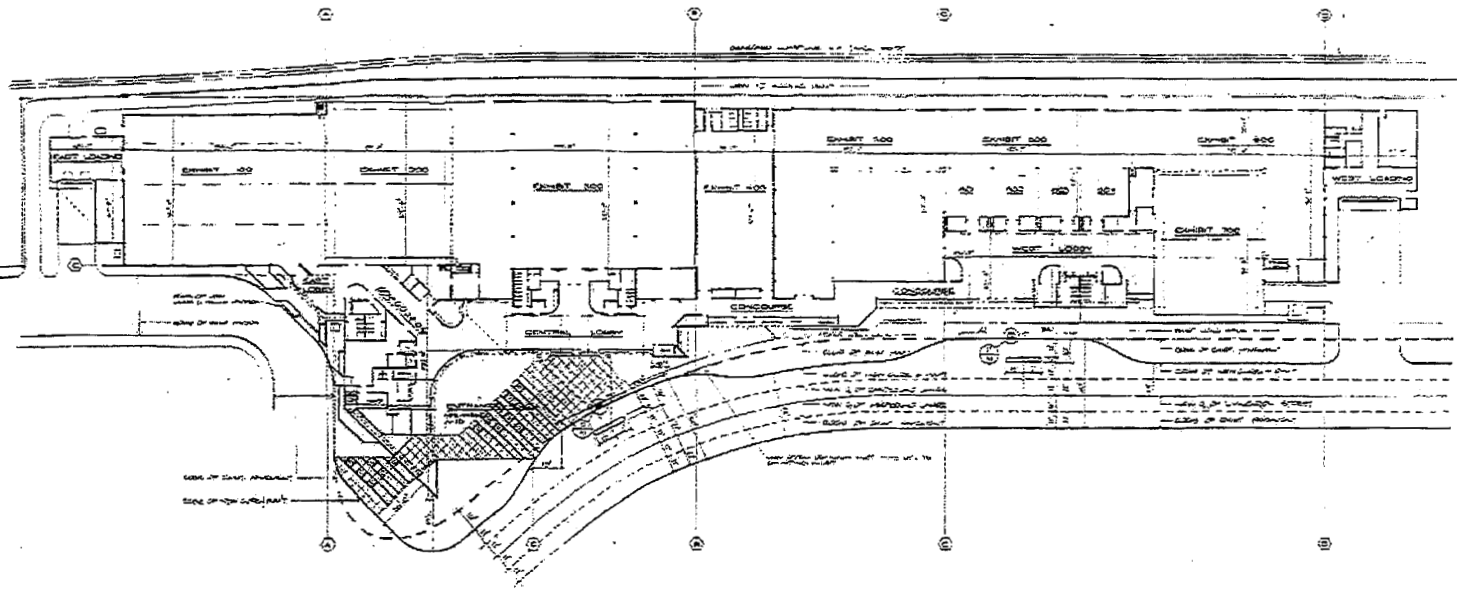
By: _____
Name: Robert J. Holmes, Jr.
Title: C.E.O.

ATTEST:
By: _____
Name: Margaret Jarrell-Cole
Title: Legal Counsel

EXHIBIT A

LEASED PREMISES

Exhibit A



MASTER FLOOR PLAN

NORTH

Jul 29 04 03:52p CAS Dean's Office (407)823-0591 p.4

3.

Exhibit A

PHASE I (continued) TIME ASAP

COMS SPACE

Faculty Offices

2nd Floor

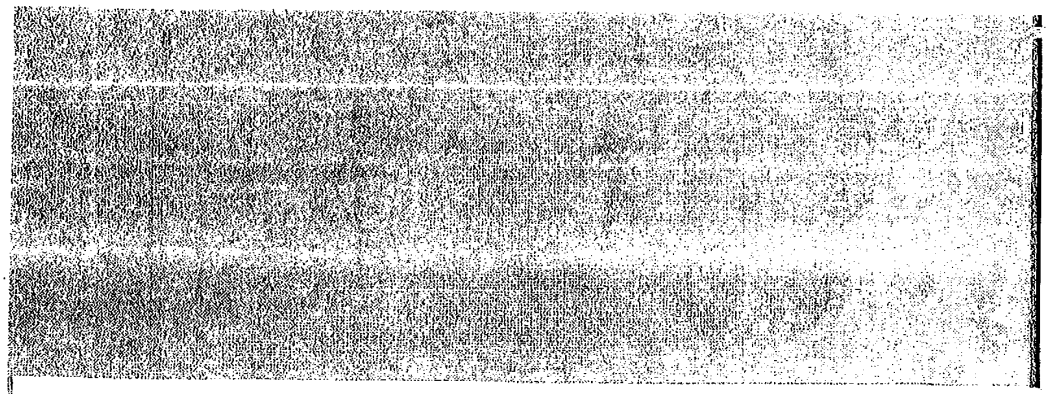
1-COMS research lab
(See page 4 for layout)

2. Tech Support
(demo kitchen facilities, distribute power, network/comp, telephones)

3. Tech Staff - 3 stations
(demo temporary wall)

4. Faculty offices - create as many as possible using approximately 140 sq. ft for site with glass expanse as much as possible - floor to ceiling for privacy/security

Board of Trustees Meeting - Items

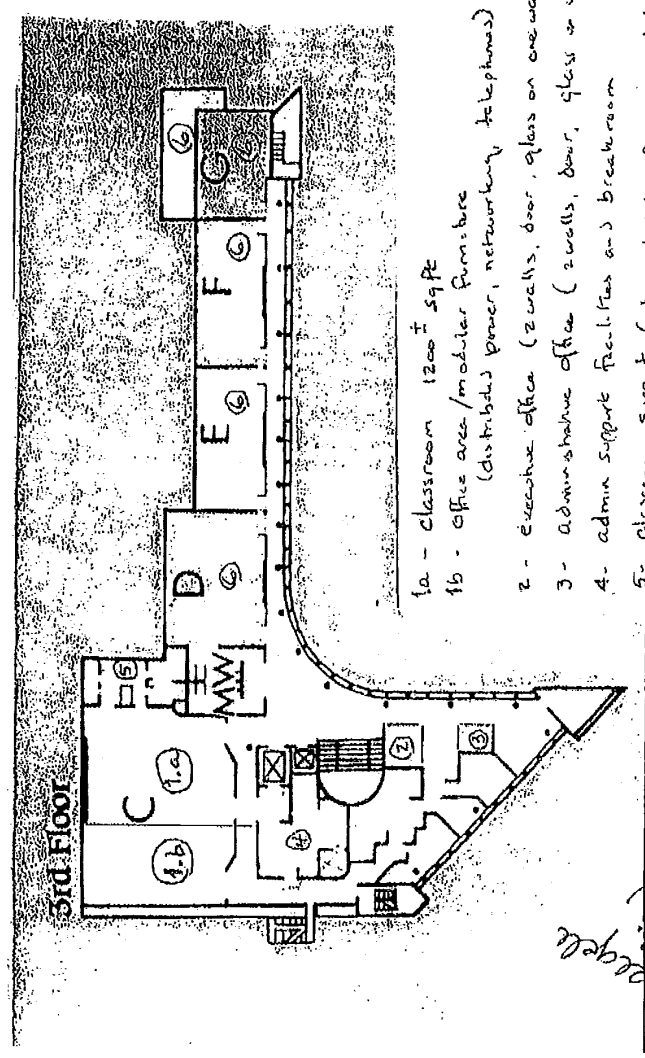


Jul 28 04 03:52p CAS Dean's Office (407)823-0591 p.3

Exhibit A

PHASE I: TIME ASAP

SFDM SPACE



1a - classroom 1200± sq ft

1b - office area/modular furniture (distributed power, networking, telephones)

2 - executive office (2 walls, door, glass on one wall)

3 - administrative office (2 walls, door, glass on one wall)

4 - admin support facilities and breakroom

5 - classroom support (demo kitchen facilities, distributed power)

6 - visual language labs (distributed power, networking)

2.

50 people on loop

UCF Downtown Proposal for Florida Board of Governors

Appendix C

Valencia College Letter of Support

VALENCIA COLLEGE

January 27, 2015

John Hitt, Ph.D.
President
University of Central Florida
4000 Central Florida Boulevard
Orlando, FL 32816

Dear John:

I would like to provide a brief update on Valencia's planning for the partnership campus in downtown Orlando.

First, we are delighted to be partnered with you in this important work and especially take to heart the responsibility to bring services to residents already in and near the proposed site.

We are planning with your team to provide the bulk of the lower division and general education coursework and the services that wrap around them, although we recognize there may be baccalaureate programs where it will be appropriate for UCF to offer a course in the major even at the sophomore level. Together, we will build advising, registration, and other "intake" services that will present a single system interface to the students.

Signature programs in planning for relocation to the downtown site include computer graphics and interactive design and the Walt Disney World Center for Hospitality and Culinary arts, comprising a suite of majors related to hospitality management and, obviously, high level culinary training. Slightly more than 2,000 students are currently enrolled in these programs. Additionally, while not relocating them, we plan to expand programming in arts and entertainment to the site, including film technology, music recording technology, etc.

Our short- and long-term programmatic plans for the downtown site do not duplicate academic programs planned to be offered by UCF. We will continue our longstanding commitment to offer complementary programs that complete high-demand academic and workforce pathways in Central Florida and to extend residents a broader on ramp to high education.

All of these decisions have been vetted with Valencia's Board of Trustees, and the college already has approval for a downtown campus from the State Board of Education going back many years – the authority under which our Downtown Center operated on the corner of Orange Avenue and Church Street.

Valencia College
Post Office Box 3028
Orlando, FL 32802-3028
407 299 5000
valenciacollege.edu

Please know that Valencia will continue to work vigorously in partnership with the university to fulfill the vision of this important investment in the future of Orlando.

Yours truly,

Sanford C. Shugart, Ph.D.
President

UCFTODAY

SECTIONS

COLLEGES & CAMPUS NEWS

UCF's Top Stories of 2014

BY GENE KRUCKEMYER '73 | DECEMBER 23, 2014



UCF's Cyber Defense Team at the Raytheon National Collegiate Cyber Defense Competition.

From announcing a new downtown campus, to pursuing a smart-sensors research center, to winning a major bowl game and whipping up an engineering miracle for a 6-year-old boy born without one of his arms, UCF has been in the headlines all year.

Here's a look at 10 of the year's top stories for the nation's second-largest university:

Downtown campus

President John C. Hitt announced in September that UCF and Valencia College will build a joint downtown campus for 10,000 to 13,000 students. The university is seeking state funding and working with the City of Orlando and other partners to develop the campus on 68 acres adjacent to Interstate 4 and the Parramore Community. No decisions have been made about which programs would move downtown to complement the community and provide opportunities for students. One new academic program to be developed will be for students with disabilities to allow them to attend classes and participate fully in college life. https://www.ucf.edu/news/game-changer-ucf-pursue-expansion-downtown-orlando/

A new arm

A group of students led by engineering doctoral student Albert Manero used their free time to design and build an arm for Alex Pring, 6, of Groveland, who was born with one arm. The team uploaded the design, which cost under $350 to make on a 3-D printer, to the Internet so anyone can download the blueprints and help others. https://www.ucf.edu/news/fulfilling-6-year-olds-dream-ucf-students-design-build-arm/

Cyber defense

UCF's Cyber Defense Team won the Raytheon National Collegiate Cyber Defense Competition in April. The challenge, sponsored in part by the U.S. Department of Homeland Security, included teams from the Air Force Academy, University of California and Rochester Institute of Technology. The national champs met Vice President Joe Biden at the White House as part of their victory trip. https://www.ucf.edu/news/cyber-defense-team-takes-first-nation-victory-photo-displayed-times-square/

Top inventor

Optics researcher S.T. Wu was inaugurated into the Florida Inventors Hall of Fame for his work advancing liquid-crystal displays. He holds more than 80 patents on devices used in computer monitors, smart phones and TV screens. The hall's six inaugural inductees included Thomas Edison, air conditioning pioneer John Gorrie and Gatorade inventor Robert Cade. https://www.ucf.edu/news/ucf-inventor-lcd-technologies-named-new-florida-inventors-hall-fame/

New hires

UCF has started a hiring drive to add 200 faculty members by the end of next year. One hundred of the hires will fill new positions; the others will fill vacancies. The hires are being made in every college, with emphasis in STEM and programs that are in high student demand. https://www.ucf.edu/news/presidents-faculty-welcome-salary-increases-new-hires/

Top-notch students

More National Merit Scholars chose to attend UCF than another other Florida university this year. The university's overall enrollment of National Merit Scholars is 275 – 28 more than last year. Incoming freshmen also set UCF records, with average SAT scores of 1256 and an average GPA of 3.91. https://www.ucf.edu/news/ucf-students-start-new-year/

Winning student-athletes

Not only did the Knights football team win the 2014 Fiesta Bowl and back-to-back American Athletic Conference championships, the team's graduation rate ranks No. 3 among public universities in the nation. In all sports, UCF's student-athlete graduation rate is the nation's best among public schools. https://www.ucf.edu/news/ncaa-graduation-rate-ucf-1-among-public-institutions/

Low-income and first-generation students

UCF this year helped create the national University Innovation Alliance, a coalition to help low-income and first generation students attain an affordable college degree. Ten other universities joined the partnership, including Arizona State, Ohio State and Michigan State. The alliance received a $5.7 million grant from the Ford, Gates, Kresge, Lumina, Markle and USA Funds foundations. https://www.ucf.edu/news/ucf-ohio-state-texas-among-11-schools-developing-national-playbook-higher-ed/

Metropolitan consortium

UCF, University of South Florida, and Florida International University – which together serve 63 percent of the state's population – formed the Florida Consortium of Metropolitan Research Universities to leverage resources. The group's goal is to work together to improve graduation rates and increase the number of graduates employed in the state. https://www.ucf.edu/news/state-rewards-ucf-usf-fiu-collaboration-8-5-million-grants/

Smart sensors

UCF joined with Osceola County, Florida High Tech Corridor Council, Orlando Economic Development Commission, and the State of Florida to develop a smart sensor research and manufacturing center. Analysts predict the industry could top $1 trillion in the near future for the products that help computers run faster, improve air-travel safety, detect cancer sooner and provide other benefits. The center is expected to be open in 2017. https://www.ucf.edu/news/new-smart-sensors-research-partnership-aims-boost-florida-growing-industry/

SHARE TWEET SHARE

MORE HEADLINES

National Science Foundation Awards Arecibo Observatory $12.3 Million Grant

August 14, 2019

10 Commandments of Teaching

August 14, 2019

First-Generation Student Honors Her Parents' Dreams
August 13, 2019

PHOTOS: UCF Downtown Sneak Peek
August 12, 2019

MORE ABOUT ALBERT MANERO

Limbitless Solutions Announces Multi-Year Partnership to Further Development of Prosthetic Arms
July 2, 2019

Limbitless Solutions, Mayo Clinic Launch Study for New Wheelchair Technology to Help ALS Patients
June 10, 2019

Makers of League of Legends, Halo Video Games Create Arm Designs for Limbitless Solutions
December 19, 2018

MORE ABOUT COLLEGES & CAMPUS NEWS

First-Generation Student Honors Her Parents' Dreams
August 13, 2019

PHOTOS: UCF Downtown Sneak Peek
August 12, 2019

UCF's 1st All-Female Cybersecurity Team Claims Top-3 Finish
August 9, 2019

MORE TOPICS

scholarships | American Athletic Conference | UCF Downtown | Valencia College | Albert Manero

© University of Central Florida

Minutes
Board of Trustees Meeting
University of Central Florida
January 29, 2015

Chair Olga Calvet called the meeting of the Board of Trustees to order at 1:00 p.m. in the Fairwinds Alumni Center on the UCF Orlando campus.

The following board members attended the meeting: Chair Olga Calvet, Weston Bayes, Clarence Brown, Richard Crotty, Robert Garvy, Ray Gilley, Marcos Marchena, Alex Martins, Reid Oetjen, and John Sprouls. Trustee Jim Atchison attended via teleconference call.

WELCOME

Calvet reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

She welcomed the board members and called on Rick Schell, Associate Corporate Secretary, to call the roll. Schell noted that a quorum was present.

Calvet welcomed public comment from William Shaffner, Director of Business Development & Government Relations at the Missouri Higher Education Loan Authority, and Christine Wydra, an alumna of UCF.

Calvet called for approval of the November 20, 2014, board meeting minutes, which were approved.

Calvet called on John C. Hitt for remarks and introductions.

REMARKS

President Trevor Colbourn

Hitt announced that UCF's second president, Trevor Colbourn, died earlier this month. Hitt stated that Dr. Colbourn was a trailblazer who left behind an enduring legacy of service to UCF and to Central Florida. Hitt extended condolences to Beryl, Dr. Colburn's wife of 66 years, and to his family. Hitt announced services were scheduled for Monday, February 2, 2015, at 2:30 p.m., at the All Saints Episcopal Church in Winter Park.

Carnegie Community Engagement Classification

Hitt announced that UCF has earned the 2015 Carnegie Community Engagement Classification, which is based upon the extent and depth of our engagement with local, national, and global communities.

UCF was the first university in the State University System to receive full classification in 2006, and it is one of six universities in the Florida system to be designated a "community-engaged institution" and one of only twenty-five public universities in the nation designated both a "very high research" university and "a community engaged institution" by the Carnegie Foundation. Hitt referred the board members to their FYI materials for a copy of the application for reclassification and suggested they share these examples with legislators, donors, and friends. Hitt reported that Beth Barnes, Vice President *Emerita* and Special Assistant to the President, chaired the team of faculty members and administrators who completed the Carnegie application. Hitt thanked Barnes and those team members who were present.

Hitt referred the board members to the Board of Governors' 2013-14 System Accountability Report included in their meeting materials, and he asked that they review the report at their convenience.

INTRODUCTIONS

Hitt congratulated the following staff members.

A. Employee of the Month

The Employee of the Month for October was Michael McCombes, a computer specialist with Regional Campuses.

The Employee of the Month for November was Fran Ragsdale, a program assistant in the UCF Center for Success of Women Faculty.

The Employee of the Month for December was Coral Rojas, a program assistant for Academic Affairs.

REPORTS

Hitt announced that Trustee *Emerita* Dr. Phyllis Klock previously chaired the committee that prepared a report on the UCF Presidential Selection Plan, a policy which had been in place for several years. Calvet stated that the plan was acknowledged by the Association of Governing Boards as being a national model for such policies. Calvet called on Klock to provide her report.

Klock gave a report on the UCF Presidential Selection Plan Report and she reminded the board of the need to update it annually.

Dale Whittaker, Provost and Vice President, presented a report on UCF Downtown.

Schell noted that the proposal form for UCF Downtown requires support letters from the community and business interests. He welcomed the board to submit support letters to him by February 10, 2015.

CONSENT AGENDA

A motion was made to accept the consent agenda, and members of the board unanimously approved the following action.

- FF-1 2014-15 UCF Convocation Corporation Amended Budget—Approval of the amended 2014-15 operating budget for the UCF Convocation Corporation.

ADVANCEMENT COMMITTEE REPORT

Rich Crotty, Chair of the Advancement Committee, reported the highlights from the committee meeting held earlier in the day.

- Dan Holsenbeck, Vice President for University Relations, presented a summary of the Governor's current budget recommendations relative to higher education. Holsenbeck indicated that the Board of Governors was scheduled to meet on February 19, 2015, for a special session to discuss university requests, including the UCF Downtown proposal.
- Robert Holmes, Vice President for Alumni Relations and Development and Foundation CEO, gave a fundraising update and reported that the Foundation exceeded the December 31, 2014, campaign milestone, and he advised that UCF had secured an additional $40 million in commitments for the first half of the fiscal year. Holmes announced that the Alumni Association hosted a "Share the Knight" event in Naples, where Hitt, members of the Alumni Board, Foundation Board, and staff engaged with UCF Alumni to discuss the university and ask for their support of UCF Downtown. Holmes reminded the committee of the March 20, 2015, joint workshop between the board of trustees and the Foundation board.
- Grant Heston, Vice President for Communications and Marketing, introduced Patrick Burt, Interim Associate Vice President for Marketing and Communications, who gave a presentation about including the name of the city of Orlando in the UCF branding and marketing campaigns.
- Heston reported that parking revenue collected from parking Garage H on UCF game days exceeded $130,000 this past football season and $400,000 total since the program started. These donations were contributed to the First Generation Scholarship Fund.

AUDIT, OPERATIONS REVIEW, COMPLIANCE, AND ETHICS COMMITTEE REPORT

Jim Atchison, Chair of the Audit, Operations Review, Compliance, and Ethics Committee, reported the highlights of the committee meeting held earlier in the day.

- Robert Taft, Chief Audit Executive, provided an update on completion of the Board of Governors' Performance-Based Funding Data Certification Report. He acknowledged Kathy Mitchell, Associate Director of University Audit, and Chaynae Price, Senior Auditor of University Audit, for spearheading the work of the audit report. He also acknowledged Paige Borden, Assistant Vice President for Institutional Knowledge Management, and her team for providing support in completing the audit.

- Taft gave updates on external audits and future audit plans.
- Rhonda L. Bishop, Chief Compliance and Ethics Officer, gave an update on the university's conflict of interest and outside activities disclosure process.
- She reported that on October 16-17, 2014, the U.S. Department of State visited UCF for inspection of its export control program. During the exit meeting, the Department of State noted that they would be using UCF's program as a model as they review other export control programs around the country.
- Bishop gave an update on the State University System Compliance Consortium program, which was started in 2013.
- Bishop provided an athletics compliance program update.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Robert Garvy, Chair of the Educational Programs Committee, reported the highlights from the committee meeting held earlier in the day.

- Dale Whittaker, Provost and Vice President for Academic Affairs, gave a presentation on a proposal to establish a New Type I Campus in downtown Orlando, and he recommended its approval.

  Garvy presented the following item for board approval.

  EP-1 Proposal to Establish a New Type I Campus—A motion was made and unanimously passed by the board approving the proposal to establish a New Type I Campus.

- Whittaker reviewed the success of the initiative to hire 100 new faculty members. To complement this initiative, the university has launched a national media campaign with the goals of recruiting faculty candidates and promoting the university.
- Paige Borden, Assistant Vice President for Institutional Knowledge Management, presented data about the percentage of undergraduate student credit hours taught by instructor type. She also provided data about the university's student to faculty ratio.

FINANCE AND FACILITIES COMMITTEE REPORT

Marcos Marchena, Chair of the Finance and Facilities Committee, reported highlights from the committee meeting held on December 3, 2014, and earlier in the day.

He noted the item approved in the consent agenda, and he presented the following item for board approval.

- FF-2 UCF Convocation Corporation Transfer of Funds to the Golden Knights Corporation—A motion was made and unanimously passed by the board approving the UCF Convocation Corporation transfer of funds to the Golden Knights Corporation.

- William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, reported on the UCF Convocation Corporation transfer of funds to the Golden Knights Corporation. He announced that the purpose of the transfer was to fund the construction of the East Side Club.

ANNOUNCEMENTS AND ADJOURNMENT

Chair Calvet announced the following upcoming meetings:

Board of Governors meetings	February 19, 2015 (Tallahassee Community College)
	March 18-19, 2015 (Florida A&M University)
UCF Foundation Retreat	March 20, 2015 (NorthView Student Housing)
Board of Trustees meeting	March 26, 2015 (FAIRWINDS Alumni Center)
AGB National Conference on Trusteeship	April 19-21, 2015 (Arizona Biltmore, Phoenix, AZ)

Calvet advised that the tour of the College of Engineering and Computer Science labs would immediately follow the meeting.

Calvet adjourned the board meeting at 1:57 p.m.

Respectfully submitted: _____ Date: _____

John C. Hitt
Corporate Secretary

Mayor Dyer working to get state funding for soccer stadium, UCF downtown campus

By News 13 Florida | Orange County
PUBLISHED February 17, 2015 @11:00 AM

SHARE

Orlando Mayor Buddy Dyer is headed to Tallahassee as part of the 2015 Florida Legislative session. Dyer is hoping to advance the City of Orlando's priorities, including securing state funding for the new MLS soccer stadium and funding for UCF's downtown campus.

Leaders said they need $30 million in order to complete the stadium project as intended.

The Mayor's Office says that if Dyer and his team don't secure the funding for the stadium that they're seeking, the project may have to be scaled back.

Last year, professional sports organizations in Florida submitted proposals asking for taxpayer money. They had to show the economic impact their project would bring to the region, citing facets from job creation to utilization of local companies for construction.

The NFL's Jacksonville Jaguars and Miami Dolphins and the Daytona International Speedway all asked for expansion money. Orlando City Soccer was the only new franchise to request funding.

When economists ranked their proposals, Orlando City Soccer came in first among the applicants.

“We have done economic studies that show for every dollar that the state government is going to invest, there will be a dollar and a half return from activities associated with the stadium," said Dyer of the project. "The city, the team itself and the counties are funding partners.”

Dyer told News 13 that he's confident that they will secure the necessary funding to complete the stadium.

“We have gone through the process that they set up last year. We were ranked number one among the applicants, so we feel like we’ve touched every base, and that we ought to be in good shape with the legislative budget committee.”

Orlando's Mayor is also lobbying for the new UCF and Valencia College shared campus in downtown Orlando. Project leaders are considering the Creative Village area of Downtown, situated on the former Amway Arena site; 68 acres were freed up when the Orlando Magic moved its arena.

The proposed campus is estimated to cost just over $200 million, and would be funded over multiple years.

While Mayor Dyer is focused on getting the money for these major projects this week, it will be up to the legislature to decide if they’ll grant the money in the upcoming session.

CONNECT WITH US

CONTACT US

ADVERTISE WITH US

ABOUT US

About Spectrum News 13

Our People

Awards

Jobs

Certifications

Studio Tours

QUICK LINKS

Make Us Your Homepage

App Center

RSS Feeds

News & Weather Alerts

FAQ

Spectrum Webmail

IN THE COMMUNITY

Community Calendar

Submit an Event

SPECTRUM SITES

Spectrum

Spectrum Sports

Spectrum SportsNet

Spectrum SportsNet LA

CHANGE REGION

Terms of Use Privacy Policy

© 1999-2019 Charter Communications. All Rights Reserved. Reproduction in whole or in part without permission is prohibited.

SELECT A CITY

INDUSTRIES & TOPICS | NEWS | LISTS & LEADS | PEOPLE & COMPANIES | EVENTS | LEADERSHIP TRUST | MORE...

Please Sign In and use this article's on page print button to print this article.

Education

UCF may have tough time getting state funds for downtown Orlando campus



UCF wants to open its downtown Orlando campus in 2017.

By Matthew Richardson – Staff writer, Orlando Business Journal
Dec 11, 2014, 7:08am EST

TRENDING

TRAVEL & TOURISM
Disney shares behind-the-scenes details on Riviera Resort



TRAVEL & TOURISM
Here's a video tour of Disney's Star Wars: Galaxy's Edge themed land



COMING EVENT
2019 Doing Business in Brevard County
Aug. 23

IN THIS ARTICLE

Construction
Topic

The University of Central Florida wants $57.8 million in state funding to kick-start its 600,000-square-foot campus in downtown Orlando, but it may have a tough time getting the



to the state Legislature in spring. But because there is less cash this time designated by the state to pay for school construction and the fact that UCF's downtown campus is viewed as an economic development project rather than a traditional learning facility, the project is being pushed down the long list of campus construction projects, the Orlando Sentinel reports.

UCF, which announced earlier this year that it will officially become part of downtown Orlando's tech hub in the making, Creative Village, has said it would cost $200 million to complete its downtown Orlando campus by 2017. The campus would bring 10,000 students to the downtown area.

For more on this story, check out the Orlando Sentinel.

RELATED CONTENT
UCF plans to open downtown Orlando campus in 2017

2 OF 3 ARTICLES REMAINING | To continue Create a FREE account or Sign in

Creative Village construction countdown



Back to Top

ORLANDO **BUSINESS JOURNAL**

Home News Lists & Leads People Companies Events Jobs Store

SUBSCRIBERS

Start a Subscription
Subscriber-Only Content
Digital Edition
Book of Lists
Book of Lists - Unlimited
Manage your Account



ABOUT & CONTACT

About Us
About The Business Journals
Advertise
Help & FAQs
Contact Us
Call Center Directory

APPS & SYNDICATION

Mobile Apps
Syndication/RSS

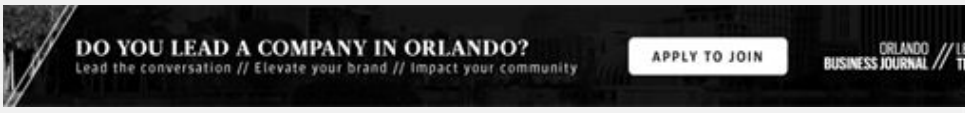
FOLLOW US

ACBJ

American City Business Journals
AmericanInno
Bizwomen
Hemmings
Inside Lacrosse
Sports Business Journal

User Agreement | Privacy Policy | Your California Privacy Rights | Ad Choices

© 2019 American City Business Journals. All rights reserved. Use of and/or registration on any portion of this site constitutes acceptance of our User Agreement (updated 5/24/18) and Privacy Policy and Cookie Statement (updated 5/24/18). The material on this site may not be reproduced, distributed, transmitted, cached or otherwise used, except with the prior written permission of American City Business Journals.



2 OF 3 ARTICLES REMAINING | To continue Create a FREE account or Sign in

2015 Veto List

Line #	Title	General Revenue (GR)	Trust	Total
20	SANTA FE COLLEGE Blount Center Expansion Project	-	2,000,000	2,000,000
20	TALLAHASSEE COMMUNITY COLLEGE Wakulla Environmental Institute - Land	-	1,230,000	1,230,000
20	HILLSBOROUGH COMMUNITY COLLEGE South Shore Campus	-	3,000,000	3,000,000
21	Florida International University Strategic Land Acquisition	-	5,000,000	5,000,000
21	Florida State University - Medical School - Medical Education Facility to Train Physicians for Rural and Underserved Areas	-	3,000,000	3,000,000
21	University of Central Florida - Downtown Presence - Building A	-	15,000,000	15,000,000
21	University of Florida - Norman Hall Remodeling	-	8,000,000	8,000,000
21	System - FIO Replacement Vessel (R/V Bellows)	-	6,000,000	6,000,000
21	Florida International University - Mold Remediation - Biscayne Bay	3,000,000	-	3,000,000
22	Jackson (1st of 3 years)	-	8,841,768	8,841,768
63 A	Barry University-BS Nursing and MSW Social Work	73,520	-	73,520
63 A	FIT Space Research Institute	2,500,000	-	2,500,000
64	Jacksonville University	2,000,000	-	2,000,000
64	University of Miami Cuban American Studies	250,000	-	250,000
64	University of Miami Cuban American Studies - Elderly Cubans	200,000	-	200,000
65 A	Special Categories - Grants And Aids - Nova Southeastern University - Health Programs	4,234,749	-	4,234,749
65 C	Special Categories - Grants And Aids - Academic Program Contracts	500,000	-	500,000
81	Little Havana Activities and Nutrition Child Care Center	100,000	-	100,000
81	Duval Guiding Stars Pilot Program	500,000	-	500,000
81	Language Development and Literacy Intervention Program	-	3,500,000	3,500,000
89 A	Grants And Aids To Local Governments And Nonstate Entities - Fixed Capital Outlay - Facility Repairs Maintenance And Construction	135,000	-	135,000
104	Teach for America	1,500,000	-	1,500,000
104	Principal Autonomy	400,000	-	400,000
106	All Pro Dad/Family First	400,000	-	400,000
106	Alternative Foreign Language Curriculum Pilot Project	100,000	-	100,000
106	CAPE Act Financial Literacy Pilot Program - Broward County	30,000	-	30,000
106	Citrus County Marine Science Station	125,000	-	125,000
106	City Year of Florida	1,000,000	-	1,000,000
106	Communities in Schools	152,000	-	152,000
106	Coral Gables Environmental Sustainability Design Education Program	100,000	-	100,000
106	CPR in Schools	200,000	-	200,000
106	Florida Children's Initiative	500,000	-	500,000
106	Hillsborough School District Metropolitan Partnership	500,000	-	500,000
106	Holocaust Documentation and Education Center	50,000	-	50,000
106	I am a Leader Foundation	250,000	-	250,000
106	Junior Achievement	500,000	-	500,000
106	Nature's Academy	25,000	-	25,000
106	Neighborhood Initiative Summer Job Program	100,000	-	100,000
106	Okaloosa County - Science and Technology Education Middle School	250,000	-	250,000
106	Pine Ridge High School Advanced Manufacturing Program	284,000	-	284,000
106	Pinellas Education Foundation - Career Path Planning	500,000	-	500,000
106	Pioneer Settlement	100,000	-	100,000
106	5000 Role Model Excellence Program	100,000	-	100,000
106	Seminole County Public Schools High-Tech Manufacturing Program	94,301	-	94,301
106	Strengthening Our Sons	25,000	-	25,000
106	Thumbelina Learning Center Afterschool Program	249,956	-	249,956
107	Nature's Paradise	140,000	-	140,000
107	Therapeutic Performing Arts Therapy	260,000	-	260,000
109 A	Educational Aerospace Partnership Center	1,000,000	-	1,000,000

2015 Veto List

Line #	Title	General Revenue (GR)	Trust	Total
109 A	Glades Career Readiness Roundtable/West Tech Construction Academy	500,000	-	500,000
109 A	Seminole County Public Schools High-Tech Manufacturing Program	1,000,000	-	1,000,000
109 A	Tampa Bay Region Aeronautics II	500,000	-	500,000
109 B	North Florida School of Special Education	2,000,000	-	2,000,000
109 B	Smith/Brown Community Center	100,000	-	100,000
109 B	Tallahassee Urban League - Taylor House Museum Project	150,000	-	150,000
120	Adults with Disabilities Pilot Program	43,000	-	43,000
130	Digital Classrooms Standards, Assessment, and Gap Analysis	3,000,000	-	3,000,000
146 A	Aid To Local Governments - Grants And Aids - Florida Postsecondary Comprehensive Transition Program	8,000,000	-	8,000,000
170	DentaQuest	59,125	150,539	209,664
170	MCNA Dental	53,494	136,201	189,695
182	Pediatric Alternative Treatment, Care, Housing and Evaluation Services	40,000	-	40,000
182	Medicaid Fraud Prevention - Miami-Dade County	-	250,000	250,000
211	Pediatric Physician Fee Increase	1,186,825	1,818,556	3,005,381
216	Rate Increase for Private Duty Nursing Services	701,182	1,034,890	1,736,072
224	Intermediate Care Facilities for Developmentally Disabled Rate Increase	1,550,354	2,375,586	3,925,940
242 A	FCO - Respiratory Therapy Capital Expenses	200,000	-	200,000
250	Our Pride Academy Child Training Program	500,000	-	500,000
250	Area Stage Company (ASC) Developmental Disabilities Theater Program for Children	150,000	-	150,000
250	JAFCO Children's Ability Center	500,000	-	500,000
250	Operation Grow - Seminole County Work Opportunity	323,060	-	323,060
250	Quest Kids	750,000	-	750,000
250	Sabrina Cohen Foundation - Accessible Beach Access	65,000	-	65,000
250	Special Olympics of Florida - Transportation Services	80,000	-	80,000
250	United Cerebral Palsy at Golden Glades	60,338	-	60,338
250	Angels Reach Foundation, Inc.	-	50,000	50,000
250	Ark of Nassau	-	90,000	90,000
250	Mailman Center for Development	-	150,000	150,000
250	Arc Jacksonville Village and the Villages at Noah's Landing	78,300	-	78,300
253 A	Grants And Aids To Local Governments And Nonstate Entities - Fixed Capital Outlay - The Arc Village Of Jacksonville	500,000	-	500,000
253 C	Palm Beach Habilitation Center - Roofing Repairs of Replacement	166,511	-	166,511
253 C	Palm Beach Habilitation Center - Repair or Replacement of Fire Safety and Potable Water System	482,600	-	482,600
312	Children's Network of Southwest Florida's Mentoring Children & Parents Program	250,000	-	250,000
312	Victory for Youth	250,000	-	250,000
312	Brevard C.A.R.E.S. Services to Youth At-Risk of Entering the Juvenile Justice System	1,300,000	-	1,300,000
312	Children of Inmates	-	350,000	350,000
336	Cost of Living Adjustment - Mental Health Contracted Agencies	1,500,000	-	1,500,000
363	Citrus Health Network for Safe Haven for Homeless Youth	100,000	-	100,000
363	Miami Dade Homeless Trust	189,794	-	189,794
365	Eckerd and Brevard C.A.R.E.S.	500,000	-	500,000
377 H	The Non-Violence Project USA	1,000,000	-	1,000,000
377 M	Key Clubhouse	30,571	-	30,571
377 M	Florida Certification Board	100,000	-	100,000
377 M	Manatee Glens Psychiatric Residency Program	300,000	-	300,000
377 M	Citrus Health Network Graduate Medical Education for Psychiatry	350,000	-	350,000
377 M	Vincent House	-	250,000	250,000

2015 Veto List

Line #	Title	General Revenue (GR)	Trust	Total
377 M	Expand Forensic Community Residential Beds	-	496,400	496,400
377 M	Directions for Living	-	400,000	400,000
377 M	Nassau Alcohol Crime Drug Abatement Coalition (NACDAC)	-	50,000	50,000
377 M	Specialized Treatment, Education & Prevention Services, Inc.	935,871	-	935,871
377 M	Gracepoint Incompetent to Proceed	650,000	-	650,000
377 V	Grants And Aids To Local Governments And Nonstate Entities - Fixed Capital Outlay - Meridian Behavioral Healthcare	90,000	-	90,000
400	PACE Expansion - Pinellas	386,033	589,537	975,570
400 A	FCO - Violeta Duenas Senior Center Capital Outlay	500,000	-	500,000
400 A	FCO - Community Life Center Nassau County Council on Aging	-	250,000	250,000
400 A	FCO - Pasco Elderly Nutrition Kitchen	-	250,000	250,000
414	Lutheran Services Florida, Inc.	750,000	-	750,000
441	Banyan Community Health Center	200,000	-	200,000
441	Teen Xpress Program at the Howard Phillips Center for Children and Families	350,000	-	350,000
441	Keys Area Health Education Center-Monroe County School Health Initiative	100,000	-	100,000
441	Manatee ER Diversion	500,000	-	500,000
441	North Brevard Telemedicine Initiative	121,629	-	121,629
441	Suncoast Community Health Centers	500,000	-	500,000
441	The Villages Chronic Obstructive Pulmonary Disease (COPD) Project	400,000	-	400,000
441	Florida Association of Free and Charitable Clinics	9,500,000	-	9,500,000
442 A	Florida State University-Rural Primary Care Residency Program	3,000,000	-	3,000,000
448	Auditory-Oral Services for Children with Hearing Loss	400,000	-	400,000
448	Doctors Memorial Hospital-Bonifay	417,000	-	417,000
448	Florida Center for Nursing	250,000	-	250,000
448	Sant La Haitian Neighborhood Center	200,000	-	200,000
449	Nurse-Family Partnership Program in Miami-Dade	497,500	-	497,500
454	Sanford-Burnham Medical Research Institute	-	3,000,000	3,000,000
454	Torrey Pines Institute for Molecular Studies-Florida Drug Discovery Acceleration Program	2,500,000	-	2,500,000
454	Roskamp Institute for Oncology Drug Development	250,000	-	250,000
454	Scripps Research Institute	1,000,000	-	1,000,000
454	Vaccine and Gene Therapy Institute	2,500,000	-	2,500,000
461 A	Banyan Maternal and Child Health Center-FCO	200,000	-	200,000
461 A	Health Care Network of Southwest Florida-Naples Primary Care Clinic-FCO	500,000	-	500,000
465	North Broward Hospital District-HIV/AIDS Outpatient Program	350,000	-	350,000
497	South Florida Health Council	500,000	-	500,000
504	A Safe Haven for Newborns	300,000	-	300,000
513	Miami Project to Cure Paralysis	1,000,000	-	1,000,000
527	Statewide Marketing Campaign - Bright Expectations	250,000	-	250,000
527	All Children's Hospital-Neonatal Abstinence Syndrome	350,000	-	350,000
527	Guardian Hands	50,000	-	50,000
530	Easter Seals Volusia and Flagler Counties	100,000	-	100,000
720 A	Grants And Aids To Local Governments And Nonstate Entities - Fixed Capital Outlay	1,000,000	-	1,000,000
726	University of Florida Community Supervision Study	250,000	-	250,000
766	Second Chance Outreach Re-Entry and Education Development, Inc.	150,000	-	150,000
766	Lake County Re-Entry Center	228,000	-	228,000
766	Re-Entry Alliance Pensacola, Inc.	50,000	-	50,000
766	Mount Olive Development Corporation Re-Entry Program	200,000	-	200,000
766	WestCare Pinellas Prisoner Re-Entry Initiative	100,000	-	100,000
766	Gadsden County Jail Faith Behind Bars Re-Entry Program	200,000	-	200,000

2015 Veto List

Line #	Title	General Revenue (GR)	Trust	Total
766	SOAR Outreach Program	97,000	-	97,000
766	Bridges to Success Ex-Offender Re-Entry Program	350,000	-	350,000
766 A	Special Categories - Contracted Services	400,000	-	400,000
771	The Bob Janes Triage Center & Low Demand Shelter	250,000	-	250,000
771	Northside Mental Health Center's Community Residential Program - Hillsborough	500,000	-	500,000
1153	Broward County Juvenile Assessment Center	500,000	-	500,000
1203	Helping Hands	125,000	-	125,000
1203	Crosswinds Youth Services	750,000	-	750,000
1203	Reichert House Youth Academy	200,000	-	200,000
1203	Miami-Dade Crime Prevention and Youth Crime Watch Program	100,000	-	100,000
1203	Corporation to Develop Communities (CDC) of Tampa Prevention Program	100,000	-	100,000
1203	Empowered Youth Job Development	100,000	-	100,000
1203	Family Impressions Foundation	200,000	-	200,000
1203	Florida Children's Initiative	300,000	-	300,000
1205	CINS/FINS - Facility Repair and Maintenance	1,000,000	-	1,000,000
1259	Violence Intervention Pro-Active Enforcement Response Team (VIPER)	500,000	-	500,000
1259	City of Fort Lauderdale Justice Program	250,000	-	250,000
1259	Martin County Hazardous Materials Response Team	43,000	-	43,000
1259	Florida International University Cybersecurity Network	200,000	-	200,000
1259	El Portal Police Department	150,000	-	150,000
1259	Medley Police Department Safety Equipment Upgrades	150,000	-	150,000
1380	Hybrid Wetlands & Floating Aquatic Vegetative Tilling Operations & Maintenance	5,500,000	-	5,500,000
1380	Springs Protection BMPs	-	5,000,000	5,000,000
1380 A	Special Categories - Passive Dispersed Water Storage	-	4,500,000	4,500,000
1390 A	Fixed Capital Outlay - Maintenance, Repairs And Construction - Statewide	-	3,712,872	3,712,872
1470	Special Categories - Grants And Aids - Promotional Awards	250,000	300,000	550,000
1474 A	Fixed Capital Outlay - Florida Horse Park And Agricultural Center	2,000,000	-	2,000,000
1474 B	Arcadia Rodeo	250,000	-	250,000
1474 B	Sarasota County Agricultural Fair Association	500,000	-	500,000
1474 B	Timer Powers Park	100,000	-	100,000
1489 B	Fixed Capital Outlay - Construction - Additions Kissimmee Diagnostic Lab	-	1,162,232	1,162,232
1500	Laurel Wilt Avocado Tree Removal	150,000	-	150,000
1500	Florida Wildflower Foundation Pollination and Preservation Project	100,000	-	100,000
1502	Special Categories - Transfer To University Of Florida/Institute Of Food And Agricultural Sciences For Invasive Exotics Quarantine Facility	180,000	720,000	900,000
1503 B	Fixed Capital Outlay - Apiary Research And Extension Laboratory - Dms Mgd	2,528,842	-	2,528,842
1503 C	Grants And Aids To Local Governments And Nonstate Entities - Fixed Capital Outlay - Florida Southern College Greenhouse And Science Laboratories	643,650	-	643,650
1510 A	Special Categories - Grants And Aids - Ounce Of Prevention	150,000	-	150,000
1561	Gasparilla Island State Park	1,000,000	-	1,000,000
1568 A	Special Categories - Transfer To The University Of South Florida Sarasota-Manatee	-	850,000	850,000
1571 A	Grants And Aids To Local Governments And Nonstate Entities - Fixed Capital Outlay - Helena Run Preserve	-	600,000	600,000

2015 Veto List

Line #	Title	General Revenue (GR)	Trust	Total
1571 B	Grants And Aids To Local Governments And Nonstate Entities - Fixed Capital Outlay - Grants And Aids - City Of Winter Park Howell Creek Wetlands Acquisition, Preservation And Enhancement - Fixed Cap Outlay	2,000,000	-	2,000,000
1616 A	Special Categories - Dispersed Water Management	13,650,000	13,650,000	27,300,000
1616 B	Special Categories - Transfer To The South Florida Water Management District - City of Lauderhill Parkway Park / North Fork Of New River	850,000	-	850,000
1620 A	Grants And Aids To Local Governments And Nonstate Entities - Fixed Capital Outlay - Aid To Water Management Districts-Land Acquisition	1,000,000	-	1,000,000
1659 A	Special Categories - Transfer To The Institute Of Food And Agricultural Sciences - Water Pollution Study	300,000	-	300,000
1662 A	2085 County Road 740 Wastewater Project, Webster	197,000	-	197,000
1662 A	Alachua County Orange Creek Restoration	100,000	-	100,000
1662 A	Altamonte Springs Advanced Wastewater Treatment Potable Reuse Demonstration (Wekiva River Basin)	6,000,000	-	6,000,000
1662 A	Aventura NE 29 Place Stormwater Retrofits	195,000	-	195,000
1662 A	Bay County North Bay Wastewater Collection Systems Improvement	500,000	-	500,000
1662 A	Bay Harbor Islands Sewer Manhole Lining Project	100,000	-	100,000
1662 A	Belle Glade SW 3rd Street Storm Water Improvements	400,000	-	400,000
1662 A	Brooksville Horselake Creek - Eastern Branch Drainage Restoration	500,000	-	500,000
1662 A	Brooksville Liberty Street / Saxon Brook Drainage Corrections	150,000	-	150,000
1662 A	Broward County Wetland Rehydration	75,000	-	75,000
1662 A	Cedar Key Water and Sewer District Water Plant	300,000	-	300,000
1662 A	Chattahoochee Water Line Replacement Project	300,000	-	300,000
1662 A	Coconut Creek Reclaimed Water Extension Project	500,000	-	500,000
1662 A	Cooper City Replacement of Water Mains	250,000	-	250,000
1662 A	Coral Gables Miracle Mile and Giralda Avenue Drainage	200,000	-	200,000
1662 A	Coral Gables Wet Well Rehabilitation	80,000	-	80,000
1662 A	Dade City Downtown Stormwater Improvement Project	1,900,000	-	1,900,000
1662 A	Desoto County US 17 Water Extension; Water Sewer Line Extension in Coordination with FDOT Construction	500,000	-	500,000
1662 A	Doral Stormwater Improvements	325,000	-	325,000
1662 A	Fernandina Beach North Fletcher Basin Area	1,000,000	-	1,000,000
1662 A	Hialeah Gardens Water Conservation	300,000	-	300,000
1662 A	Kissimmee Wood Side Drainage	250,000	-	250,000
1662 A	Lake Hamilton US 27 Wastewater Project	300,000	-	300,000
1662 A	Lake Region Water Infrastructure Improvement	500,000	-	500,000
1662 A	Lake Worth Stormwater and Wastewater	500,000	-	500,000
1662 A	Lantana Sea Pines Drainage Improvement Project	100,000	-	100,000
1662 A	Leon County Centerville Trace Target Area Project	250,000	-	250,000
1662 A	Madeira Beach Stormwater Retrofits	145,000	-	145,000
1662 A	Mala Compra Basin Water Quality Enhancement Project	600,000	-	600,000
1662 A	Margate New Force Main Project	250,000	-	250,000
1662 A	Margate Sewer Re-piping Phase II	200,000	-	200,000
1662 A	Medley NW 87th Avenue Utility Adjustments	300,000	-	300,000
1662 A	Miami Beach Stormwater Project	750,000	-	750,000
1662 A	Miami Gardens Stormwater Drainage Improvements on NW 13th Avenue	175,000	-	175,000
1662 A	Miami Lakes Canal Bank Stabilization Project Phase II	500,000	-	500,000
1662 A	Miami Lakes West Lakes Drainage Improvements Phase B	300,000	-	300,000
1662 A	Mount Dora Britt Road Utility Extension Water Line	750,000	-	750,000
1662 A	Nassau County Thomas Creek Flooding Assistance	350,000	-	350,000
1662 A	North Lauderdale Sanitary Sewer Rehabilitation	500,000	-	500,000

2015 Veto List

Line #	Title	General Revenue (GR)	Trust	Total
1662 A	North Miami Beach 19th Avenue Business District Sewering	425,000	-	425,000
1662 A	North Miami Tressler Street Drainage Improvements	250,000	-	250,000
1662 A	Oakland â€“ South Lake Apopka Initiative	1,000,000	-	1,000,000
1662 A	Opa-Locka Canal Improvements	250,000	-	250,000
1662 A	Palmetto Bay Drainage Sub-Basin No. 59 & 60	225,000	-	225,000
1662 A	Pembroke Park SW 31st Avenue Drainage Project Phase II	300,000	-	300,000
1662 A	Pithlachascotee River Restoration	187,000	-	187,000
1662 A	Sarasota County Phillippi Creek Septic System Replacement Program-Sarasota Bay Restoration Project	250,000	-	250,000
1662 A	South Daytona Jones St. Stormwater Pond Project	190,000	-	190,000
1662 A	South Miami Twin Lakes Sanitary Sewer Expansion	200,000	-	200,000
1662 A	South Miami Twin Lakes Stormwater Drainage Phase III	200,000	-	200,000
1662 A	Sunrise C-51 Reservoir Water Supply Expansion	1,000,000	-	1,000,000
1662 A	Sweetwater Stormwater Improvements	250,000	-	250,000
1662 A	Tallahassee Lower Central Drainage Ditch Erosion Control Phase 1	409,620	-	409,620
1662 A	Winter Garden SW Reuse Phase 2-C.R Reuse Main Extension	193,380	-	193,380
1662 A	Zephyrhills Fire Protection Water Line	450,000	-	450,000
1693 A	Grants And Aids To Local Governments And Nonstate Entities - Fixed Capital Outlay - Grants And Aids - City Of Opa-Locka Brownfield Assessment And Cleanup - Fixed Capital Outlay	250,000	-	250,000
1707	Lover's Key State Park - Visitors Center	-	300,000	300,000
1707 A	Fixed Capital Outlay - Weeki Wachee Springs State Park	250,000	-	250,000
1712 A	Spring Park in the City of Green Cove Springs	400,000	-	400,000
1712 A	Orange City Mill Lake Park adult outdoor fitness equipment	50,000	-	50,000
1759 A	Aid To Local Governments - Palm Harbor Fire Rescue	110,000	-	110,000
1845 A	Aid To Local Governments - Grants And Aids - Mote Marine Laboratory	500,000	-	500,000
1868	Rural Area Transportation Disadvantaged Grant Program	-	2,000,000	2,000,000
1871	Ft. Lauderdale Airport Terminal - Broward	-	1,000,000	1,000,000
1871	Commercial Jet Aviation Training Center - Hendry	-	3,000,000	3,000,000
1871	Brooksville - Tampa Bay Regional Airport	-	3,000,000	3,000,000
1871	Pensacola International Airport	-	3,000,000	3,000,000
1880	Fiske Boulevard - City of Rockledge	-	250,000	250,000
1894	Quiet Zone Improvements	-	10,000,000	10,000,000
1906	Pre-combustion Contact Catalyst Pilot Program	-	250,000	250,000
1916	The Underline Linear Park and Urban Trail - Miami-Dade	-	2,000,000	2,000,000
1916	Ludlam Trail Corridor Improvements Phase 2 - City of South Miami	-	3,000,000	3,000,000
1916	Winter Garden Franklin Street Trail - Orange	-	250,000	250,000
1916	Village of Tequesta Transportation Alternatives - Palm Beach	-	200,000	200,000
1916	Black Creek Trail Segment 8 - Miami-Dade	-	200,000	200,000
1916	James E. King Jr. Recreational Trail - Putnam	-	200,000	200,000
1916	Terry Street Bicycle and Pedestrian Improvements - Bonita Springs	-	200,000	200,000
1916	Biscayne-Everglades Park-to-Park Greenway Trail	-	1,500,000	1,500,000
1916	Orchard Pond Parkway Trail - Leon	-	400,000	400,000
1927	City of Fernandina Beach N. Fletcher Rd - Nassau	-	1,000,000	1,000,000
1927	Lake Worth Park of Commerce - Palm Beach	-	3,500,000	3,500,000
1927	Williamson Blvd Road - Volusia	-	2,500,000	2,500,000
1927	City of Sebring US 27 Lighting - Highlands	-	1,000,000	1,000,000
1927	Port of Panama City Industrial Basin Improvements - Bay	-	1,000,000	1,000,000
1927	Burnt Store Road - Charlotte	-	1,000,000	1,000,000
1927	NE 163rd Str/NE 35th Ave Texas U Turn - City of North Miami Beach	-	1,000,000	1,000,000
1927	174th Street Pedestrian Bridge Sunny Isles - Miami-Dade	-	1,000,000	1,000,000
1927	Clearwater SR 60 Alternative Water Transportation - Pinellas	-	300,000	300,000
1927	Britt Road Bridge Replacement Project - Martin	-	1,500,000	1,500,000

2015 Veto List

Line #	Title	General Revenue (GR)	Trust	Total
1927	St. Johns River Ferry Phase II - Duval	-	1,000,000	1,000,000
1927	Southwest Ranches Guardrail Improvements - Broward	-	362,250	362,250
1927	Broadway Corridor/15th Street Infrastructure Beautification Riviera Beach	-	500,000	500,000
1927	Big Carlos Pass Bridge Project Development and Environmental Study - Lee	-	1,000,000	1,000,000
1927	Intelligent Transportation System - City of Miami Beach	-	100,000	100,000
1927	Dixie Highway Roadway Improvements - Broward	-	650,000	650,000
1927	Max Brewer Causeway Beautification - Broward	-	600,000	600,000
1927	SR 7 Pedestrian Lights - City of West Park - Broward	-	650,000	650,000
1927	University Drive N Resurfacing - Broward	-	250,000	250,000
1927	17th Str Roadway Reconstruction/N Lauderdale - Broward	-	500,000	500,000
1927	N Lauderdale Street Resurfacing - Broward	-	350,000	350,000
1927	US 19 Revitalization Program - Pasco	-	500,000	500,000
1927	Muskogee Road Freight Corridor - Escambia	-	1,000,000	1,000,000
1927	Widening Old Dixie Highway - Nassau County	-	1,488,600	1,488,600
1927	Southwest Ranches Streetlights - Broward	-	200,000	200,000
1927	Independence Parkway Interchange - Wellness Way - Orange and Lake	-	2,500,000	2,500,000
1927	Industrial Park Rail Spur - Hardee	-	1,000,000	1,000,000
1927	Port Manatee Security Improvements	-	300,000	300,000
1927	Sidewalk Safety Project - Lauderdale Lakes	-	250,000	250,000
2034	Combat Unlicensed Activity - Real Estate	-	500,000	500,000
2034	Combat Unlicensed Activity - Certified Public Accounting	-	100,000	100,000
2034	Combat Unlicensed Activity - Architecture and Interior Design	-	250,000	250,000
2038	Future Builders of America	-	250,000	250,000
2149	New Varieties Development & Management Corporation	500,000	-	500,000
2149	Economic and Market Research Data	500,000	-	500,000
2165	Orange Juice and Grapefruit Juice at Welcome Centers	250,000	-	250,000
2165	Consumer Awareness Campaigns	2,500,000	-	2,500,000
2194	Unique Abilities Partner Program	200,000	-	200,000
2196 A	Employ Miami-Dade Project	-	100,000	100,000
2196 A	The Circus Arts Conservatory	-	500,000	500,000
2196 A	SANT LA-Haitian Neighborhood Center-Community Financial Assistance	-	300,000	300,000
2196 A	Caribbean Chamber Student Entrepreneurship-Internships	-	50,000	50,000
2196 A	Manufacturing Academy and Apprenticeship/Internship Program	1,000,000	250,000	1,250,000
2196 A	VISIONARY Jobs Initiative	-	100,000	100,000
2196 A	National Cyber Partnership	-	450,000	450,000
2196 A	Employment Assistance and Training for Persons with Disabilities Pilot Program	-	600,000	600,000
2196 A	Goodwill Industries of South Florida	-	250,000	250,000
2196 A	Big Brothers Big Sisters School to Work Program	-	250,000	250,000
2196 A	Florida Certified Pilot Training Initiative	1,000,000	-	1,000,000
2196 A	Louise Graham	250,000	-	250,000
2197	Gulf Coast Jewish Family and Community Services Non-Custodial Parent Program-Hernando County	-	50,000	50,000
2200 A	Special Categories - Grants And Aids - Business Partnerships/Skill Assessment And Training	3,500,000	500,000	4,000,000
2233 A	City of Miami-Miami Design District-Public Infrastructure Improvements	1,000,000	-	1,000,000
2233 A	Community Redevelopment Agencies-Subsidence Assistance Grants	-	2,000,000	2,000,000
2233 A	Metropolitan Ministries-Pasco Transitional Housing	-	1,000,000	1,000,000
2233 A	Rebuilding Together Miami-Dade Safe and Healthy Homes	-	250,000	250,000

2015 Veto List

Line #	Title	General Revenue (GR)	Trust	Total
2233 A	City of Milton Riverwalk	-	688,713	688,713
2233 A	City of Opa-Locka-Multi-Purpose Cultural Facility	-	1,000,000	1,000,000
2233 A	Sulzbacher Center for Women and Families	-	1,200,000	1,200,000
2233 A	Youth Soccer Academy and Training Grounds-Northeast Florida	2,500,000	2,500,000	5,000,000
2233 A	Pahokee Marina Enhancements	-	1,000,000	1,000,000
2233 A	Glades County Gateway Logistics and Manufacturing and Training Center	300,000	700,000	1,000,000
2233 A	City of Bradenton Tournament Sports Park	-	500,000	500,000
2233 A	City of Ft. Lauderdale-Rapid Re-Housing Project	-	800,000	800,000
2233 A	Clearwater Homeless Emergency Project	-	400,000	400,000
2233 A	East Orange Park Recreational Center	800,000	-	800,000
2233 A	Temple Terrace-Youth Sports Complex	500,000	-	500,000
2233 A	Temple Terrace-Family Recreational Center	500,000	-	500,000
2233 A	Veterans Progress Villas	550,000	-	550,000
2233 A	Forest Capital Hall Renovation Project	-	292,427	292,427
2233 A	The WOW Center Miami	-	500,000	500,000
2233 A	Mote Marine Laboratory Infrastructure Expansion	-	600,000	600,000
2233 A	I/DD Housing Coordination Initiative-The Arc of Florida	-	125,000	125,000
2233 A	Historic Cocoa Village Playhouse Parking Structure	-	2,250,000	2,250,000
2233 A	Bonifay Memorial Field	-	50,000	50,000
2233 A	Riverside Fine Arts Project Listen	50,000	-	50,000
2233 A	North Lauderdale Security Cameras	-	10,000	10,000
2233 A	St. Marks River Boardwalk	-	200,000	200,000
2233 A	FOIL Corridor Project	-	1,000,000	1,000,000
2233 A	FIND Waterfront Access Study-Miami-Dade	-	70,000	70,000
2233 A	Palmetto Bay Park Girls Softball Field	250,000	-	250,000
2233 A	Tallahassee Regional Hazardous Materials Response Team Equipment	495,000	-	495,000
2233 A	Margate Fire Rescue Autopulse Device Replacement	34,000	-	34,000
2233 A	IMG Academy	2,050,000	-	2,050,000
2233 A	Rapid Bus Transit-Hillsborough	600,000	-	600,000
2233 A	East County Service Center-Hillsborough	500,000	-	500,000
2233 A	Town of Davie Bergeron Rodeo Arena Refurbishment	100,000	-	100,000
2233 A	Fort Myers Sesquicentennial Foundation, Inc.	190,000	-	190,000
2233 A	US Space Walk of Fame Foundation	200,000	-	200,000
2233 A	Maitland Jewish Community Campus Infrastructure Improvements	500,000	-	500,000
2233 B	Special Categories - Grants And Aids - Regional Planning Councils	-	2,500,000	2,500,000
2249 A	City of South Bay-South Bay Park of Commerce-Island	-	470,900	470,900
2249 A	Miami-Dade Economic and Advisory Trust-South Dade Culinary Project	-	100,000	100,000
2249 A	Tampa Innovation Alliance	1,000,000	1,000,000	2,000,000
2249 A	Pasco County Economic Development Council-Aeronautical Use and Feasibility Study	-	100,000	100,000
2249 A	Scripps Florida	-	500,000	500,000
2249 A	Miami Boat Show Relocation	-	500,000	500,000
2249 A	Tampa Bay Innovation Center-St. Petersburg Center for Innovation	-	400,000	400,000
2249 A	All Children's Hospital Pediatric Research Zone	-	2,000,000	2,000,000
2249 A	City of Miami-EB5 Regional Center	-	350,000	350,000
2249 A	Modern Pentathlon	-	250,000	250,000
2249 A	EFI-Africa Trade Expansion Program	-	259,500	259,500
2249 A	Las Ferias De Las Americas Festival	-	150,000	150,000
2249 A	National Flight Academy	1,000,000	-	1,000,000
2249 A	Florida Atlantic University Tech Runway	-	1,000,000	1,000,000
2249 A	Bethune-Cookman University Center for Entrepreneurship	-	750,000	750,000

2015 Veto List

Line #	Title	General Revenue (GR)	Trust	Total
2249 A	eMerge Americas Conference-Miami	550,000	450,000	1,000,000
2249 A	Marco Island Multipurpose Veterans Community Service Center	2,000,000	500,000	2,500,000
2249 A	Whiting Aviation Park-Santa Rosa	-	1,500,000	1,500,000
2249 A	White Springs ED I-75/CR 136 Mixed Use Site Development Plan	-	250,000	250,000
2249 A	Pine Hills Community Redevelopment Master Plan	50,000	100,000	150,000
2249 A	Capital Region YMCA Family Recreational Complex	-	75,000	75,000
2249 A	Florida Venture Forum	-	200,000	200,000
2249 A	EDC Space Coast	596,000	-	596,000
2249 A	Treasure Coast Research Park	450,000	-	450,000
2249 A	Emerging Technology-Based Entrepreneurship and Innovation at Miami-Dade College	1,000,000	-	1,000,000
2249 A	International Consortium for Advanced Manufacturing Research	8,500,000	1,500,000	10,000,000
2249 A	West End Center	500,000	-	500,000
2250	Florida Building Code	-	35,000	35,000
2256	FAA Center of Excellence for Commercial Space Exploration	500,000	-	500,000
2256 A	Cecil Field Spaceport Infrastructure	750,000	750,000	1,500,000
2323	Deferred Compensation Study	-	75,000	75,000
2383	Mining Study (Ch. 2015-141, LOF)	25,000	300,000	325,000
2434 A	Special Categories - Transfer For Operations - Florida Catastrophic Storm Risk Management Center At Florida State University	-	1,500,000	1,500,000
2567	City of Pahokee-Emergency Reimbursement and Local Match Requirement	-	107,321	107,321
2581	Emergency Operations Center-City of Cocoa	500,000	-	500,000
2640	Motorcycle Safety Education Program	-	150,000	150,000
3092 A	Holocaust Memorial-Miami Beach	300,000	-	300,000
3092 A	William Weech American Legion Post 168-Key West	-	154,000	154,000
3092 A	Ma Barker House-Marion	-	250,000	250,000
3092 A	Restoration of St. Marks Lighthouse-Wakulla	-	250,000	250,000
3092 A	St. Augustine Historic Properties-University of Florida	-	500,000	500,000
3092 A	Bethel African Methodist Episcopal Church Restoration-Pinellas	-	240,956	240,956
3092 A	Fulford Fountain-Miami Dade	-	112,500	112,500
3092 A	Ponce de Leon Hotel Restoration-Flagler College	-	2,000,000	2,000,000
3112 A	East Lake Library Expansion-Palm Harbor	1,000,000	-	1,000,000
3116 A	Actor's Playhouse Performing Arts Program	-	200,000	200,000
3118	Navy SEAL Museum	250,000	-	250,000
3118	Florida Orchestra Residency Program	225,000	-	225,000
3118	Museum of Contemporary Arts	49,000	-	49,000
3118	Audio Guide Plantation Historical Museum-City of Plantation	3,000	-	3,000
3118	Historic St. Augustine Educational Material-University of Florida	500,000	-	500,000
3118	Community Theatre of Miami Lakes	40,000	-	40,000
3118	Adrienne Arsht Center	150,000	-	150,000
3118	Miami Contemporary Dance Company	-	200,000	200,000
3118	Jake Gaither House Museum	125,000	-	125,000
3118	Nelson Poynter Memorial Library Digital Collection	100,000	-	100,000
3118	Orlando Repertory Theater, inc.	150,000	-	150,000
3118	Charles Evans-Franklin Bldg House	75,000	-	75,000
3118	University of Tampa Plan Museum	61,366	-	61,366
3123 A	Tampa Theatre Capital Improvement Plan	1,000,000	-	1,000,000
3123 A	Clearwater Historical Society Museum	-	204,340	204,340
3123 A	Camp Gordon Johnston WWII Museum-Franklin	500,000	-	500,000
3123 A	Norton Museum of Art	1,000,000	-	1,000,000
3123 A	Tampa Bay History Center	2,500,000	-	2,500,000
3123 A	Vizcaya Museum and Gardens Trust, Inc.	-	400,000	400,000

2015 Veto List

Line #	Title	General Revenue (GR)	Trust	Total
3123 A	Commodore Ralph Middleton Munroe Marine Stadium	500,000	-	500,000
3123 A	New Smyrna Beach Museum of East Coast Surfing	175,000	-	175,000
3123 A	South Florida Museum Backyard Universe-Bradenton	250,000	-	250,000
3123 A	USS Adams Museum	1,000,000	-	1,000,000
3123 A	Military Museum of South Florida	1,000,000	-	1,000,000
3123 A	Pioneer Florida Museum	50,000	-	50,000
3123 A	Seminole Theatre-City of Homestead	250,000	-	250,000
3123 A	Sankofa Project	-	1,000,000	1,000,000
3123 A	Boynton Women's Club-Repairs and Restoration	-	140,000	140,000
3123 A	Dr. Phillips Center for the Performing Arts-Orlando	5,000,000	-	5,000,000
3145 A	Levy County Courthouse	41,000	-	41,000
3145 B	Charlotte County Justice Center	1,000,000	-	1,000,000
3169	Partners in Crisis	100,000	-	100,000
Other Sections				
B0008	Pay Increase for Forestry Firefighters	1,557,684	-	1,557,684
B0073	Revert Hybrid Wetland Project - Fisheating Creek and Reappropriate for new undetermined project	3,167,760	-	3,167,760
B0074	Special Categories - Natural Gas Fuel Fleet Vehicle Rebate Program	1,598,061	-	1,598,061
B0078	Revert and Reappropriate through FWC for Coast Guard Auxiliary HQ	-	200,000	200,000
B0080	Revert and Reappropriate to Transfer to SWFWMD for Heritage Lake Estates Conservation Easement	1,500,000	-	1,500,000
B0098	MOSI Design and Construction for STEM Showcase and MOSI Technology Institute	1,875,000	-	1,875,000
B0099	Fine Arts Endowment Grants	240,000	-	240,000
B0100	Transportation Disadvantage Program Funding Transfer	-	2,000,000	2,000,000
B0102	Revert and Reappropriate - The Able Trust and Goodwill Manasota	349,000	409,000	758,000
B0103	Revert and Reappropriate - Housing and Community Development Projects	6,625,000	6,047,000	12,672,000
B0104	Revert and Reappropriate - Collier County Soft Landing Accelerator and All Children's John Hopkins Pediatric Research Zone	-	2,300,000	2,300,000
B0110	Sweep - Operating Trust Fund	-	3,000,000	3,000,000
B0110	Sweep - State Economic Enhancement and Development Trust Fund	-	23,100,000	23,100,000
B0110	Sweep - Grants and Donations Trust Fund	-	3,000,000	3,000,000
Grand Total		**220,711,076**	**240,676,088**	**461,387,164**



Scott's budget vetoes include $15M for UCF's downtown campus project

Updated: Jun 23, 2015 - 3:25 PM



TALLAHASSEE - Florida Gov. Rick Scott signed a new state budget into law on Tuesday, but not before vetoing nearly $500 million from the spending plan.

Scott vetoed $15 million that was earmarked for the University of Central Florida's downtown Orlando campus project.

Scott signed the roughly $78 billion budget in his office on Tuesday. State government would have been partially shut down if a new budget had not been in place by July 1.

Content Continues Below

Police Say To Carry This

TrySafePersonalAlarm.com

Police say everyone should carry this new safety device that protects against attackers.

LIVE

PDF: List of Scott's vetoes

The money was earmarked for designing and planning the new UCF downtown campus, which already has a location a few blocks from the Amway Center.

UCF has been looking to expand its footprint and attract more high-tech students. The downtown campus would have incorporated urban living, while focusing on cutting-edge career fields.

In a veto statement, Scott said he cut the project because it didn't go through the Board of Governors, the state board that is in charge of universities.

"We want to make sure the investment that the state makes is a good investment and is good for our students and is good for the taxpayers," Chairman Mori Hosseini previously said.

The board in February unanimously approved the first steps of the plan, but not the entire $15 million, which would have come in September.

Instead, the governor cut it.

http://twitter.com/CHeathWFTV/status/613354813129125888

Orlando Mayor Buddy Dyer said he had no knowledge of Scott's plans.

"Well, obviously it's disappointing. That's probably the biggest catalyst project for our downtown viability. We project 4,000 jobs there, so it's extremely disappointing," said Dyer.

The Republican governor noted that legislators had increased money for public schools and services for the disabled and set aside money for tax cuts.

Scott also used his line-item veto power to ax $461.4 million in spending from the budget. It is believed to be a record amount for budget vetoes.

Trending - Most Read Stories

LIVE

U.S. Coast Guard searching for missing boaters near Port Canaveral, officials say

1st
Florida man opens front door; kinkajou runs in, bites him
Alligator scales fence at Florida naval air station
2nd
Kinkajou runs through open door, bites bites Florida man

Switch and save an average of $699. Savings make me smile.
Progressive | Sponsored

At 102, Where Kirk Douglas Lives Will Make You Especially Sad
Miss Penny Stocks | Sponsored

The Used Truck You Always Wanted Is Now Under $10K
Kelley Blue Book | Sponsored

Cheap Assisted Living in New York is Turning Heads
Assisted Living | Search Ads | Sponsored

20 Cars That Owners Get Rid Of Within The First Year
Money Pop | Sponsored

These Crossovers Are The Cream Of The Crop. Research 2019 Luxury Crossover Vehicle Deals
Luxury Crossover Vehicle | Search Ads | Sponsored

New York Drivers With No Tickets in 3 Years Should Do This On Monday
EverQuote Insurance Quotes | Sponsored

Filthy Tables And Foul Smells Make This The Worst Fast Food Chain In The Country
Reference | Sponsored



WFTV Public File
WRDQ Public File

LIVE

© 2019 Cox Media Group.

By using this website, you accept the terms of our **Visitor Agreement** and **Privacy Policy**, and understand your options regarding **Ad Choices**.
This station is part of Cox Media Group Television.
Learn about **careers at Cox Media Group**.

Provost's Update: The Future of UCF Downtown

Earlier today, Florida Governor Rick Scott vetoed nearly $500 million from the state budget. Included in those vetoes were funds for several UCF projects, including UCF Downtown.

While we are disappointed, we are not giving up. And we're thankful for the groundswell of support from local and state leaders who remain confident in our plans to build this campus.

Together with Valencia College and the City of Orlando, we will determine our next steps, then share them in the next several weeks.

With our partners — and the 150-plus members of our UCF Downtown Task Force — we have planned a campus that will provide our community access to first-class education, prepare our workforce of tomorrow and invest in the transformational future of our city and the Parramore community.

Today, Gov. Scott also vetoed funding for:

- UCF's high-tech manufacturing research center for sensors in Osceola County, which is a partnership between educational institutions, industry and government;
- and, the Florida Center for Students with Unique Abilities, which would provide parents of students with intellectual disabilities with information about programs and opportunities throughout the state.

Despite the veto, our pilot program for students with intellectual disabilities will still begin this fall on our main campus. This program will allow a select number of students to earn meaningful higher education credentials that will prepare them for more employment opportunities and fully participate in college life — living in dorms, joining clubs and making friends with their peers.

UCF projects approved in the state budget signed by Gov. Scott are:

- nearly $15 million in new funds based on UCF's academic performance, its students' graduation and retention rates, and bachelor's and master's degrees awarded, among other metrics set by the Florida Board of Governors;
- and, $20 million for the Partnership Complex in the Central Florida Research Park, which will help to permanently house Department of Defense and UCF simulation and training organizations, contributing to one of our state's largest industries.

I echo President Hitt and many others at UCF in our sincere appreciation for your support and the efforts of those across Central Florida to advance these projects. We know they are important to students, our economy and the community, and we will continue working on moving them forward.

Best wishes,



A. Dale Whittaker, Ph.D.
Provost and Vice President
Professor, Department of Civil, Environmental, and Construction Engineering

4000 Central Florida Blvd. Orlando, Florida, 32816 | 407.823.2000
© University of Central Florida

September 24, 2015 Board of Trustees Meeting Transcript

Speaker	Dialogue
17:38 - 38:14	
GARVY	[*clears throat*] Next we had an update from, uh, Dr. Dale Whittaker, the Provost and Executive Vice President of UCF, regarding the th-, uh, the Campus, uh, the Type I Campus Proposal changes. Uh, as part of the ongoing plans to establish a campus in downtown Orlando, UCF leadership made several updates to its Type I Campus Proposal that the Board of Trustees approved in January of 2015. Uh, this Type I Proposal is required by the Florida, uh, Board of Governors to establish a larger campus presence. Uh, the UCF presented updates to the proposal that included academic programs mix and facilities for the downtown campus. As, uh, they outlined in the presentation, the updates include a new academic building, renovation of the existing Center for Emerging Media [*clears throat*], and a revised mix of academic programs at the downtown site. Uh, UCF requested approval of the update to the previous Type I Campus Proposal for C-, UCF downtown, with the academic mix and associated buildings as outlined [*clears throat*] in their presentation and the committee approved that update. [*clears throat*] The, uh, next item, uh, dealt with the state university system and a- annual status report on, uh, market tuition. It was information only. But pursuant to Regulation 7.001, each university approved to offer market rate tuition rates-, market tuition rates, shall provide an annual status report on the implementation of those market tuition rates. This annual status report we provided the Board of Governors in November of 2015. UCF's market tuition rate degree programs include Executive and Professional Master in Business Administration, uh, Professional Master of Science and Management, Professional Master of Science [*clears throat*] in Real Estate. All three of those were approved in, uh, in March of 2011. [*clears throat*] Then there's the Master of Science and Health Care Informatics, uh, Master of Science in Engineering Management, both approved in, uh, November of 2012. And then Graduate Health Information Administration Certificate, Master of Social Work, Master of Science and Management Business Analytics, approved 11 of '14. Uh, finally in the Provost update, [*clears throat*], we had a number of items that were covered. Some of them that were quite, uh, notable, though, include, um, some, uh, improvement in the UCF online, uh, processes, along with some statistics regarding fall enrollment that were, uh, that were impressive. Uh, for the fall we'll have 63,370 students at UCF, a new all-time record, with an average SAT score of 1261 and an average GPA of

September 24, 2015 Board of Trustees Meeting Transcript

Speaker	Dialogue
	entering freshman of 4.0.
MARCHENA	Stop there a second. 'Cause I heard that this morning. And we just, you know, we, we become accustomed to hearing [*background clearing of throat*] those statistics and we just sorta read 'em, listen, just move on. But let's think about that for a moment, OK? Um, 1261 average SAT and 4.0 average GPA. Uh, I, I, you know, I used to hear once in a while, as you said, during your presentation, Dr. Hitt, UCF is big, but they need to focus on quality. Um, obviously, uh, since I became Chairman, I've, I've spent a lot of hours reading information to a new depth than I did, uh, before I became Chairman, and, um, I'm very, very excited about the level of quality, uh, that UCF is, uh, is getting in the students that are coming in, and the level of quality in the graduates that we're putting out. Can we do better? Absolutely. Everybody can, and we're gonna continue to do better. [*background clearing of throat*] But each of us needs to learn those statistics, so the second you get that casual comment of, UCF needs to do better, you can very nicely and diplomatically and directly let them know what those statistics are, uh, and make sure they understand we are doing very, very well. Um, so, thank you very much.
GARVY	Thank you, Mr. Chairman, and they can add to those statistics, uh, in the Burnett, uh, Honors College, um, uh, SAT scores of 1400, uh, and an average GPA of 4.4. So these are, these are tremendous, uh, statistics and ones that we, we, uh, for sure, wanna make the community aware of. Uh, also I think noteworthy in his report, 43% of our student body is minority. I know, re-, responding to, uh, President Hitt's, uh, comments early, 24% of which I believe are Hispanic. Uh, these are also, uh, uh, showing that we are achieving one of the five goals of, of UCF to be, uh, highly diverse, uh, uni-, and offering, uh, opportunity for diversity, uh, to students in America.
MARCHENA	Thank you, sir. Is that the end of the report?
GARVY	That concludes the, uh, Educational Programs Committee report.
MARCHENA	Alright. Let's go ahead. We do have one [*background clearing of throat*], uh, non-consent agenda action item coming out of the Educational Programs Committee. Uh, it is the update to Type I Campus Proposal for downtown. Uh, since not all of us were here for the committee meeting this morning, I've asked, uh, Dr. Whittaker and Bill Merck to come up and, uh, give us that briefing once again.
WHITTAKER	Sure. Thank you. It's a, uh, pleasure to be here. And for some of you, you've heard this, so I'm gonna go, uh, back through the presentation in a way that hopefully everybody can hear the same thing.

September 24, 2015 Board of Trustees Meeting Transcript

Speaker	Dialogue
	In January, this Board of Trustees approved a new Type 1 Campus Proposal for UCF downtown, that's required for the Florida Board of Governors', uh, Educational, uh, to establish a modified educational site. And with your approval, we also agreed that we would bring back to this Board any substantive or material modifications to that proposal before its formal submission to the Board of Governors this year. So since presenting to this Board in January, the project has evolved. And as you know, we were allocated funding by the state legislature, and that funding was not sustained during the executive office review of the budget. In the months since that time, we've worked very carefully with faculty, staff, student leaders, our partners at Valencia, City of Orlando. We've weighed different options, we've explored new resources, and we've, t-, uh, sharpened our pencils and refined our plans. So what we're presenting to you here, uh, incorporates the feedback that we've received from members of our Board of Trustees, from the Board of Governors, and from, uh, the Board of Governors' staff. Since January, we made updates to the proposal that, uh, involve one academic building [*background cough*], rather than multiples. Uh, in addition the revint-, the renovation of the existing building on the site. And then we've modified the mix of academic programs, uh, for when the campus would open. So we're proposing a full-service campus, uh, on Day One, that would provide for a critical mass of students in an innovative urban learning environment with, uh, opportunities that just aren't possible on this campus. The vision you see here on the screen, has guided our plans for the downtown campus, that provides a rich learning environment for our students. In our Type I proposal in January, we stated that the only programs that would go downtown, would-, that would move from our main campus to downtown, would be those that specifically would better serve students' educational and workforce needs by being in that environment. That remains true today. We know that living and learning downtown could provide thousands of our students with internships and job opportunities within walking distance and reinforce what they learn in the classroom. We also know that engagement through internships, research, and service learning is a driver of student success, uh, often called high-impact pedagogies. And in fact, that's the key reason that we selected the programs that we did. These criteria outline, uh, what our recommendations for re-, relocating programs, uh, downtown were based on. So you've heard us talk about ramping up to a critical mass of students during the first few years of the campus opening, but this modification to the proposal outlines an enrollment strategy of 7,300 students from UCF and Valencia combined, uh, in the first year when the campus opens, with

September 24, 2015 Board of Trustees Meeting Transcript

Speaker	Dialogue
	the construction of just one academic building. We've also, uh, refined our plans to inclo-, -clude, nine academic programs of strategic emphasis, as defined, and strategic emphasis as desi-, defined by the Board of Governors, to meet workforce gaps in Florida, and that's six more in year one than the proposal you saw in January. We've shifted the program mix to include more community facing programs from our College of Health and Public Affairs, which previously had been slated to relocate downtown in later phases. We're again addressing student services, parking, housing, recreation space in year one, to make sure that these students immediately have a robust full campus experience. We also looked more closely at program synergies between academic departments that could flourish and innovate because of their co-location. As well as looking at Valencia's academic programs and those that would complement, uh, and provide four-year pathways to students seeking four-year degrees from UCF at that campus. A proposed new academic building would be the keystone of the downtown campus. This 165,000 square foot building would house the programs listed on the screen. This is a slightly different mix than what we presented in January to relocate from the main campus in year one. This proposal focuses more on health technology, community facing programs, and you'll see in the next slide, digital media. The large program mix you see on the screen is also made possible because we'll be incorporating collaborative and shared space in the new academic building. This is a 60 million dollar building with a third, a third, a third funding structure that's split between a request for state funds, one third; non-E&G university resources, one third; and philanthropy, one third. [*papers turning*] The new academic building would be on the same site as the existing Center for Emerging Media [*background coughs*], which currently houses the nationally recognized Florida Interact-, Interactive Entertainment Academy. This space would be renovated using already-allocated university resources to con-, convert the, uh, unused space into classrooms, labs, and offices, which you see results in 1330 students, uh, i-, in the renovated space. It also allows for UCF and Valencia's digital media to co-locate, and again it makes a highly effective use of the existing facility. Now, this, uh, one new building and the renovation then trigger off enough students to, uh, justify these additional developments. So you see that we are working with our partners on plans for housing and parking at UCF downtown. Uh, we intend to construct our own 300-bed housing and 600-space parking garage, to be complemented by housing built by a private developer that operated by UCF and more than 600 spaces in the city-owned parking garage. Private developer space will also house Valencia's culinary and hospitality program, bringing, uh, an additional 1,700 students to the campus. We see the

September 24, 2015 Board of Trustees Meeting Transcript

Speaker	Dialogue
	new academic building as being a key catalyst for this additional development and for the renovation. Now lastly you can see the academic return on the investment in, uh, the year, in year one. Our changes to the proposal since you saw it in January include 13 UCF academic programs, nine of which are in, uh, areas of strategic emphasis as defined by the Board of Governors, 1600 UCF degrees awarded annually, and 7,300 students. Now, if you compare that to the document in January, that's increasing the number of academic programs by one, adding six more, uh, programs that are of strategic emphasis, and adding 300 more UCF students, uh, on day one of, uh, the campus opening. And this does not increase, uh, this does not include the increase in Valencia students with the addition of their digital media and their health information technology degrees. All of these increases are the result of this Board's feedback, feedback from the Board of Governors to refine our plans so that we're proposing one academic building and the renovations for the Center for Emerging Media. Now these next few slides, you-, I don't believe you've seen yet, and these, uh, show the current and, uh, proposed development on the site downtown, the UCF downtown site, starting with the exenter-, this existing Center for amer-, Emerging Media. Uh, blue here indicates academic buildings. So to orient you, I-4 is to the north and west on that, well, to the top and left on the slide [*laughs*]. Across from the Center for Emerging Media is the proposed new academic building, as well as the space for, you'll see in the private developer space there, for Valencia's Culinary and Hospitality Program. Uh, lastly, you'll see additional development on the campus including parking, student services, and both UCF- and private developer-built student housing. All of this together offers an engaging and full-campus experience for 7,300 students, uh, on the day of opening. Now to summarize, ultimately what we're asking you for, is to consider and approve today the updates to the Type I Campus Proposal that you approved in January, which include one academic building, as opposed to multiple phases, coupled with the renovation of the Center for Emerging Media facility, and the new mix of academic programs that we believe will benefit our students and our faculty by being downtown when the campus opens. This strategy provides us with critical mass, uh, on day one, in programs that offer new learning opportunities and partnerships that lay the foundation for what [*background cough*] we believe will be a sustainable and successful downtown campus over the long run, that will thrive and grow to meet our region's demands for higher education and a talented workforce. And with that, we're, uh, happy to be here and happy to answer your questions this morning.
MARCHENA	Thank you very much. Um, I, I, I know that was a lot of information to hear again for some of us, but since not all of us were here this

September 24, 2015 Board of Trustees Meeting Transcript

Speaker	Dialogue
	morning, this is a, uh, a very, uh, significant project, and I wanted everyone to hear the presentation. Uh, it is very different than what we heard in January. As I said this morning, I've spent a lot of time working with Dr. Hitt, and the rest of the staff, in, in, um, uh, analyzing this in light of some of the comments that we've received over the past several months. Uh, I've had several meetings with members of the Board of Governors, uh, and others, and, um, I, I think that, um, the, the approach taken here, uh, is a conservative approach, it is a cost-effective approach, it requires that we bring community funding to the table to make this project go forward. It provides for a student that does all four years at this downtown campus, um, uh, spending $6,000 less in tuition and fees than a student that does all four years here. Why? Because we're partneting-, partnering with Valencia. They will do all the general education, uh, work at Valencia. But more than that, we're integrating all of the core services in the downtown campus with Valencia, so they will be some overall cost savings, uh, as part of that project. Um, are there any other questions or comments on this particular item?
GARVY	Mr. Chairman, I have a comment or two.
MARCHENA	Yes sir.
GARVY	Um [*clears throat*], we might, uh, note also that the financing changes for this in the 60 million will be, uh, 20 million from, uh, the state, 20 million from UCF, and 20 million from, uh, the, the, uh, i-, uh, community, uh, support. I think the, uh, the project has been, uh, greatly enhanced. Uh, and as I mentioned to Dr. Whittaker, you know, sometimes the obstacles we face [*laughs*] turn out to be, uh, helpful in clarifying thinking, uh, giving you the opportunity and others the opportunity to inter-, interact with the Board of Governors and those that will be important in, in a positive decision. Uh, but I, I commend, uh, the staff and, uh, uh, yourself, and, uh, look forward to, to approval of this, uh, of this change.
MARTINS	I, I just like to go, uh, Trustee Garvy's comments, um, you know, the, the fact that we were able to add additional programs of emphasis that the Board of Governors is, is looking for and, you know, certainly enhanced the overall, uh, financial outlook of this, and, um, you know, they have a saying in my business, is sometimes the best trades that you make are the ones that you don't make. And the fact that, uh, you know, this challenge that we had earlier this year, uh, I appro-, I agree, Trustee Garvy, it's make, made the whole program stronger and, um, certainly will, uh, benefit the students, you know, in a greater way, so, I, I fully support this, Mr. Chair.
MARCHENA	Any other comments? Hearing none, we'll entertain a motion to, um, approve the proposed, or the proposed changes to the Type I Campus …
UNIDENTIFIED MALE	[*inaudible*][*simultaneous speaking*]
MARCHENA	… for downtown Orlando. There's a motion. [*inaudible*] a second. Uh, any further discussion? Hearing none, all of those in favor of the motion, please signify by saying "aye."
MULTIPLE	Aye.

September 24, 2015 Board of Trustees Meeting Transcript

Speaker	Dialogue
SPEAKERS	
MARCHENA	All those opposed, like sign. The motion carries unanimously. Thank you very much. Thank you, Dr. Whittaker. Thank you, Bill
[END OF TRANSCRIPTION]	

REVISED
Board of Trustees
Teleconference Meeting

Millican Hall, 3rd floor, President's Boardroom
Jan 7, 2016
8:10 a.m.
800-442-5794, passcode, 463796

Agenda

I.	Call to Order			Marcos Marchena Chairman, Board of Trustees
II.	Roll Call			Rick Schell Associate Corporate Secretary
III.	New Business			Chairman Marchena
	CL-1	Approval	Article 7: Wages, Article 8: Hours of Work, Article 19: Non-Discrimination, Article 23: Grievance Procedure, and Article 27: Labor Management Committee of the Collective Bargaining Agreement with the American Federation of State, County, and Municipal Employees	Marcos Marchena Vice Chairman of the Compensation and Labor Committee
	CL-2	Approval	Amendment to University Regulation UCF-3.0124 Discipline and Termination for Cause of Non-unit Faculty and A&P Staff Members, University Regulation UCF-3.040 Benefits and Hours of Work, and University Regulation UCF-10.010 Discipline and Termination for Cause of Faculty and A&P Staff Members of the College of Medicine	Scott Cole Vice President and General Counsel Youndy Cook Deputy General Counsel
	BOT-1	Approval	Memorandum of Understanding on UCF Downtown, Revised Attachment A	A. Dale Whittaker Provost and Executive Vice President
IV.	Adjournment			Chairman Marchena

ITEM: CL-1

University of Central Florida
BOARD OF TRUSTEES
Compensation and Labor Committee

SUBJECT: Article 7: Wages, Article 8: Hours of Work, Article 19: Non-Discrimination, Article 23: Grievance Procedure, and Article 27: Labor Management Committee of the Collective Bargaining Agreement with the American Federation of State, County, and Municipal Employees (CLC-1)

DATE: January 7, 2016

PROPOSED BOARD ACTION

Ratify the reopened articles of the Collective Bargaining Agreement between the University of Central Florida Board of Trustees and the American Federation of State, County, and Municipal Employees.

BACKGROUND INFORMATION

Article 7: Wages, Article 8: Hours of Work, Article 19: Non-Discrimination, Article 23: Grievance Procedure, and Article 27: Labor Management Committee of the Collective Bargaining Agreement with the American Federation of State, County, and Municipal Employees will be presented to the unit employees for ratification on December 15, 2015. The Collective Bargaining Committee appointed to represent the University of Central Florida Board of Trustees recommends the approval of the revised articles, with the implementation to be contingent on the ratification by the unit employees.

Supporting documentation: Article 7: Wages and Article 8: Hours of Work, Article 19: Non-Discrimination, Article 23: Grievance Procedure, and Article 27: Labor Management Committee

Prepared by: Shelia Daniels, Interim Associate Vice President and Chief Human Resources Officer

Submitted by: John Sprouls, Chair of the Compensation and Labor Committee

ITEM: BOT-1

University of Central Florida
BOARD OF TRUSTEES

SUBJECT: Memorandum of Understanding on UCF Downtown

DATE: January 7, 2016

PROPOSED BOARD ACTION

Approval of Memorandum of Understanding on UCF Downtown.

Supporting documentation: Attachment A: Memorandum of Understanding on UCF Downtown.

Prepared by: Rick Schell, Vice President and Chief of Staff

Submitted by: Rick Schell, Vice President and Chief of Staff

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is entered into this 8th day of January, 2016, by and between **RICK SCOTT, Governor of the State of Florida**, and **THE UNIVERSITY OF CENTRAL FLORIDA**, a public university serving the State of Florida.

RECITALS

A. Governor Scott is focused on ensuring a higher education system that graduates students who can excel in high paying jobs in their respective fields of interest.

B. UCF supports Governor Scott's efforts and is always identifying opportunities to provide a high quality education to the students and make its education product more affordable.

C. UCF has identified an opportunity referred to as the UCF Downtown Campus that will allow UCF to provide students in specific degrees a more focused education, with more opportunity for hands-on practical experience and, by partnering with Valencia College, at a lower cost to the student.

D. UCF has requested Governor Scott's support of the UCF Downtown project including support for funding of $20 million from State funds covering a portion of the cost of the building to be constructed by UCF for the Downtown Campus.

E. Governor Scott has indicated a willingness to consider supporting the project but is requesting UCF's commitment on certain matters.

NOW, THEREFORE, UCF commits to the following conditions with respect to the proposed UCF Downtown Campus.

1. The UCF Downtown Campus will not include dormitories constructed or funded by the University of Central Florida or any of its direct support organizations. UCF Housing intends to contract to manage dormitories near the Downtown Campus if so requested by the owners of the dormitories. The management will be performed consistent with other UCF managed housing that includes rules of conduct, resident advisors, and an atmosphere conducive to learning.

2. There will be no further State of Florida investment for the UCF Downtown Campus beyond the current request of $20 million prior to fiscal year 2018-2019.

3. The UCF Downtown Campus will be focused on degree programs for which there are significant employment opportunities in the State of Florida. As the programs develop, the UCF Downtown Campus will continue to identify and terminate low productivity, low demand degree programs and invest in high-skill, high-wage majors.

4. The UCF Downtown Campus will only offer degrees that are linked to the needs of the local and state workforce.

5. The UCF Downtown Campus will continue to utilize UCF's outstanding distance learning programs in order to minimize the need for infrastructure investment. While the percentage of the type of instruction is generally determined by the registration of students, it is expected that the instructional model at UCF Downtown will be approximately: traditional classroom instruction-46%, blended and hybrid instruction-38%, and virtual instruction-16% (based on Fall 2015 main campus behaviors).

6. The UCF Downtown Campus will implement programs that will assist all graduates in the two most popular degree programs in the Downtown Campus, who are interested in full time employment and who are not pursuing post-graduate education, to obtain full-time employment within a year of graduation.

JOHN C. HITT, Ph.D. President	MARCOS R. MARCHENA, Chairman UCF Board of Trustees

Minutes
Board of Trustees Teleconference Meeting
University of Central Florida
January 7, 2016

Chairman Marcos Marchena called the teleconference meeting of the Board of Trustees to order at 8:13 a.m. in the President's Boardroom, Millican Hall, on the UCF Orlando campus.

The following board members attended the teleconference meeting: Chairman Marcos Marchena, Vice Chair Robert Garvy, Trustees Clarence Brown, Olga Calvet, Joseph Conte, Alan Florez, Robert Garvy, Ray Gilley, Keith Koons, Alex Martins, Beverly Seay, and Cait Zona.

Marchena welcomed the board members and called on Rick Schell, Associate Corporate Secretary, to call the roll. Schell noted that a quorum was present.

Marchena called on Shelia Daniels, Interim Associate Vice President and Chief Human Resources Officer, who reported on CL-1: Article 7: Wages, Article 8: Hours of Work, Article 19: Non-Discrimination, Article 23: Grievance Procedure, and Article 27: Labor Management Committee of the Collective Bargaining Agreement with the American Federation of State, County, and Municipal Employees.

A motion was made and unanimously passed by the board to approve CL-1.

Marchena called on Youndy Cook, Deputy General Counsel, who reported on CL-2: Amendment to University Regulation UCF-3.0124 Discipline and Termination for Cause of Non-unit Faculty and A&P Staff Members, University Regulation UCF-3.040 Benefits and Hours of Work, and University Regulation UCF-10.010 Discipline and Termination for Cause of Faculty and A&P Staff Members of the College of Medicine.

Cook asked that UCF-3.014 and UCF-10.010 be removed from this meeting's consideration.

A motion was made and unanimously passed by the board to approve CL-2 as modified.

Marchena called on A. Dale Whittaker, Provost and Executive Vice President, who reported on BOT-1: Memorandum of Understanding on UCF Downtown, Revised Attachment A.

A motion was made and unanimously passed by the board to approve BOT-1.

ADJOURNMENT

Marchena adjourned the board meeting at 8:36 a.m.

Respectfully submitted: _____ Date: January 7, 2016
John C. Hitt
Corporate Secretary

ITEM: EP-3

University of Central Florida
BOARD OF TRUSTEES

SUBJECT: Update to Type I Campus Proposal

DATE: September 24, 2015

PROPOSED BOARD ACTION

Approval of update to Type I Campus Proposal to the Board of Governors, State University System of Florida.

BACKGROUND

As part of the extraordinary opportunity for UCF to develop an innovative living and learning environment that capitalizes on the economic, social, and cultural activity of downtown Orlando, the university proposes updates to its Type I campus proposal for UCF Downtown. The attached presentation outlines updates to the plan for UCF Downtown and the academic programs proposed for that location to accommodate student and program growth. The proposed programming builds on existing program strengths, partnership with Valencia College, and synergies with the Creative Village site.

Supporting documentation: UCF Downtown Update Slides

Prepared by: Diane Chase, Vice Provost for Academic Program Quality

Submitted by: A. Dale Whittaker, Provost and Executive Vice President

Board of Trustees Meeting - Items



11

UCF DOWNTOWN

Campus Vision

We will create IMPACT:
Foster student success and entrepreneurship.

We will expand ACCESS:
Promote inclusivity and empower all students.

We will cultivate INNOVATION:
Challenge boundaries and create catalysts for change.

2

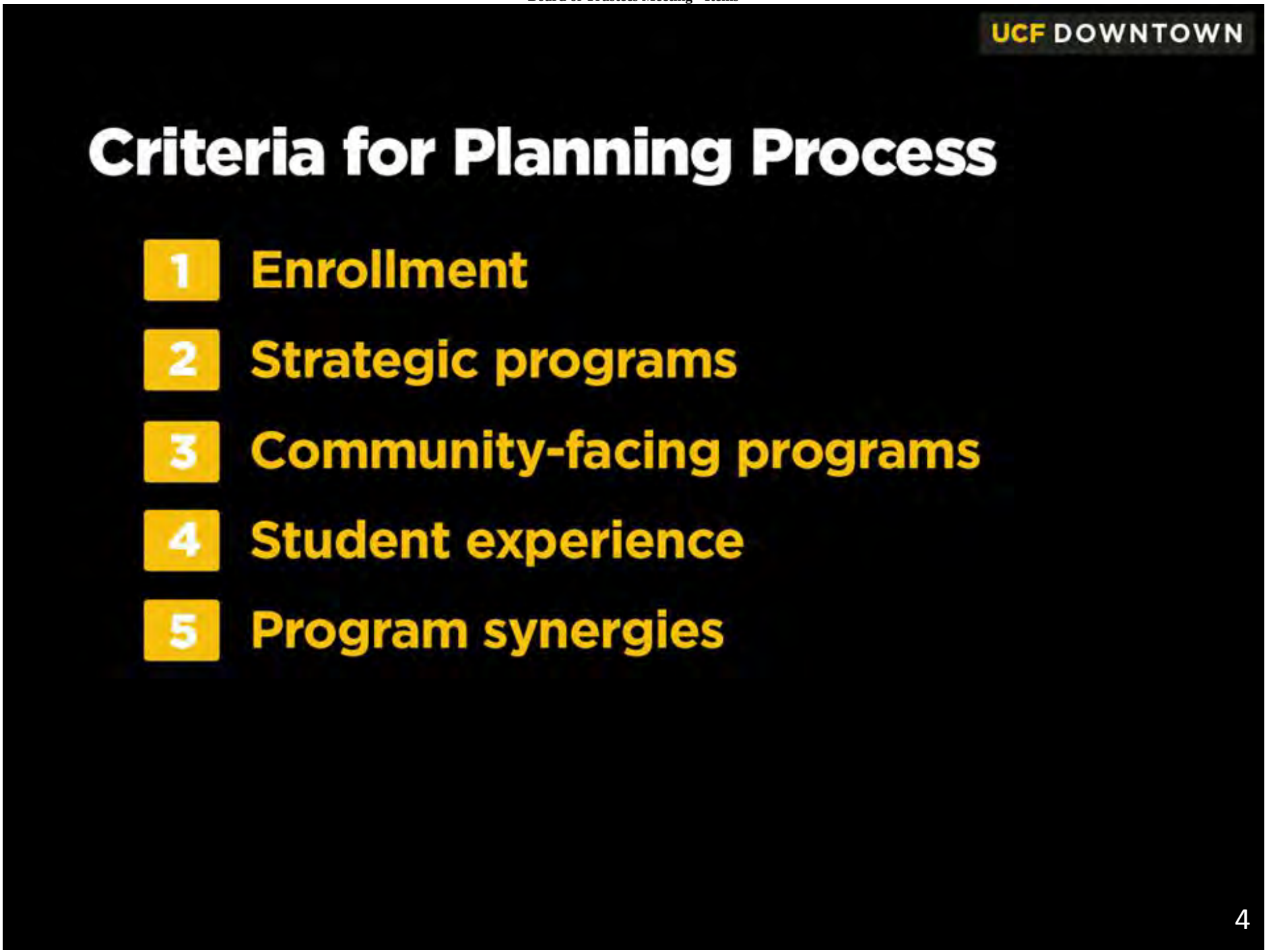
UCF DOWNTOWN

Academic Concept

Focus on academic programs that:

- Benefit students because of the learning environment downtown
- Develop unique synergies with downtown industry and organizations
- Build on downtown Orlando's emerging creative technology economy
- Strengthen research, community outreach and service

3


UCF DOWNTOWN
Criteria for Planning Process
1 Enrollment
2 Strategic programs
3 Community-facing programs
4 Student experience
5 Program synergies
4

UCF DOWNTOWN

New Academic Building

UCF — 3,954 Students

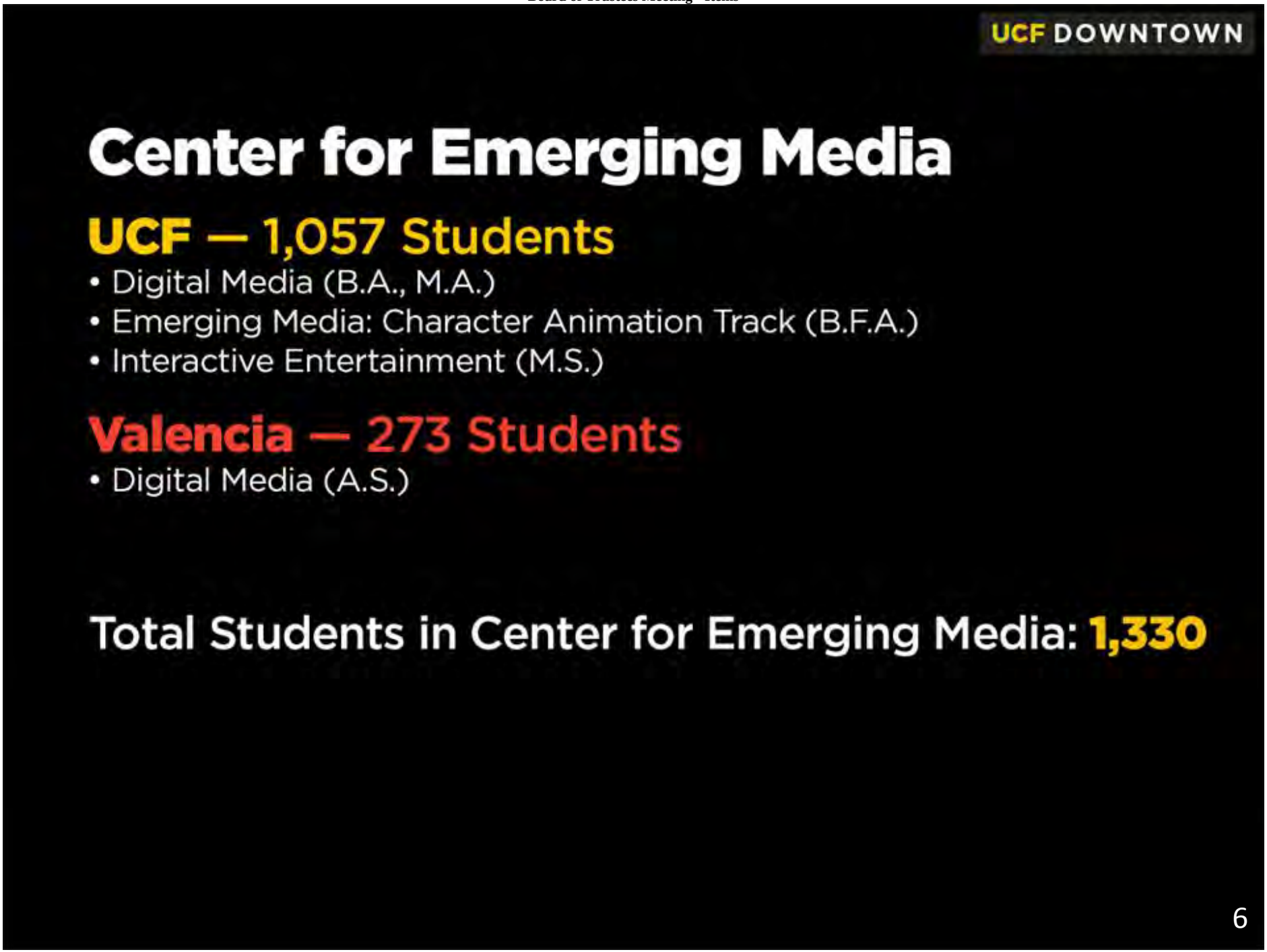
- Communication (M.A.), Corporate Communication (Certificate)
- Health Care Informatics (M.S.)
- Health Informatics and Information Management (B.S.)
- Health Sciences (M.S.)
- Health Services Administration (B.S.)
- Human Communication (B.A.)
- Legal Studies (B.A., B.S.)
- Social Work (M.S.W.), Military Social Work (Certficate)
- Community Centers

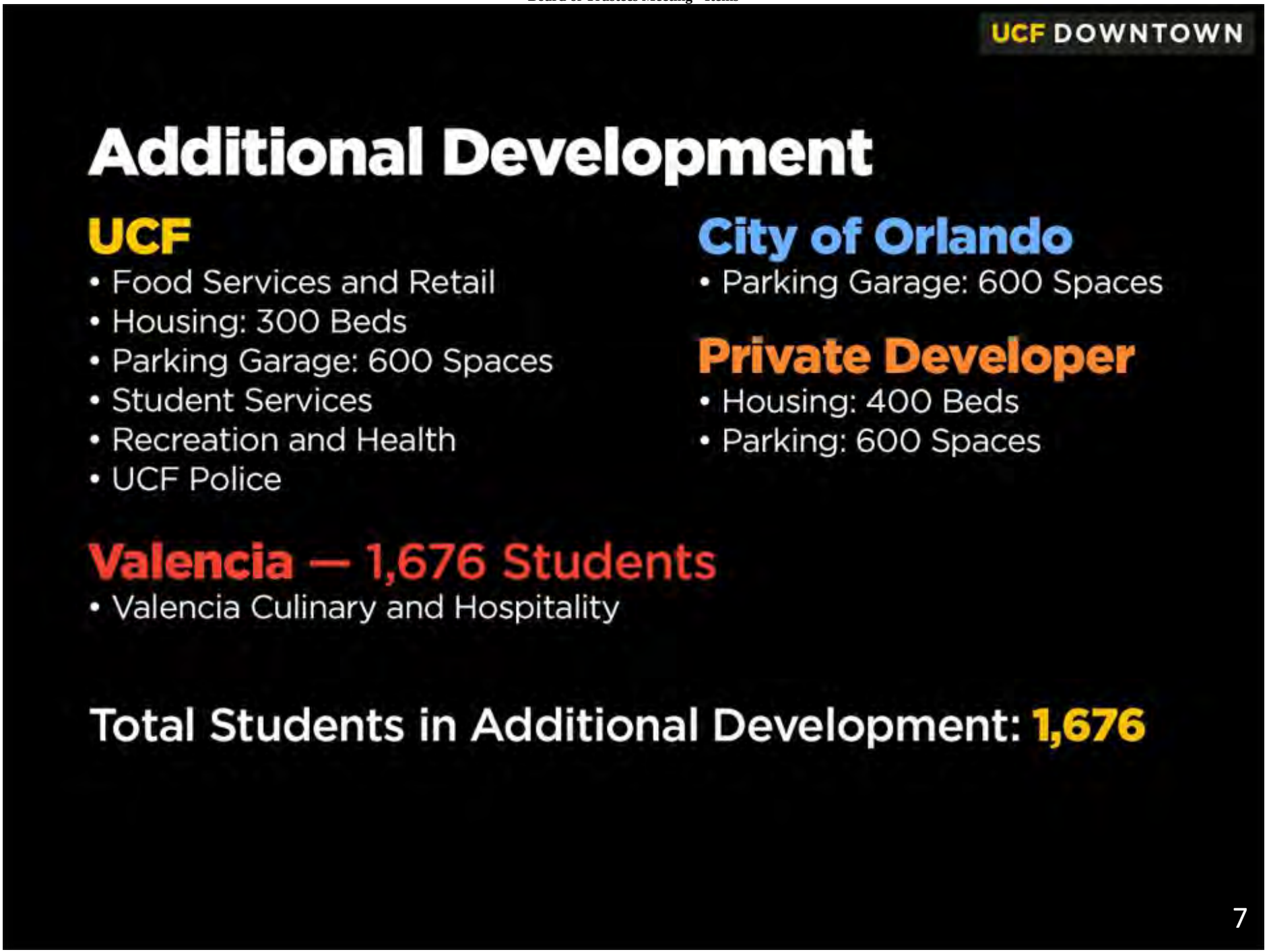
Valencia — 354 Students

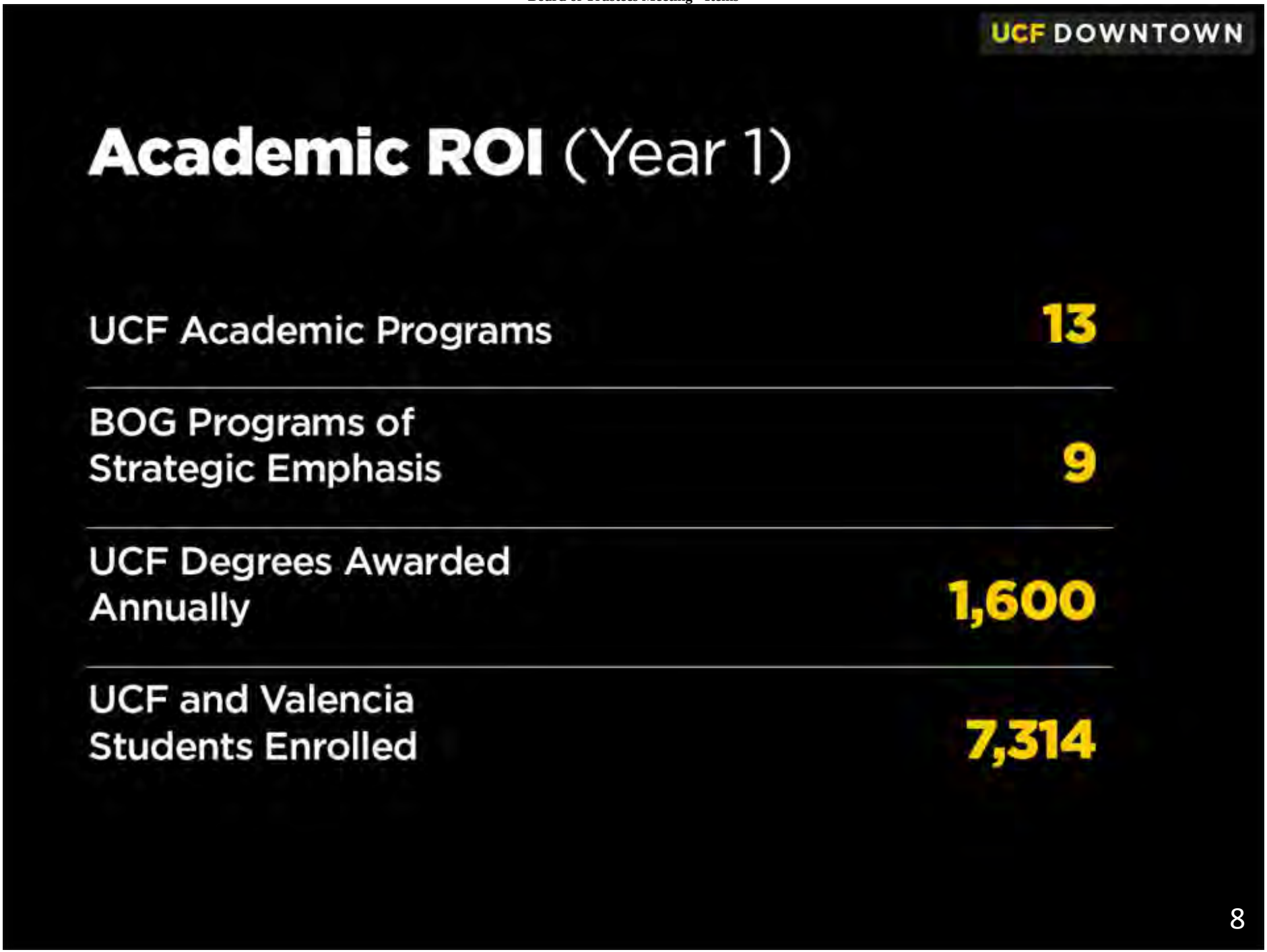
- Associate of Arts (A.A.)
- Health Information Technology (A.S.)

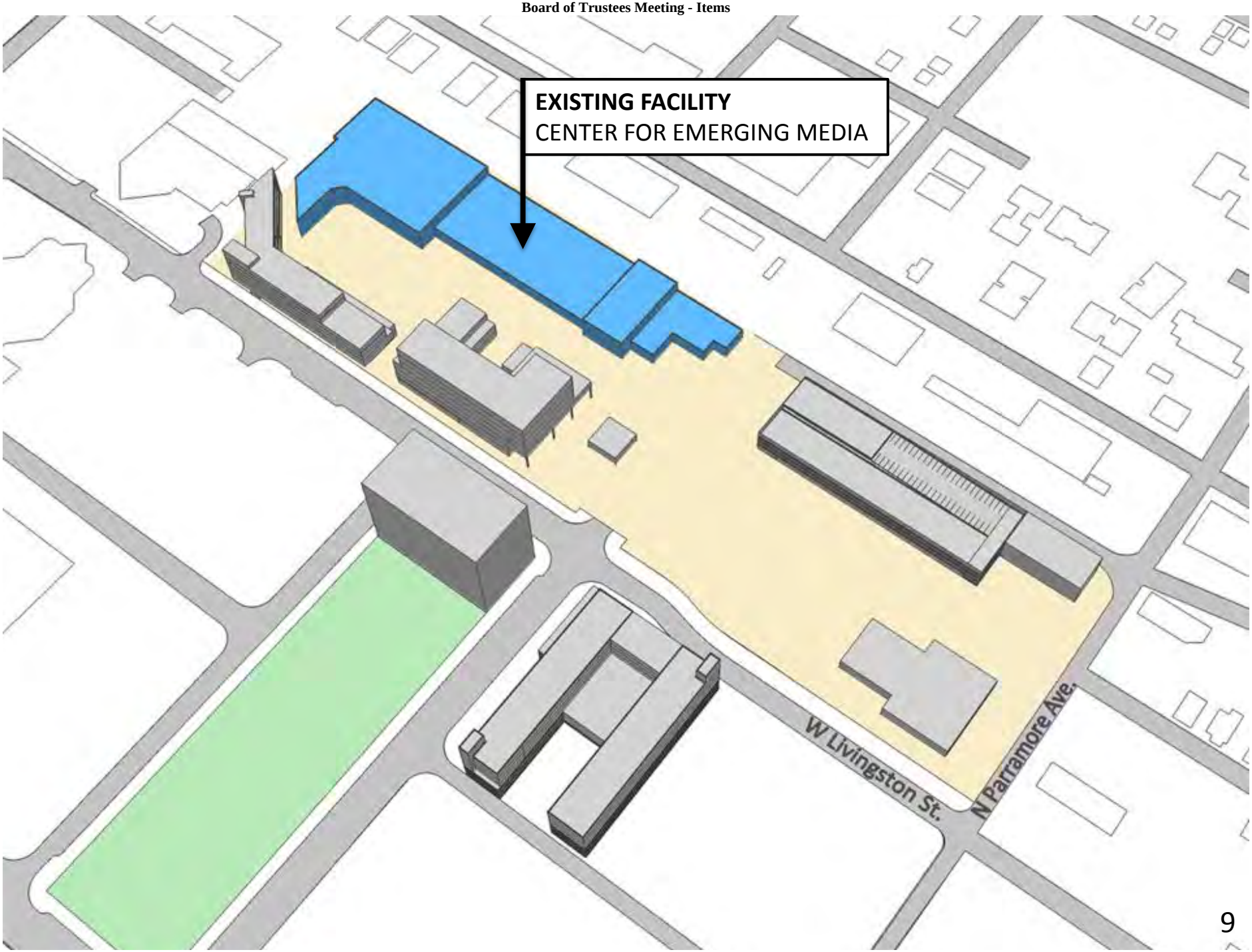
Total Students in New Academic Building: 4,308

5

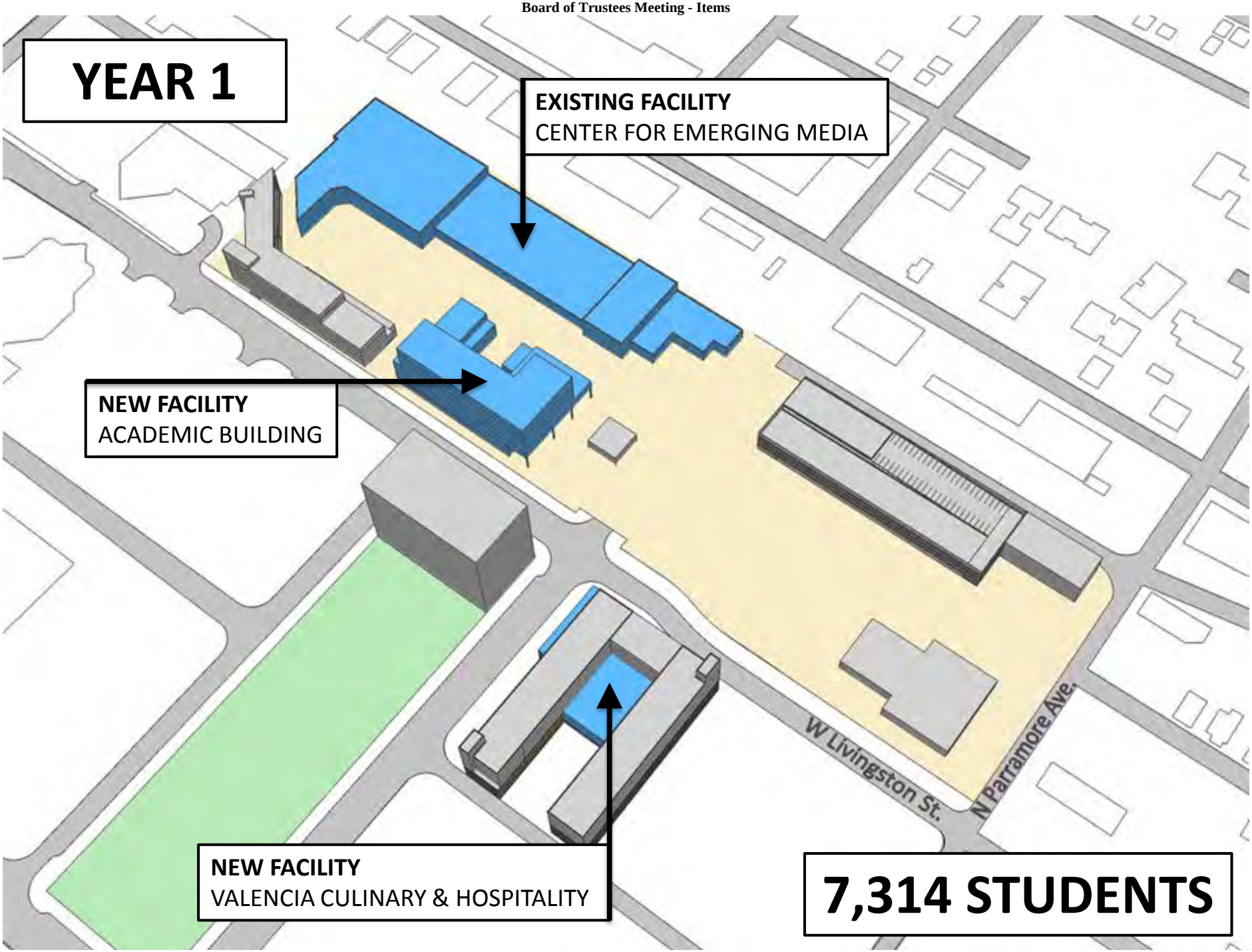

UCF DOWNTOWN
Center for Emerging Media
UCF — 1,057 Students
• Digital Media (B.A., M.A.)
• Emerging Media: Character Animation Track (B.F.A.)
• Interactive Entertainment (M.S.)
Valencia — 273 Students
• Digital Media (A.S.)
Total Students in Center for Emerging Media: 1,330
6

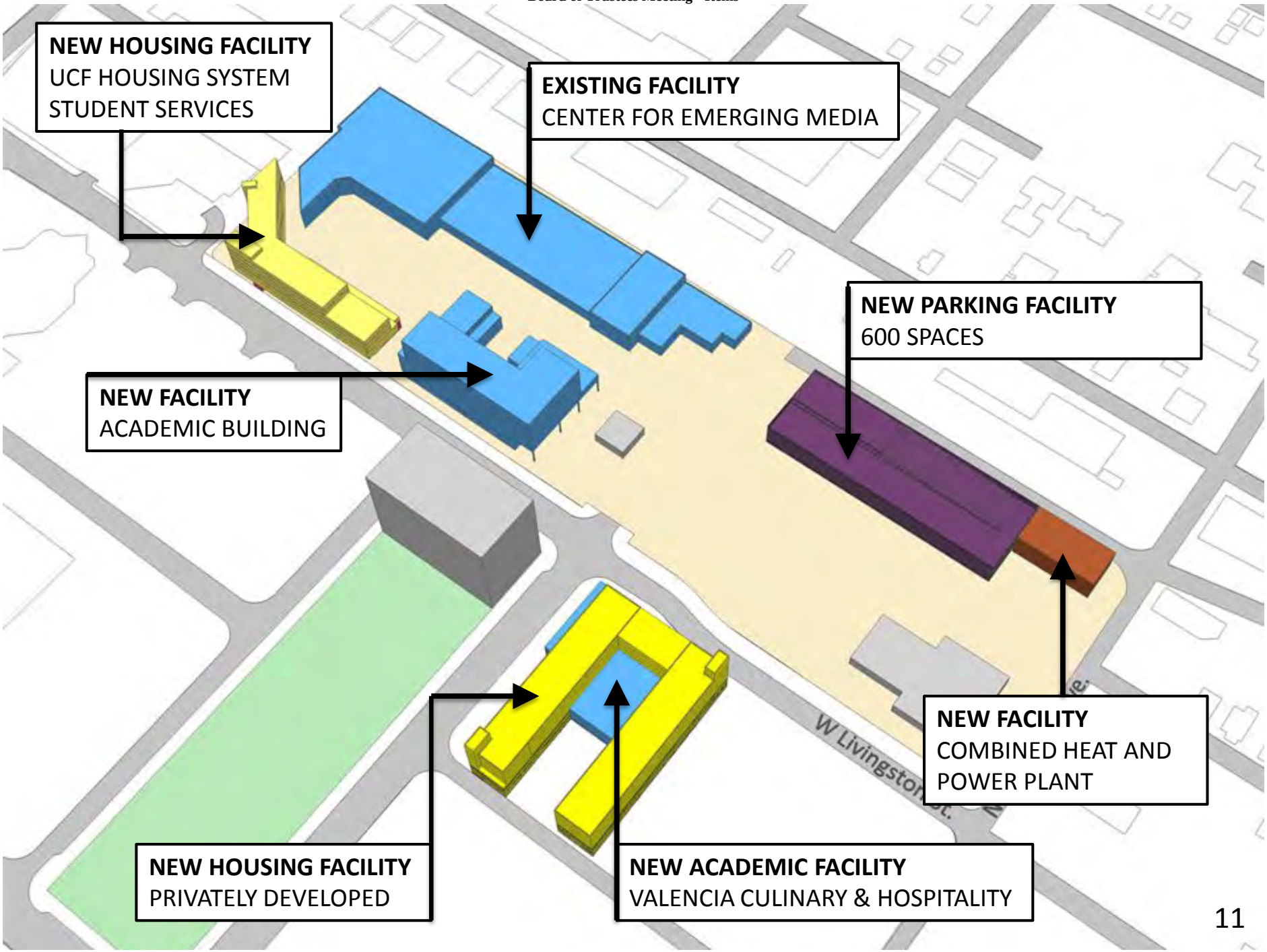

UCF DOWNTOWN
Additional Development
UCF
• Food Services and Retail
• Housing: 300 Beds
• Parking Garage: 600 Spaces
• Student Services
• Recreation and Health
• UCF Police
City of Orlando
• Parking Garage: 600 Spaces
Private Developer
• Housing: 400 Beds
• Parking: 600 Spaces
Valencia — 1,676 Students
• Valencia Culinary and Hospitality
Total Students in Additional Development: 1,676
7


UCF DOWNTOWN
Academic ROI (Year 1)
UCF Academic Programs
13
BOG Programs of Strategic Emphasis
9
UCF Degrees Awarded Annually
1,600
UCF and Valencia Students Enrolled
7,314
8


EXISTING FACILITY
CENTER FOR EMERGING MEDIA
W Livingston St.
N Parramore Ave.

9


YEAR 1
EXISTING FACILITY
CENTER FOR EMERGING MEDIA
NEW FACILITY
ACADEMIC BUILDING
NEW FACILITY
VALENCIA CULINARY & HOSPITALITY
W Livingston St.
N Parramore Ave.
7,314 STUDENTS


NEW HOUSING FACILITY
UCF HOUSING SYSTEM
STUDENT SERVICES
EXISTING FACILITY
CENTER FOR EMERGING MEDIA
NEW PARKING FACILITY
600 SPACES
NEW FACILITY
ACADEMIC BUILDING
NEW FACILITY
COMBINED HEAT AND
POWER PLANT
NEW HOUSING FACILITY
PRIVATELY DEVELOPED
NEW ACADEMIC FACILITY
VALENCIA CULINARY & HOSPITALITY
W Livingston St.
11


UCF DOWNTOWN
12

Minutes
Board of Trustees Meeting
University of Central Florida
September 24, 2015

Chairman Marcos Marchena called the meeting of the Board of Trustees to order at 1:00 p.m. in the *Fairwinds* Alumni Center on the UCF Orlando campus.

The following board members attended the meeting: Chairman Marcos Marchena, Trustees Clarence Brown, Alan Florez, Robert Garvy, Keith Koons, Alex Martins, Beverly Seay, John Sprouls, William Yeargin, and Cait Zona. Trustee Ray Gilley attended via teleconference.

WELCOME

Chairman Marchena reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

He welcomed the board members and called on Rick Schell, Associate Corporate Secretary, to call the roll. Schell determined that a quorum was present.

Marchena called for approval of the July 23, 2015, meeting minutes, which were approved.

Marchena called on President John C. Hitt for remarks and introductions.

REMARKS

Hitt announced two trustees were leaving the board. Hitt thanked Trustee Jim Atchison for his five years of service as a member of the board and presented him with a certificate.

Hitt welcomed new board member, Trustee Bill Yeargin, president and CEO of Correct Craft and presented him with a gold UCF Pegasus pin.

Hitt congratulated Dr. Joel Hartman, a 20-year University of Central Florida professional, on his promotion to vice president for information technologies and resources. Hitt noted that Hartman will continue to oversee UCF's library, computing, networking, telecommunications, media services, and distributed-learning activities, and he will now also supervise the Department of Space Planning, Analysis, and Administration.

Hitt announced that Amy Swinford will leave as the charter staff member to our board of trustees after 14 years of service. Hitt stated Swinford will remain a member of the of the President's office. Hitt and Marchena thanked Amy for her contributions to the board and presented her with a certificate.

Hitt introduced and welcomed Cindy Hawks, who has assumed Amy Swinford's position working with the board.

Hitt stated that UCF's success was featured in an article that appeared in the *Washington Post.* The article begins:

> *A small state school launched here in the 1960s to develop employees for the space program has morphed into one of the nation's largest universities, using accessible admission policies and online instruction to fuel extraordinary growth in an era when many public universities face fiscal uncertainty.*

Hitt noted that the article was included in the trustees' FYI meeting materials.

Hitt stated that according to *U.S. News & World Report*'s "Best Colleges 2016 Guide," UCF ranks with Harvard, MIT, Stanford, and Duke among the most innovative universities in the country. UCF was tied with Georgia Tech and the University of Southern California as the 13th "Most Innovative School."

Hitt announced that Valencia College president Sandy Shugart and he were named two of the ten most innovative college presidents in America, according to *Washington Monthly*'s annual college guide. The guide credits UCF's DirectConnect Program, created in 2005, for keeping our two institutions in the spotlight 10 years later.

Hitt referred the board to the case study *Breaking the Iron Triangle at The University of Central Florida* included in their FYI meeting materials, and asked that they review it at their convenience.

INTRODUCTIONS

Hitt congratulated the following faculty member.

A. Faculty

Dr. Timothy Sellnow, a professor of Human Communications in the Nicholson School of Communication, was selected to receive the National Communication Association's 2015 Gerald M. Phillips Award for Distinguished Applied Communication Scholarship. Only one of these national awards is conferred each year.

Hitt noted the importance of the Board of Governors Trustee Summit on November 4-5 at Florida International University, and he urged the trustees to attend.

ADVANCEMENT COMMITTEE REPORT

Clarence Brown, Chair of the Advancement Committee, reported the highlights from the committee meeting earlier in the day.

- Grant Heston, Vice President for Communications and Marketing, announced that UCF is launching a multi-media branding campaign entitled *Impact* that will include outdoor, radio, online, and print media. The campaign is anticipated to run three to six months and

expects to generate approximately 130 million impressions. The goals of the campaign are to increase UCF's brand awareness and loyalty, and to set the stage for the public launch of UCF's comprehensive campaign. Heston also showed three television commercials that aired during nationally televised UCF football games.

- Michael Morsberger, Vice President for Alumni Relations and Development and Foundation CEO, gave a presentation providing the committee with a comprehensive overview of alumni and development efforts over the past ten years. He also discussed where he and his team are headed as they prepare the public launch of UCF's comprehensive campaign.
- Dr. Dan Holsenbeck**,** Senior Vice President for University Relations**,** gave a legislative update, reporting that his team had started their individual meetings and conferences earlier this year due to the regular legislative session beginning in January rather than March. He stated that the top three priorities include proceeding with the plans for UCF downtown, completing the process to acquire the Partnership IV building in Research Park, and continuing to promote the Florida Advanced Manufacturing and Research Center. In addition, Holsenbeck reported on a gun bill that has been introduced into the legislature.

COMPENSATION AND LABOR AD HOC COMMITTEE REPORT

John Sprouls, Chair of the Compensation and Labor Ad Hoc Committee, reported highlights from the committee meeting held earlier in the day.

- Shelia Daniels, Interim Associate Vice President and Chief Human Resources Officer, reported on the Collective Bargaining Agreement between the University of Central Florida and the Police Benevolent Association.
- Daniels and Youndy Cook, Deputy General Counsel, reported on the revision to University Regulations UCF-3.026 USPS Sick Leave Pool, and UCF-3.0261 Faculty and A&P Sick Leave Pool.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Robert Garvy, Chair of the Educational Programs Committee, reported the highlights from the committee meeting held earlier in the day.

- Dr. Dale Whittaker, Provost and Executive Vice President, gave a report on the 2015 Equity Accountability Program. He provided an update on the Type I Campus proposal for UCF Downtown. Whittaker gave the State University System Annual Status Report on Market Tuition.
- Whittaker reported that UCF set a new record in its fall enrollment with 63,370 students. The average SAT score is 1261 and the average freshman GPA is 4.0. Whittaker stated that Burnett Honors College students have an average SAT score of 1400 and 4.4 GPA. He stated 43% of the UCF student body is minority and 24% is Hispanic.
- Youndy Cook, Deputy General Counsel, reviewed the amendments to Chapter 5 of the university regulations which relate to the student conduct and conduct review processes. They were amended to update the procedures for handling of sexual misconduct cases,

update definitions of bullying and sexual misconduct, and outlined the community reengagement and education development program. Other amendments included changes to the regulations on academic misconduct and academic appeals.

Garvy presented the following item for board approval.

- EP-3 Update to Type I Campus Proposal—A motion was made and unanimously passed by the board approving the update to Type I Proposal to the Board of Governors, State University System of Florida.

FINANCE AND FACILITIES COMMITTEE REPORT

Alex Martins, Chair of the Finance and Facilities Committee, reported highlights from the committee meeting held earlier in the day and presented the following items for board approval.

- FF-1 Market Tuition Rate Proposals—A motion was made and unanimously passed by the board approving the request to establish market tuition rates.

- FF-2 Refinancing of UCF Stadium Corporation Certificates of Participation Series 2006A and B—A motion was made and unanimously passed by the board approving the UCF Stadium Corporation, formerly known as Golden Knights Corporation's, requesting approval to refinance the outstanding certificates of participation Series 2006A and 2006B.

- FF-3 Acquisition of Partnership IV Facilities from Leidos and Cowperwood—A motion was made and unanimously passed by the board approving the purchase and sale agreements and subsequent acquisition of the property located at 12809 Science Drive, Orlando, Florida, for the Partnership IV facility to further enhance the government modeling and simulation technology expansion, subject to satisfactory due diligence investigation and completed conditions contained within the agreements.

STRATEGIC PLANNING COMMITTEE REPORT

Alan Florez, Chair of the Strategic Planning Committee, commented that earlier in the year the board approved a strategic planning process to set the university's trajectory for the next 20 years. He restated that the dimensions are value, philosophy, and distinctive impact. Florez noted that between October 26, 2015, and January 12, 2016, a series of meetings and five stakeholders' sessions will occur.

INFORMATION

Marchena noted the following informational item.

- INFO-1 Revised Board Committee and Direct Support Organization Assignments
- INFO-2 2016 Revised Finance and Facilities Committee Meeting Dates

CONSENT AGENDA

A motion was made to accept the consent agenda, and members of the board unanimously approved the following actions.

- CL-1 Collective Bargaining Agreement between the University of Central Florida Board of Trustees and the Police Benevolent Association—Ratification of a three-year collective bargaining agreement between the University of Central Florida Board of Trustees and the Police Benevolent Association.
- CL-2 Revision to University Regulations UCF-3.026 USPS Sick Leave Pool and UCF-3.0261 Faculty and A&P Sick Leave Pool—Approval of amendments to existing university regulations UCF-3.026 and UCF-3.0261.
- EP-1 2015 Equity Accountability Program—Approval of the 2015 Florida Equity Report.
- EP-2 Amendment to Chapter 5 University Regulations—Approval to amend Chapter university regulations.
- FF-4 Revision to University Regulation UCF-7.130 Administration and Finance; Purchasing—Approval of amendments to existing university regulation UCF 7.130 Administration and Finance; Purchasing.
- FF-5 Minor Amendment to 2015 Campus Master Plan—Laboratory and Environmental Support Facility Expansion—Approval of a minor amendment to the University of Central Florida Campus Master Plan for an expansion of Building 48, the Laboratory and Environmental Support Facility.

NEW BUSINESS

Grant Heston, Vice President for Communications and Marketing, reported that the Federal Communications Commission (FCC) allows WUCF to broadcast PBS because our license allows us to own broadband spectrum. He reported that next spring, the FCC is conducting the broadband spectrum auction that is designed to move spectrum from television broadcasters to wireless companies. He showed a video on the broadcast television process incentive auction.

ANNOUNCEMENTS AND ADJOURNMENT

Chair Marchena announced the following upcoming meetings:

State of the University Address	September 30 (3:00 p.m. Pegasus Ballroom)
Diversity Breakfast	October 12 (Pegasus Ballroom)
Board of Governors meeting and Trustee Summit	November 4-5 (Florida International University)
Board of Trustees meeting	November 19 (NorthView)

Marchena introduced his assistant, Martha Spradley.

Marchena invited the trustees to join him at the Victory Knight for the trustees' annual photo.

He adjourned the board meeting at 2:21 p.m.

Respectfully submitted: _____ Date: _____
John C. Hitt
Corporate Secretary

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is entered into this 8th day of January, 2016, by and between **RICK SCOTT, Governor of the State of Florida**, and **THE UNIVERSITY OF CENTRAL FLORIDA**, a public university serving the State of Florida.

RECITALS

A. Governor Scott is focused on ensuring a higher education system that graduates students who can excel in high paying jobs in their respective fields of interest.

B. UCF supports Governor Scott's efforts and is always identifying opportunities to provide a high quality education to the students and make its education product more affordable.

C. UCF has identified an opportunity referred to as the UCF Downtown Campus that will allow UCF to provide students in specific degrees a more focused education, with more opportunity for hands-on practical experience and, by partnering with Valencia College, at a lower cost to the student.

D. UCF has requested Governor Scott's support of the UCF Downtown project including support for funding of $20 million from State funds covering a portion of the cost of the building to be constructed by UCF for the Downtown Campus.

E. Governor Scott has indicated a willingness to consider supporting the project but is requesting UCF's commitment on certain matters.

NOW, THEREFORE, UCF commits to the following conditions with respect to the proposed UCF Downtown Campus.

1. The UCF Downtown Campus will not include dormitories constructed or funded by the University of Central Florida or any of its direct support organizations. UCF Housing intends to contract to manage dormitories near the Downtown Campus if so requested by the

owners of the dormitories. The management will be performed consistent with other UCF managed housing that includes rules of conduct, resident advisors, and an atmosphere conducive to learning.

2. There will be no further State of Florida investment for the UCF Downtown Campus beyond the current request of $20 million prior to fiscal year 2018-2019.

3. The UCF Downtown Campus will be focused on degree programs for which there are significant employment opportunities in the State of Florida. As the programs develop, the UCF Downtown Campus will continue to identify and terminate low productivity, low demand degree programs and invest in high-skill, high-wage majors.

4. The UCF Downtown Campus will only offer degrees that are linked to the needs of the local and state workforce.

5. The UCF Downtown Campus will continue to utilize UCF's outstanding distance learning programs in order to minimize the need for infrastructure investment. While the percentage of the type of instruction is generally determined by the registration of students, it is expected that the instructional model at UCF Downtown will be approximately: traditional classroom instruction-46%, blended and hybrid instruction-38%, and virtual instruction-16% (based on Fall 2015 main campus behaviors).

6. The UCF Downtown Campus will implement programs that will assist all graduates in the two most popular degree programs in the Downtown Campus, who are interested in full time employment and who are not pursuing post-graduate education, to obtain full-time employment within a year of graduation.

JOHN C. HITT, Ph.D.
President

MARCOS R. MARCHENA, Chairman
UCF Board of Trustees

From: William Merck <William.Merck@ucf.edu>
Sent: Wednesday, February 24, 2016 12:52 PM
To: Tracy Clark
Subject: RE: Center for Emerging Media

Tracy, thanks. This is helpful. Bill

William F. Merck II
Vice President
Administration and Finance
Chief Financial Officer

From: Tracy Clark
Sent: Tuesday, February 23, 2016 4:24 PM
To: Dale Whittaker <Dale.Whittaker@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: Fwd: Center for Emerging Media

FYI - Here's the explanation on the $5 or $8 million for renovations to the Center for Emerging Media.

Sent from my iPad

Begin forwarded message:

> **From:** Paul Lartonoix <Paul.Lartonoix@ucf.edu>
> **Date:** February 20, 2016 at 8:24:56 AM EST
> **To:** Christina Tant <Christy.Tant@ucf.edu>
> **Cc:** Tracy Clark <Tracy.Clark@ucf.edu>, Mike Kilbride <Mike.Kilbride@ucf.edu>, Fred Kittinger <Fred.Kittinger@ucf.edu>
> **Subject: Re: Center for Emerging Media**
>
> Christy,
> We have been allocating $5M as a placeholder. We have been told by Bill Martin and Bill Z (cost estimator consultant) that we should expect more. We have been trying to keep it at $5M and will continue to do that. The $5-8M range has come from the idea that IF we renovate 50% of the space, we will be required to update (bring up to today's code) the rest of the building (even spaces we are not touching).
> We are having conversations about how to avoid that automatic trigger at 50% mark, or even on how to avoid hitting the 50% mark altogether.
>
> If that 50% is triggered and we are required (by the city or by our own UCF code) to live with the rule it will be more expensive.
> It is still our intention to stay at less than 50% renovation and avoid the extra cost.
>
> Paul Lartonoix
>
> On Feb 19, 2016, at 6:10 PM, Christina Tant <Christy.Tant@ucf.edu> wrote:

Hi Paul – Could you provide an estimate for the CEM renovation? I've heard a range of $5 - $8 million, but hoping you can give me a firmer estimate with major assumptions and such. Let me know if it would be easier to talk live.

Thank you,

Christy Tant, CPA
Senior Associate Controller, Finance & Accounting
<image001.gif>
University of Central Florida
Finance and Accounting
12424 Research Pkwy, Suite 300
Orlando, FL 32826-3249
christy.tant@ucf.edu
Phone 407.882.1029
Fax 407.882.1102

From: Tracy Clark
Sent: Sunday, September 16, 2018 10:21 AM
To: Tracy Clark
Subject: FW: Facilities Funding Plan
Attachments: Facilities funding plan.xlsx

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Tracy Clark
Sent: Friday, February 19, 2016 6:39 PM
To: Dale Whittaker <Dale.Whittaker@ucf.edu>; William Merck <William.Merck@ucf.edu>
Subject: Facilities Funding Plan

Bill and Dale,

Attached is a schedule Dale asked me to put together for the two of you to discuss with Dr. Hitt. I'm still confirming with Paul the cost of renovation of the FIEA building (John thought it was $5-$8 million), but I wanted to get your edits/input in the meantime. Look it over and let me know what you think.

Thanks.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

Facilities Funding Plan as of 2/20/16

Action Items in yellow

Source:	**Monthly Interest and Dividends on Aux and C&G cash balances**		
	FY14-15	4,217,977	confirmed
	FY15-16	5,506,195	confirmed thru Jan '16
	FY16-17 Jul-Nov	2,500,000	
	Realized Gaines on Equities	12,000,000	
	Total Funding	24,224,172	
Use:	**Interdisciplinary Building Phase I (IRIF)**	(24,000,000)	Est'd Completion July 2017

Source:	**Monthly Interest and Dividends on Aux and C&G cash balances**		
	FY16-17 Dec -Jun	3,500,000	
	FY17-18 thru FY20-21	24,000,000	
	Total Funding	27,500,000	
Use:	**New Research Facility (approx. 42,000 SF)**	(27,000,000)	Est'd Completion Nov 2017

Source:	**Auxiliary Cash balances:**		Need to approach areas to request contribution
	Academic Affairs - Division level	3,000,000	support confirmed
	Business Service operations	1,000,000	
	Finance & Accounting	500,000	support confirmed
	Concession Funds	500,000	support confirmed
	FIEA	500,000	
	Exec. Dev. Center	500,000	
	Computer Store & Telecom	3,000,000	
	3% increase in Aux Overhead (5 years)	11,000,000	Need communication of increase in Overhead required to support university growth
	Total Funding	20,000,000	
Use:	**Downtown Building**	(20,000,000)	Est'd Completion ????

Source:	**Central Carryforward**	8,000,000	
Use:	FIEA Renovation	(8,000,000)	Amount being confirmed with Paul

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Friday, March 11, 2016 2:23 PM
To: William Merck
Cc: Dale Whittaker
Subject: Re: Facilities Funding Plan

We have $5 million set aside right now.

Sent from my iPad

On Mar 11, 2016, at 10:12 AM, William Merck <William.Merck@ucf.edu> wrote:

> On the $8 million for CEM (FIEA) building, that may be what is desired, but I have never committed to trying to find funding beyond $4 million. If we stage the renovations over three fiscal years, which is, I think entirely possible, then any of these numbers get less difficult. (You notice I didn't say "easier.") Bill
> William F. Merck II
> Vice President
> Administration and Finance
> Chief Financial Officer
>
> **From:** Dale Whittaker
> **Sent:** Monday, February 22, 2016 3:46 PM
> **To:** William Merck <William.Merck@ucf.edu>; Tracy Clark <Tracy.Clark@ucf.edu>
> **Subject:** RE: Facilities Funding Plan
> agreed
>
> **From:** William Merck
> **Sent:** Saturday, February 20, 2016 5:58 AM
> **To:** Tracy Clark <Tracy.Clark@ucf.edu>
> **Cc:** Dale Whittaker <Dale.Whittaker@ucf.edu>
> **Subject:** Re: Facilities Funding Plan
> This plan will work. I would like for the three of us to spend some time with it early next week to see if we can come up with additional options to put into the funding mix. We may (or not) have ideas that allow us to mitigate the burden on some of the contributors on this list. Bill
>
> Sent from my iPhone
>
> On Feb 19, 2016, at 6:49 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:
>
> > Another thing I wanted to mention to the two of you – the salary negotiations with UFF have started. We do not have recurring funding budgeted for a salary increase for next year. Any salary increase that gets approved will have to come from new recurring state money – presumably performance funding. A 1% salary increase costs approximately $2.4 million - E&G only.
> >
> > Sent from my iPhone
> >
> > On Feb 19, 2016, at 6:45 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:
> >
> > > Before you present this to Dr. Hitt we should probably touch base with Joel. I may be overestimating his ability to contribute at such a high

level.

Sent from my iPhone

On Feb 19, 2016, at 6:39 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:

> Bill and Dale,
> Attached is a schedule Dale asked me to put together for the two of you to discuss with Dr. Hitt. I'm still confirming with Paul the cost of renovation of the FIEA building (John thought it was $5-$8 million), but I wanted to get your edits/input in the meantime. Look it over and let me know what you think.
> Thanks.
> Tracy Clark, CPA
> Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
> UCF Finance and Accounting
> 12424 Research Parkway, Ste 300
> Orlando, Florida 32826
> Phone: 407-882-1006
> Fax: 407-882-1102
> Tracy.Clark@ucf.edu
>
> <Facilities funding plan.xlsx>

From: Dania Suarez <Dania@ucf.edu>
Sent: Wednesday, March 23, 2016 12:20 PM
To: Tracy Clark
Cc: Debra Copertino
Subject: Capital Projects - "An initial discussion to determine a sequence of building priorities at the university"
Attachments: Capital Projects - Meeting with President Hitt - 32316.pdf

Hi Tracy,

Dale would like to discuss some follow-ups (to-do's) after today's meeting with Dr. Hitt. If you are around and can chat with him before 1:00 pm today, please give me a call at 3-2303.

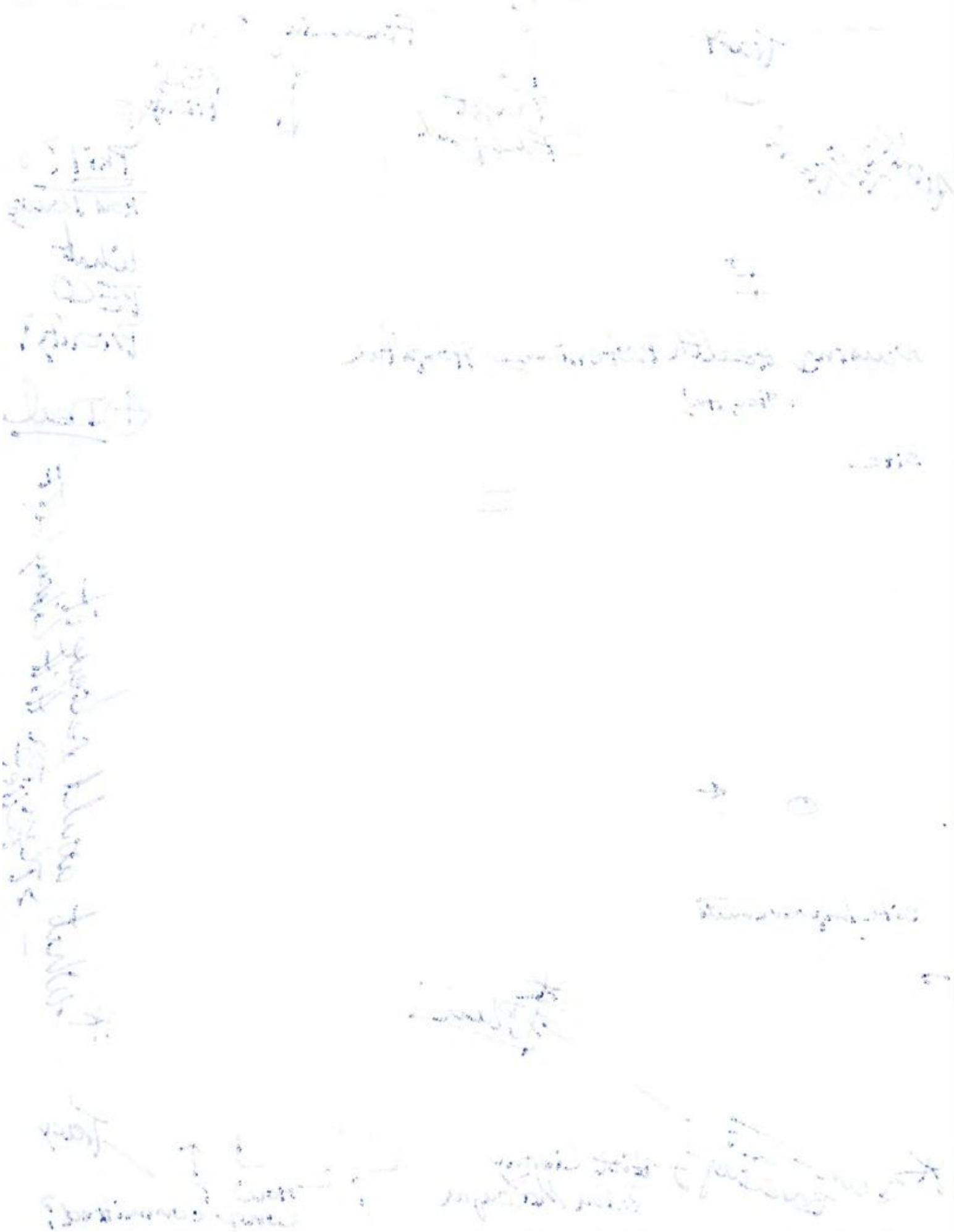
Otherwise, please check-in with us and we'll schedule some time for the two of you to chat – he said a phone call would be great.

Thanks!
Dania

Dania M. Suárez
Assistant Director of Administrative Services
and Assistant to the Provost and Executive Vice President
University of Central Florida
Office: 407.823.2303
dania@ucf.edu

Capital Projects
Current Funding Plan
Updated 3/22/16

	Estimated Project Cost	Funding to be Identified	Division/ Unit Resources	Central Funding Source: Interest & Other	Central Funding Source: Auxiliary	Central Funding Source: E&G
Academic/ Research Space						
ARA Small Research Building	$ 13,000,000	$ 13,000,000	$ -	$ -	$ -	$ -
Creol Building Phase II Build-Out	2,000,000	1,500,000	500,000	-	-	-
Archie Carr Turtle Research	5,000,000	5,000,000	-	-	-	-
Lab Renovation/ Repair - COS, BSBS	1,400,000	1,400,000	-	-	-	-
Lab Renovation/ Repair - CECS	1,500,000	575,000	925,000	-	-	-
TAF Research (polluted drains)	1,500,000	1,500,000	-	-	-	-
Osceola ICAMR	?	?	-	-	-	-
Millican Hall Renovation	?	?	-	-	-	-
Swing Space/ Modulars	?	?	-	-	-	-
UCF Downtown						
Academic Building Overrun	10,000,000	10,000,000	-	-	-	-
Tri-Gen Building	20,000,000	20,000,000	-	-	-	-
Fountain	200,000	200,000	-	-	-	-
Infrastructure	?	?	-	-	-	-
Moving Costs	?	?	-	-	-	-
Other Facilities						
Performing Arts Center	60,000,000	60,000,000	-	-	-	-
UCF Gateway (campus entryway)	6,500,000	6,500,000	-	-	-	-
Band Building Road & Utilities	1,500,000	1,500,000	-	-	-	-
Band Building Lighting	1,000,000	1,000,000	-	-	-	-
Classroom I Shelter	2,200,000	2,200,000	-	-	-	-
Twin Rivers Golf Course	2,000,000	2,000,000	-	-	-	-
Building Demolitions	?	?	-	-	-	-
Infrastructure, HVAC and Other						
OUC Buy-out for Lake Nona	15,000,000	15,000,000	-	-	-	-
Alafaya Pedestrian Safety Maintenance	4,000,000	4,000,000	-	-	-	-
Unfunded Projects	**$ 146,800,000**	**$ 145,375,000**	**$ 1,425,000**	**$ -**	**$ -**	**$ -**
Academic/ Research Space						
Trevor Colburn Building	$ 23,000,000	$ -	$ -	$ -	$ -	$ 23,000,000
Colburn Hall Renovation	15,000,000	-	-	-	-	15,000,000
Global UCF Building	17,200,000	-	600,000	10,000,000	4,800,000	1,800,000
Interdisciplinary Research Bldg - Phase I	32,000,000	-	3,000,000	26,000,000	-	3,000,000
Interdisciplinary Research Bldg - Phase II	17,000,000	-	-	17,000,000	-	-
Creol Lab - Phase I and II	6,000,000	-	4,000,000	-	-	2,000,000
Generator for Biology Building	1,000,000	-	-	-	-	1,000,000
UCF Downtown						
Academic Building	20,000,000	-	9,000,000	-	11,000,000	-
Garage	15,000,000	-	15,000,000	-	-	-
Center for Emerging Media Renovation	5,000,000	-	-	-	-	5,000,000
Other Facilities						
UCFAA Stadium/ Arena Video and Sound	7,500,000	-	7,500,000	-	-	-
UCFAA Indoor Fieldhouse	3,000,000	-	3,000,000	-	-	-
Band Building	2,500,000	-	2,200,000	-	-	300,000
US Tennis Association Complex	3,500,000	-	-	-	-	3,500,000
Infrastructure, HVAC and Other						
New Chiller	13,000,000	-	-	-	13,000,000	-
Venue HVAC Repair	2,800,000	-	800,000	-	1,000,000	1,000,000
Daytona HVAC Repair	776,250	-	-	-	-	776,250
Road improvements - North Orion	340,000	-	340,000	-	-	-
Funded Projects	**$ 184,616,250**	**$ -**	**$ 45,440,000**	**$ 53,000,000**	**$ 29,800,000**	**$ 56,376,250**



President Hitt
Mike Morsberger
William Mercks
11:00 - 12:00
President's office

Debra Copertino

From: Tracy Clark
Sent: Tuesday, March 22, 2016 6:07 PM
To: Dale Whittaker; William Merck
Cc: Debra Copertino; Dania Suarez; Angie Carloss; Christina Tant
Subject: Re: Capital Projects

One more thing - the "interest and other" means interest and investment gains and losses. Central "aux" includes the 3% increase in aux overhead among other amounts we are collecting centrally.

Sent from my iPad

On Mar 22, 2016, at 5:50 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:

> I meant to mention - I added a downtown "overrun" number of $10 million just as a place marker, in case $60 million is not enough.
>
> Sent from my iPad
>
> On Mar 22, 2016, at 4:58 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:
>
> > Dale and Bill
> >
> > We have put together a list of unfunded and funded capital projects for your meeting tomorrow with Dr. Hitt. We compiled it from information we had, information from John Pittman, and information we requested from Lee Kernek. If you have any questions or changes you'd like me to the schedule, please let me know.
> >
> > Sent from my iPad
> >
> > Begin forwarded message:
> >
> > > **From:** Christina Tant <Christy.Tant@ucf.edu>
> > > **Date:** March 22, 2016 at 4:54:21 PM EDT
> > > **To:** Tracy Clark <Tracy.Clark@ucf.edu>
> > > **Subject: Capital Projects**
> > >
> > > Tracy – Attached is the list of funded and unfunded capital projects, as of today.
> >
> > <Capital Projects_032216.pdf>

Lindsey La Chiana

From: William Self
Sent: Thursday, March 24, 2016 4:12 PM
To: Debra Copertino
Cc: Dania Suarez; Dale Whittaker
Subject: RE: Tracy Clark, Bill Self, and Dale Whittaker: Capital Projects - Follow-up

Hi Debbie,

Attached is my synopsis for Dale on what I remember from the meeting and looking at his and my notes. Hope it is intelligible....

Best,
Bill



Synopsis of meeting on capi...

From: Debra Copertino
Sent: Thursday, March 24, 2016 9:06 AM
To: William Self
Subject: RE: Tracy Clark, Bill Self, and Dale Whittaker: Capital Projects - Follow-up

Thank you Bill, please copy me when you send so I can have it ready for his meeting folder.

Debbie

-----Original Appointment-----
From: William Self
Sent: Thursday, March 24, 2016 8:55 AM
To: Debra Copertino
Subject: Declined: Tracy Clark, Bill Self, and Dale Whittaker: Capital Projects - Follow-up
When: Friday, March 25, 2016 9:30 AM-9:45 AM (UTC-05:00) Eastern Time (US & Canada).
Where: MH 338D (Please let me know if you will come in person or if you will call in)

I will be in a visit from UNLV on the EAB initiative so I will send Dale a synopsis instead

3(23

Synopsis of meeting on capital projects (Hitt, Whittaker, Merck, Morsberger, Schell, Self)

- Initial general discussion of what is on the list – and what the columns mean
- Suggestion from Hitt ("plate of h'orderves" for philanthropy and naming rights of some projects that fall outside of the larger items)
- Question about E&G column on academic space – not E&G money (from other sources)
- Some discussion of recent $400 million dollars 'bonded' in latest state budget – thus maybe the door is opening
- Discussion of having John C. Hitt library as one of the possible items to have Dan H. explore in the coming year for this 'bonding' or CITE bonding – probably find out from Kim McDougal
- Confirmation that the items on the lower half are projects that have been committed to build
- Discussion of generally the kinds of funds (central aux, investment gains/losses) that are being used to fund many of these projects based on good recent investments and existing aux accounts

Detailed discussions on (*definitely not in any given order – just as I remember them*)…

- The various plans to put a road in (ranging from gravel to a full blown road with updated utilities) for the band practice field; also the possibility of buying the band lights (not using police lights) or even building Musco light poles (expensive)
- Discussion of the possibility of buying/taking over the golf course (Twin Rivers) and the possible benefits to UCF Athletics, Hotel, retirement community etc. – 'community involvement'. Discussion of the current possible plans for the course to be developed – this is the likely reasoning the city of Oviedo wants to have UCF take it over (alongside HOA?). Various discussion of the golf course potential/costs. Also a suggestion from Dr. Hitt to be sure to have a good real estate lawyer carefully review the costs/repairs etc. on the course if we consider (and a suggested person – can't remember the name)
- Recognition that the Nursing bldg. and Teaching Hospital are not on the list on the top half; brief update on the Chicago firm that wants to build the building and 'rent' it to us – ongoing talks with Deb German, etc on this project
- Discussing the downtown electrical situation – OUC really wants to build and serve as utility, but long term benefit of building out our own utilities likely far outweighs this – maybe find out what they can do ("build a better mousetrap" let's see what they offer) – they likely want to be prominent in their own neighborhood
- Discussion of the Gateway and its relatively high cost – perhaps spreading that out over several years to diminish the impact on more pressing issues (lab space etc)
- Discussion of longer term (hope) that when PECO returns we need to have our ducks in a row on what we need – there will be lots of pent up demand for these dollars.

- A question (from Whittaker) on about how long the current list of projects will be dominating the funds from auxiliary and investment gains – answer from Merck about five years
- Discussion of what can be prioritized to go after from philanthropy (new column – in Dale's notes)

From: Rebeca Richards
Sent: Tuesday, November 22, 2016 9:43 AM
To: Budget office
Cc: Christina Tant
Subject: FW: 1620203 UCF Downtown
Attachments: Downtown CEM Renovation 11-14-2016.pdf

Importance: High

Budget Office,

Please process a temporary budget transfer for $5 million from the E&G carryfroward reserve to A&F's carryforward reserve contingency category, and from there to Facilities carryforward (02800703), construction category. This is to fund the renovation of the Center for Emerging Media (CEM) at UCF Downtown. Attach the PDF as support for the transfer.

Once the budget transfer is complete, move the funds from Facilities carryforward 02800703 to construction project 92010040. This will be an Acutals entry. Let me know if you have any questions.

Thank you,

Rebeca B. Richards
Assistant Controller | UCF Budget, Planning, & Administration

---

From: Lashanda Brown-Neal
Sent: Tuesday, November 22, 2016 9:22 AM
To: Rebeca Richards <Rebeca.Richards@ucf.edu>
Cc: Tammy Hintermeister <Tammy.Hintermeister@ucf.edu>; Cathy Hill <Cathy.Hill@ucf.edu>
Subject: RE: 1620203 UCF Downtown
Importance: High

Hi Rebeca,

No objection to transferring the budget to the below referenced department.

Per our discussion you will also be transferring the funds to the project as well.

Thanks,
LaShanda

From: Rebeca Richards
Sent: Monday, November 21, 2016 1:15 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Subject: FW: 1620203 UCF Downtown
Importance: High

Hi Lashanda,

Any objections to us transferring the budget to 02800703 and from there to the Project?

Thank you,

Rebeca B. Richards
Assistant Controller | UCF Budget, Planning, & Administration

---

From: Christina Tant
Sent: Friday, November 18, 2016 5:10 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>; Albert Francis <Bert.Francis.III@ucf.edu>
Cc: Tammy Hintermeister <Tammy.Hintermeister@ucf.edu>; Janice Williams <Janice.Williams@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Rebeca Richards <Rebeca.Richards@ucf.edu>
Subject: RE: 1620203 UCF Downtown

Hi LaShanda – We should be able to get the $5m for CEM over to you on Monday. I will need more time on the infrastructure funding.

Bert – go ahead and set up the CEM renovation with a budget of $5m and the downtown infrastructure with a budget of $295,533. Please send me the project numbers once established.

Thanks,
Christy

From: Lashanda Brown-Neal
Sent: Tuesday, November 15, 2016 3:06 PM
To: Christina Tant <Christy.Tant@ucf.edu>; Albert Francis <Bert.Francis.III@ucf.edu>
Cc: Tammy Hintermeister <Tammy.Hintermeister@ucf.edu>; Janice Williams <Janice.Williams@ucf.edu>
Subject: FW: 1620203 UCF Downtown

Hi Christy,

Facilities & Safety would like to request the funds to support the Center for Emerging Media (CEM) Renovation and the civil, infrastructure, landscape, and hardscape project related to UCF Downtown.

The total project cost for the CEM project is estimated to be around $5,000,000 (budget attached). Currently we need budget in the amount of $318,057 to encumber the A/E's contract for design services.

The total project cost for the civil, infrastructure, landscape, and hardscape project is estimated at $5,000,000 (budget sheet attached). Currently we need budget in the amount of $295,533 to encumber the A/E's contract for design services.

Bert,

Upon authorization of the budget, can you please create project numbers for the referenced:

UCF 578A-CEM Renovation
UCF 578B- Civil, Infrastructure, Landscape, & Hardscape

Thanks,
LaShanda

From: Gina Seabrook
Sent: Wednesday, November 02, 2016 1:31 PM
To: Allen Bottorff <Allen.Bottorff@ucf.edu>
Cc: Jeremy Williamson <Jeremy.Williamson@ucf.edu>; Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Subject: RE: 1620203 UCF Downtown

Last I heard we were waiting on the money to be put in the account. Check with Lashanda I copied her on this email. Gina

---

From: Allen Bottorff
Sent: Wednesday, November 02, 2016 12:11 PM
To: Gina Seabrook <Gina.Seabrook@ucf.edu>
Cc: Jeremy Williamson <Jeremy.Williamson@ucf.edu>
Subject: FW: 1620203 UCF Downtown

Good afternoon Gina. Hope this finds you doing exceedingly well!

I'm looking for the status of a PO)see below), can you point me to this or the right person to check with on this?

My thanks!

- Allen

E. Allen Bottorff, II – P.E., Ph.D.
Director, Downtown Campus Facilities
Facilities and Safety Department
Administration and Finance Division
University of Central Florida

3528 North Perseus Loop
Orlando, FL 32816-3631

Office: 407.823.3392
Cell: 772.370.4944
allen.bottorff@ucf.edu
ucf.edu

Please note: Florida has a very broad open records law (F.S. 119). Emails may be subject to public disclosure.

From: Dan Tarczynski [mailto:dtarczynski@schenkelshultz.com]
Sent: Wednesday, November 2, 2016 10:18
To: Allen Bottorff <Allen.Bottorff@ucf.edu>; Jeremy Williamson <Jeremy.Williamson@ucf.edu>
Subject: RE: 1620203 UCF Downtown

Gents
Just checking back to see if the PO has been approved for the CEM and infrastructure? Per our schedule we are planning on starting the CEM building forensics this week and will need an actual survey. I appreciate your assistance.

Take care,

Daniel Tarczynski, AIA, Partner / Design
SCHENKELSHULTZ

Office: 407.872.3322 | Cell 407.620.7625
SchenkelShultz.com | LinkedIn | Twitter | Facebook

From: Dan Tarczynski
Sent: Monday, October 31, 2016 10:42 AM
To: Allen Bottorff <Allen.Bottorff@ucf.edu>; Jeremy Williamson (Jeremy.Williamson@ucf.edu) <Jeremy.Williamson@ucf.edu>
Subject: FW: 1620203 UCF Downtown

Allen and Jeremy,
We have not received a PO for both the site infrastructure and the CEM building on downtown UCF, see email below. Our plan was to start the CEM building forensics this week. Can you assist on getting these two PO's processed?

Thanks

Daniel Tarczynski, AIA, Partner / Design
SCHENKELSHULTZ
Office: 407.872.3322 | Cell 407.620.7625
SchenkelShultz.com | LinkedIn | Twitter | Facebook

From: Janice Williams [mailto:Janice.Williams@ucf.edu]
Sent: Wednesday, October 26, 2016 9:12 AM
To: Elizabeth Chastain <echastain@schenkelshultz.com>
Cc: Gina Seabrook <Gina.Seabrook@ucf.edu>
Subject: RE: 1620203 UCF Downtown

You are welcome.

At this time, the only thing you can bill is for the Academic Building, as that is all that is encumbered on your PO ($3,554,853.93).

I have request and will forward a copy of signed PO.

Thanks.
Janice

From: Elizabeth Chastain [mailto:echastain@schenkelshultz.com]
Sent: Wednesday, October 26, 2016 8:59 AM
To: Janice Williams <Janice.Williams@ucf.edu>
Cc: Gina Seabrook <Gina.Seabrook@ucf.edu>
Subject: RE: 1620203 UCF Downtown

Thanks Janice,

So, we will submit (3) separate invoices?

Also, I have not received the PO.

Thanks,

Elizabeth Chastain, Associate | Project Billing Analyst
SCHENKELSHULTZ
Office: 407.872.3322 | Direct: 407.428.0372
SchenkelShultz.com | LinkedIn | Twitter | Facebook

From: Janice Williams [mailto:Janice.Williams@ucf.edu]
Sent: Wednesday, October 26, 2016 8:54 AM
To: Elizabeth Chastain <echastain@schenkelshultz.com>
Cc: Gina Seabrook <Gina.Seabrook@ucf.edu>
Subject: RE: 1620203 UCF Downtown

Elizabeth,

This isn't as complicated as you think.

The PO issued (N999598) is only for the Academic Building in the amount of $3,554,853.92. There will be new PO's issued (2) for each of the other two project phases – Infrastructure and CEM Building Renovation.

So the invoice you are setting up right now is strictly for Academic Building and can be set up just like you are accustomed to doing.

If you have further questions please don't hesitate to contact me.

Thanks.
Janice

From: Elizabeth Chastain [mailto:echastain@schenkelshultz.com]
Sent: Tuesday, October 25, 2016 4:51 PM
To: Janice Williams <Janice.Williams@ucf.edu>
Cc: Gina Seabrook <Gina.Seabrook@ucf.edu>
Subject: FW: 1620203 UCF Downtown

Hi Janice

Can you please help with this?

I am getting ready to set up the UCF Downtown project. Since this project is more complex than usual, I need your help.

Please let me know how you want the invoice to be set up.

For example:
How do you want the three sections (Academic Building, Site Infrastructure, and Building Renovation) spread out on the invoice?
Should the Additional Services be at the bottom, or immediately following the section to which they belong?

Thanks,

Elizabeth Chastain, Associate | Project Billing Analyst
SCHENKELSHULTZ

Office: 407.872.3322 | Direct: 407.428.0372
SchenkelShultz.com | LinkedIn | Twitter | Facebook

Draft Budget Without Square Footages UCF Downtown CEM Renovation

11/14/16

Go to fee curve tab to establish level of complexity

Estimated Cost Per Square Foot x Project Square Footage = Construction Contract

	Which Type of Project is This?	**Architect/Engineer & Construction Manager**	x
$	5,000,000	**Cost with Professionl Services**	**Design Builder**	
$	100,000	**Professional Management Service**		
$	4,900,000	**Total Project Cost**	**Comments:**	

$	3,920,000	Construction (Total Cost)		80.0%	$	3,649,000	Base Construction
				Range: 80-85%	$	-	Landscape and Irrigation
					$	3,649,000	Base Construction
				UCF	$	-	Utilities / Infrastructure @ 2.5%
					$	3,649,000	Construction Contract (Skanska)
				UCF	$	196,000	Construction Contingency @ 5%
					$	3,845,000	Construction Total
					$	75,000	Telecommunications Infrastructure (Direct Input)
					$	-	Art Work
					$	3,920,000	Construction
$	490,000	Planning (Total Cost)	**Gina Seabrook:** Incledes $17,600 - BIM Measured drawing	10.0%	$	318,057	A/E Fee — Check Fee Curve
					$	-	Landscape Design
				Range: 8-13%	$	29,192	CM Fee — Group C
					$	347,249	A/E & CM Fee — Repairs and Renovations
				UCF	$	6,900	Planning Contingency
					$	-	Surveys & Tests (Direct Input)
					$	50,000	Building Envelope Consultant (Direct Input)
				UCF	$	41,525	Permits
					$	24,500	Commissioning
					$	-	Digitizing Documents
				UCF	$	-	Threshold Inspection
				UCF	$	9,800	Fire Marshall
				UCF	$	2,189	Insurance Consultant
					$	482,163	Sub-Total
					$	7,837	Other Contingencies (Avoid Negatives)
					$	490,000	Planning
$	490,000	Furniture/Equipment (Total Cost)		10.0%	$	440,500	F and E
				Range: 2-12%	$	25,000	Network Electronics (Telecom Direct Input)
					$	-	OIR (Direct Input)
					$	24,500	Contingency (Moving) @ 5%
					$	-	Startup Costs (To be Determined)
					$	490,000	Furnishing and Equipment

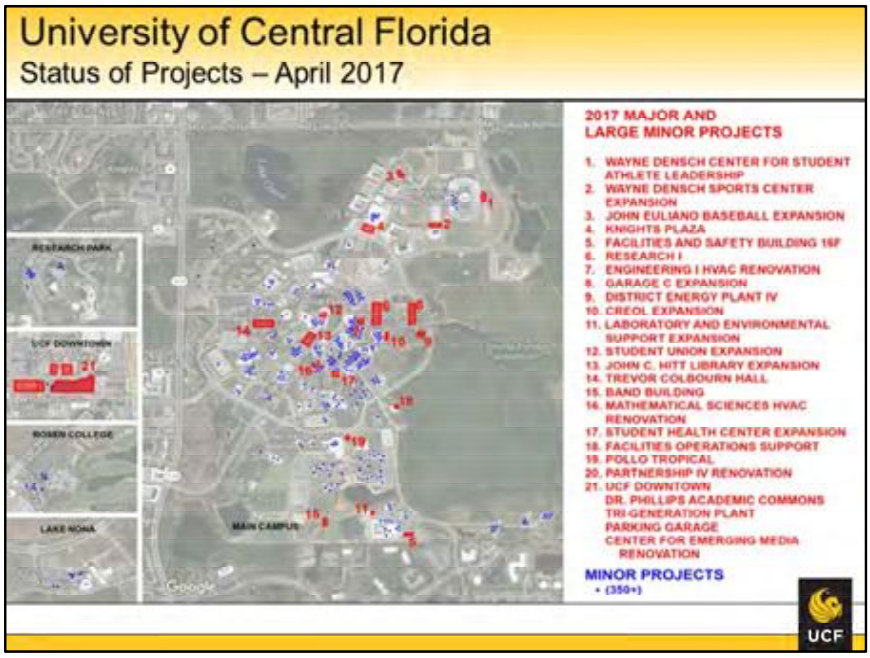
Unit Costs are established by the Florida Board of Governors based on current Engineering News Record Unit costs for the Central Florida Region. We have found these Unit Cost projections to be accurate.

$	3,649,000	Construction Contract
	0	Square Footage
	NA	Cost Per Square Foot

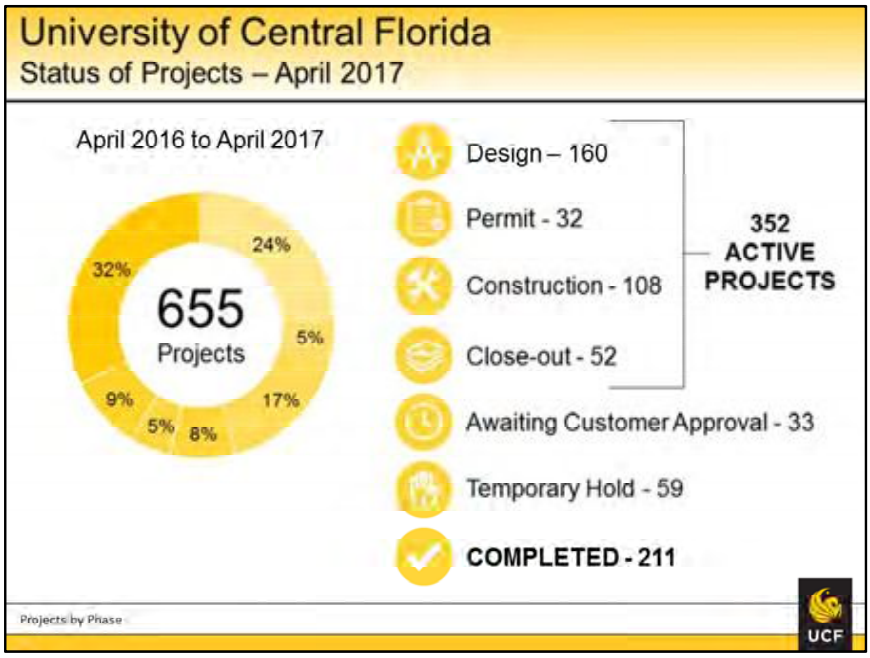
Go to fee curve tab to establish level of complexity 100.0%

Utilites Infrastructure includes - Progress Energy, Gas, Sanitary Sewer, Potable Water , Fire Line, Irrigations Mains (site outside building)

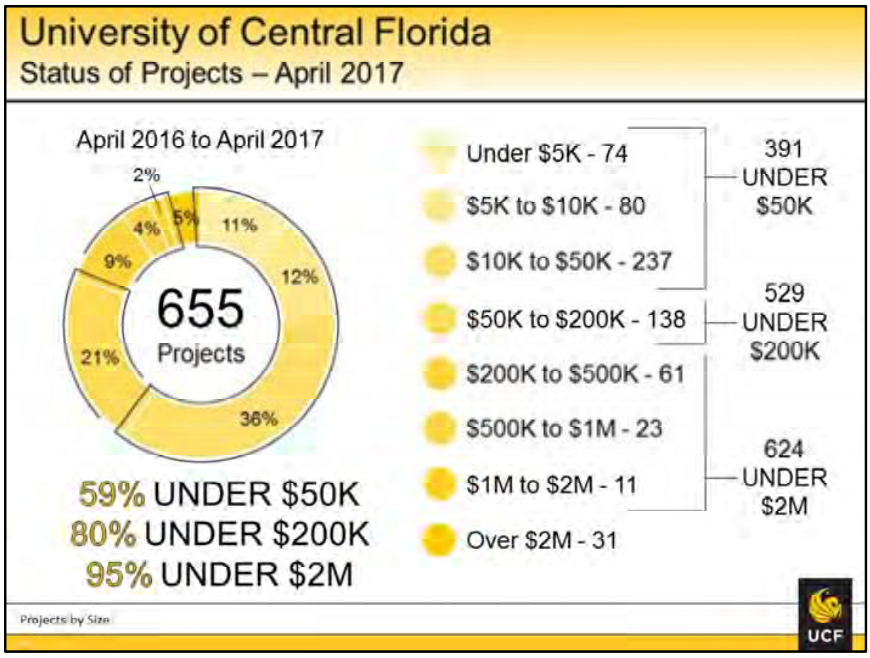

University of Central Florida
Status of Projects – April 2017
UCF Status of Projects Update
April 2017
Facilities Planning and Construction
UCF



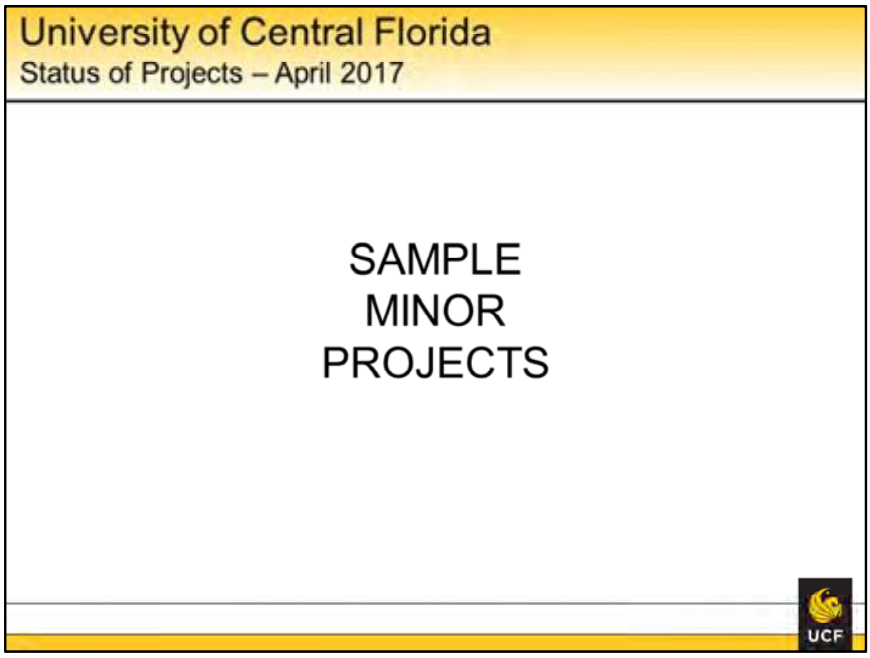
- Red projects indicate major and large minor projects
- Blue projects indicate small projects
- We are working all over the campus – almost every building has a project of some sort going on

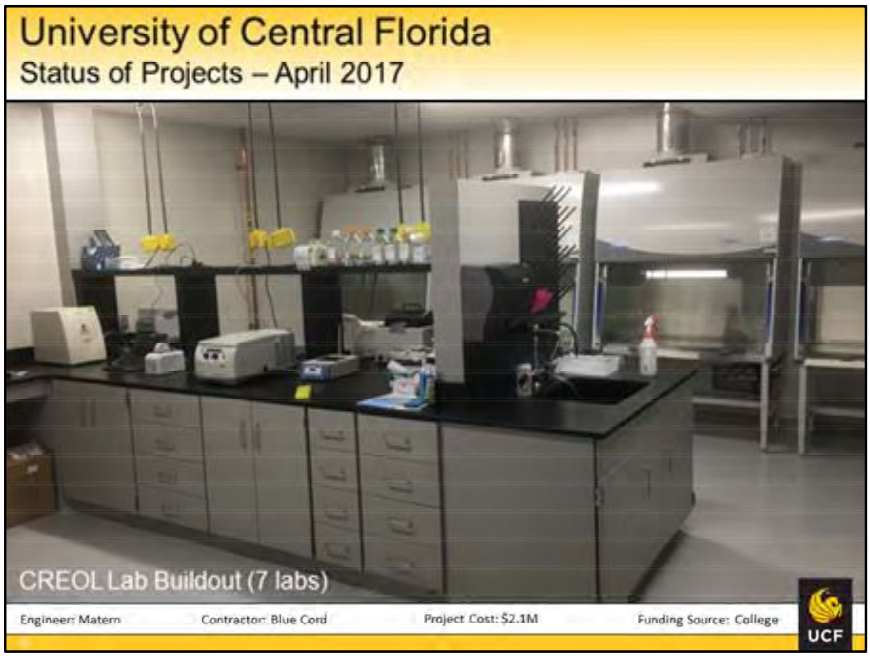


- Discuss total project count
- Discuss phases of design/construction/hold/completed
- Discuss active projects



- Discuss projects by cost
- Almost 60% under $50K
- 80% under $200K
- 95% under $2M


University of Central Florida
Status of Projects – April 2017
SAMPLE
MINOR
PROJECTS
UCF



RESEARCH – CREOL Lab Buildout

- Seven labs and support spaces
- Substantially complete (in-use)



RESEARCH

- $3K outlet and ventilation – small project
- Liquid Nitrogen Tank and Piping - medium project
- Important for equipment use and research success



INTERIOR

- Large interior renovation
- Drywall, power, paint, carpet, handrails
- Modern image for Business Administration



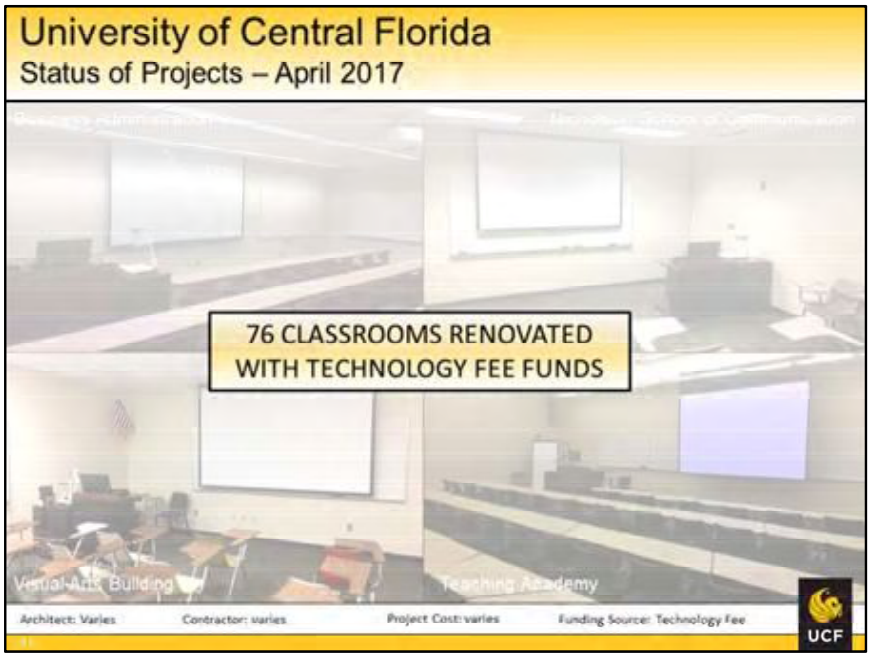
INTERIOR

- Many small projects
- Critical for faculty, staff, and student success



PARTNERSHIP

- Siemens Digital Grid Lab
- Classroom to Computer Lab conversion



TECHNOLOGY FEE

- 76 projects in 17 different buildings
- Another 46 projects planned for summer 2017



ATHLETICS

- Temporary HVAC to the practice field
- Supports football practice program



ATHLETICS

* New flooring, nutrition station, finishes



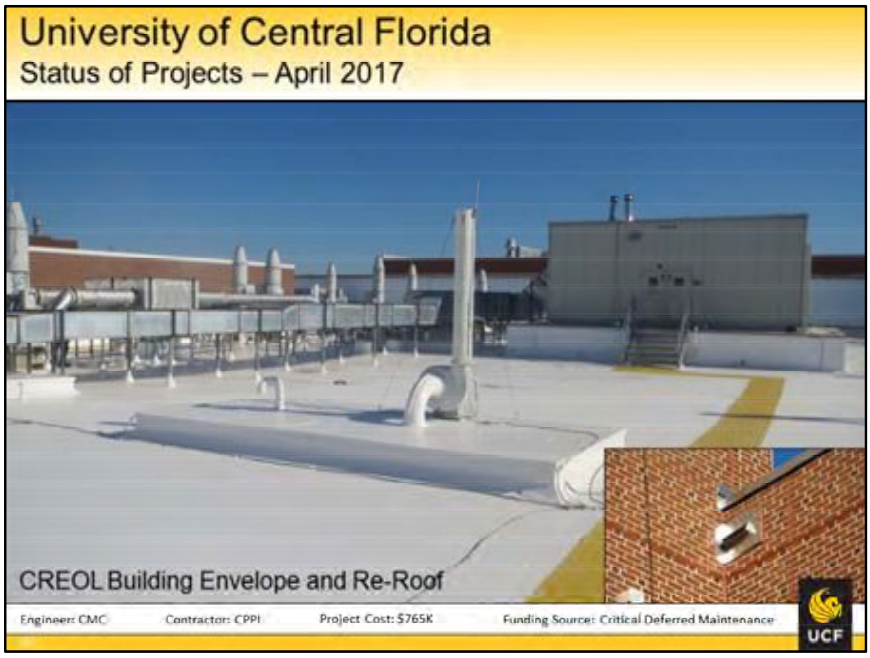
RECREATION & WELLNESS

- Three new recreation fields
- Supports student recreation and intramurals



CAMPUS WIDE PROJECTS

- Building signs for wayfinding
- Only vehicular directional remain



DEFERRED MAINTENANCE

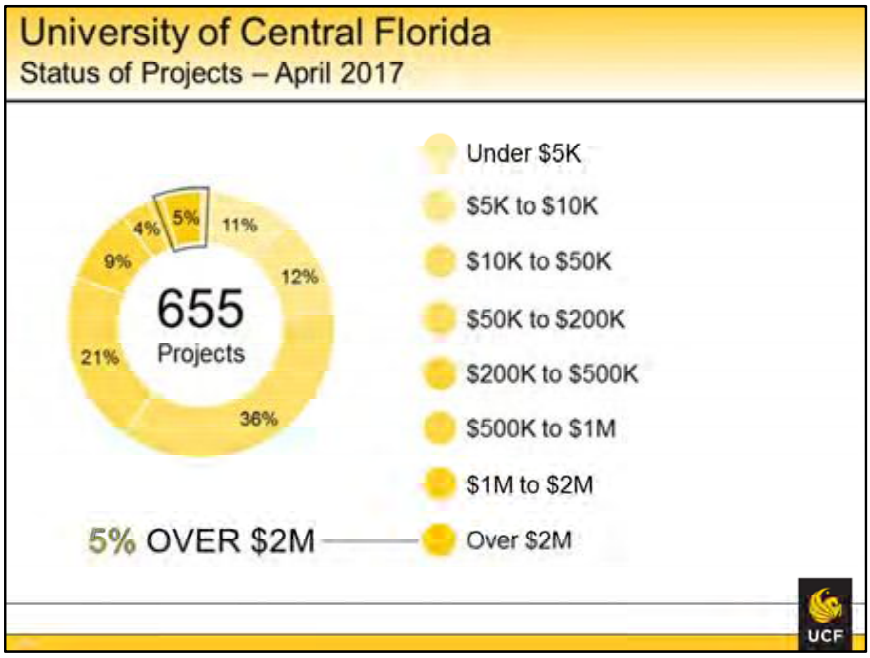
* Roof replacements, building envelope repair
* One of 14 roof projects that we worked on over the last year



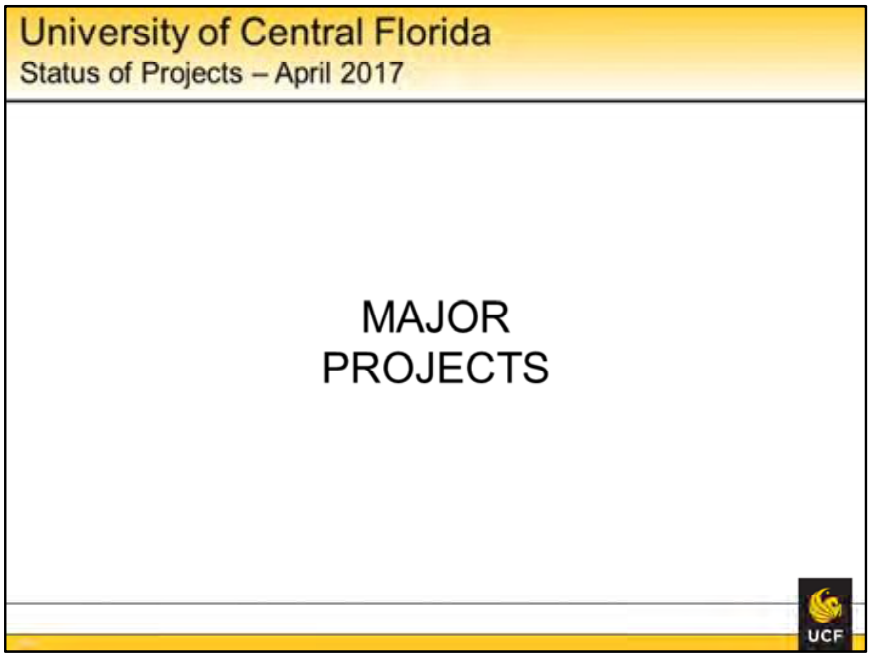
DEFERRED MAINTENANCE

- Pump replacements
- Generator replacements and additions
- Air handler replacements
- Building control systems

PROJECTS SHOWN REPRESENT 3% OF THE MINOR PROJECTS THAT WE WORK ON IN A GIVEN YEAR

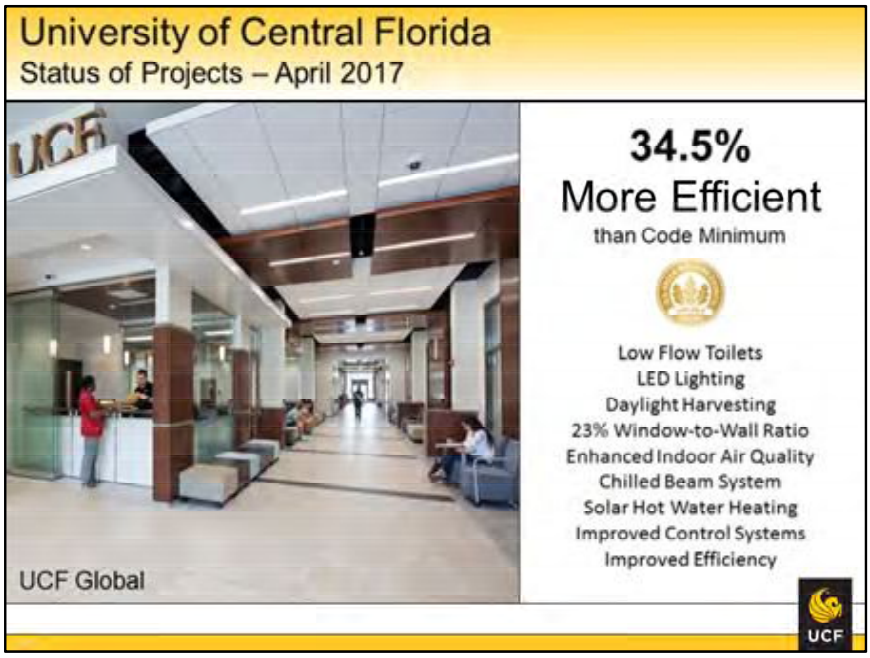


The rest – 5% projects over $2M


University of Central Florida
Status of Projects – April 2017
MAJOR
PROJECTS
UCF



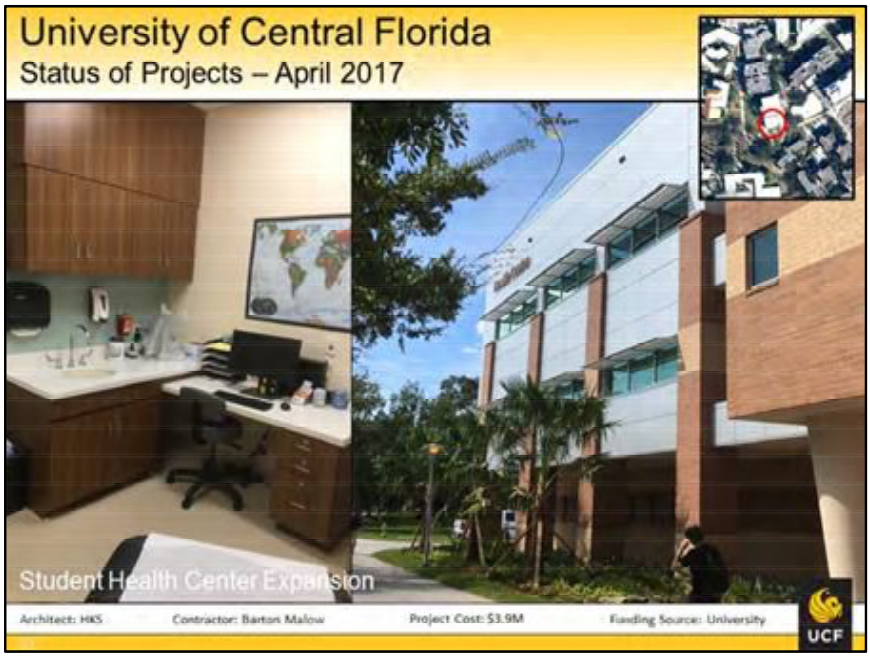
- Project occupied since March 2016
- Florida Educational Facilities Planners Association – Outstanding Design Award
- United States Green Building Council – LEED New Construction Project of the Year
- Orange County – Sustainable Project of the Year



- LEED Gold
- 34.5% more efficient than a code minimum building!
- Best performing building on campus
- Systems have an up-front cost, but result in long-term savings to the university, as well as occupant benefits



- Expansion to offset loss of parking by UCF Global and Research I
- Adds 600 cars to Garage C
- Completed in August 2016 for the Fall 2016 school year



- 2 story, 10,400 sf addition over existing functional pharmacy
- State of the art programs serving student needs related to international health, travel medicine, and immunizations
- Includes space for psychiatry, substance abuse counseling, biofeedback, and dieticians
- Building expansion includes:
    - Reception, 15 patient rooms, 15 provider offices, records rooms, conference room, marketing suite, storage
    - Upgraded building HVAC controls



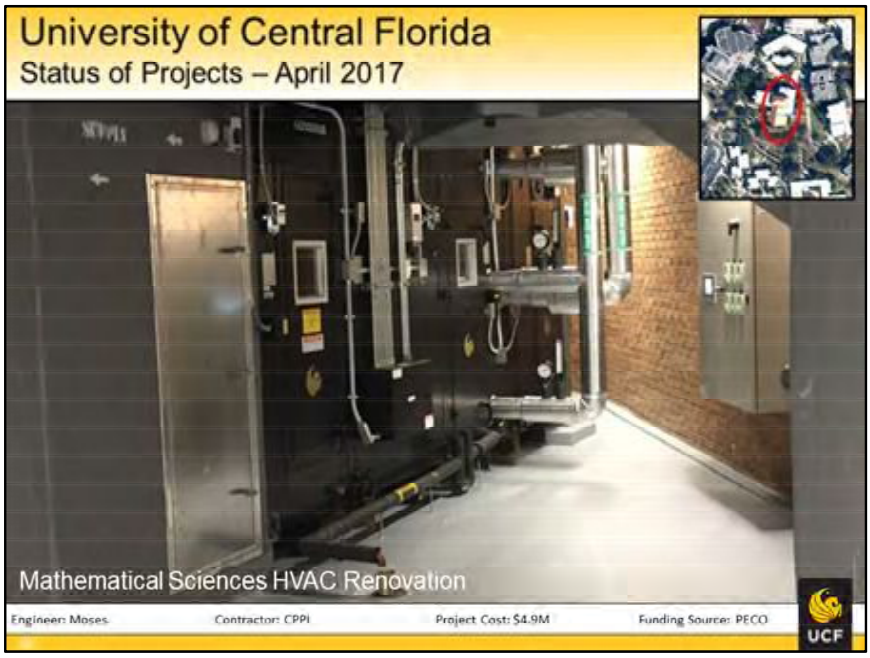
BHNS LED scoreboard

- 114 feet wide x 36 feet tall
- Enhanced audio
- Completed for 2016 football season
- Working on LED ribbon board and camera platform for 2017 football season

CFE Arena Scoreboard

- Video board, ribbon board, courtside boards, and new controls equipment
- Completed for 2016 basketball season


University of Central Florida
Status of Projects – April 2017
Knights Plaza Renovation
Architect: TLC and Morris Contractor: Barton Malow and Wharton Smith Project Cost: $3.9M Funding Source: University and DSO
UCF



- First PECO project
- Three of four air handlers replaced over winter 2016 break
- Project had remaining funds, so fourth air handler replaced over winter 2017 break
- Commissioning is being finalized



- Stand alone foodservice facility to house Pollo Tropical and Café Buscelo
- Provides a foodservice venue in an area of campus near housing with little food options
- Thousands of student foot traffic per day going from housing to main campus and recreation area
- Project open



- 4,000 gsf interior, 7,200 gsf covered exterior
- Provides shelter from the elements, instrument storage, restrooms, and a covered practice area



* 99,000 gsf building (63,000 gsf phase 1, 36,000 gsf phase 2)

- 30 research/incubator labs, 20 materials characterization rooms, conference rooms, offices, ancillary spaces
- Programs include:
    - Materials Characterization Facility
    - NanoSciences Technology Center
    - Sustainable Coastal Systems Cluster
    - Energy Converstion and Propulsion Cluster
    - Resiliant, Intelligent, and Sustainable Energy Systems (RISES) Cluster
    - Cybersecurity and Privacy Cluster
    - Human Augmentation Cluster



- Occupants decided mid-construction, so re-design is occurring mid-construction
- Targeting December 2017 completion

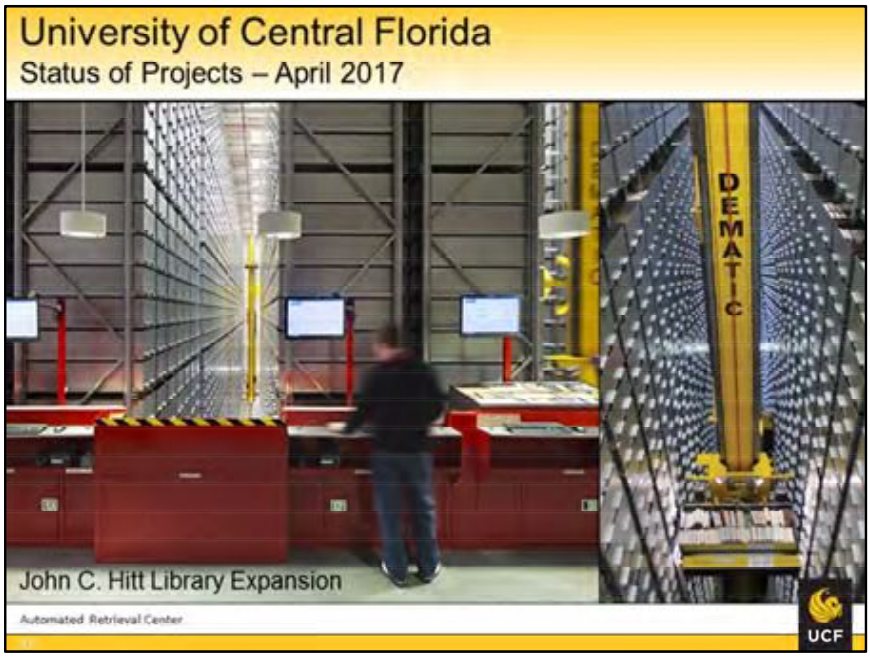


Phase 1A – stand alone ARC building

- Automatic Retrieval Center (3 aisles of robot)
- Sprinklering existing building
- ADA restroom upgrades to existing building
- Exit stair handrail replacement at existing building
- 7,500 sf renovation of existing library fifth floor for a new study area

Phase 1B – Connector building

- Connects ARC back to main library
- Provides new entrance to the north side of the library facing the Student Union
- Finishes fourth floor reading room over ARC
- Upgrades electrical service to building



ARC Statistics

- Accommodates 2.25M volumes of material
- Request for materials from any device with internet access
- Automatic crane locates materials and delivers to pick-up station
- 5-10 minutes for entire process



- Phase 1A – complete December 2017
- Phase 1B – complete Fall 2019
- Subsequent floors to be renovated one at a time, as CITF funds become available



- Adds additional warehouse capacity for surplus & storage
- Hard drive shredder
- Postal pack & ship in support of surplus program
- Revenue generation – roughly $250K in sales annually
- Under construction, anticipated completion August 2017



- Adds additional chilled water capacity for future growth and redundancy on the campus
- Adds 2 chillers, with room for expansion for 2 additional chillers
- Project is visible from Gemini road, so must be visibly pleasing
- Construction has started!
- Completion December 2017



- Replace Air Handlers
- Life Safety Upgrades
- Upgrade Electrical System
- GMP Approved, phased construction to align with building availability



- 135,000 gsf new construction
- Houses current Occupants of Colbourn Hall
    - English
    - Writing & Rhetoric
    - History
    - Modern Languages
    - Texts and Technology
    - Judaic Studies
    - College of Arts and Humanities Advising Office
    - University Writing Center
    - Center for Humanities and Digital Research
    - Graduate Student Center
    - 7 classrooms
    - Conference rooms, ancillary space
- Additional Programs
    - Student Development and Enrollment Services
- Construction Anticipated to Start May 2017
- Completion Fall 2018



- 8,200 gsf addition
- New labs, offices, and shell auditorium
- Bidding – May 2017
- Construction Start August 2017
- Construction Complete September 2018
- Construction Complete



- Expanded and consolidated offices for Athletics staff
- Support spaces for Athletics programs
- Initial design – shell construction only - $2M
- Advertisement under review for Architect/Engineer on the interior build-out
- Two associated projects for utility relocation work and chilled water line extension to support this project and future growth of this part of campus
- Shell construction complete December 2018



- 100 shaded seats
- 300 seat club with air-conditioned lounge
- Expanded concessions
- Distributed sounds system
- Press box renovation
- Children's activity area behind third-base line



- Renovation of the UCF Football Recruiting Lounge
- Adds kitchens, serving stations, and restrooms
- Currently in design
- Targeting Spring 2018 completion



Building expansion

- Adds 700 dining seats
- Five new foodservice concepts
- Back of house kitchen and dishwasher upgrades
- Fourth floor – student government space

Multi-phased project – food court renovation to start May 2017, followed by the full building expansion



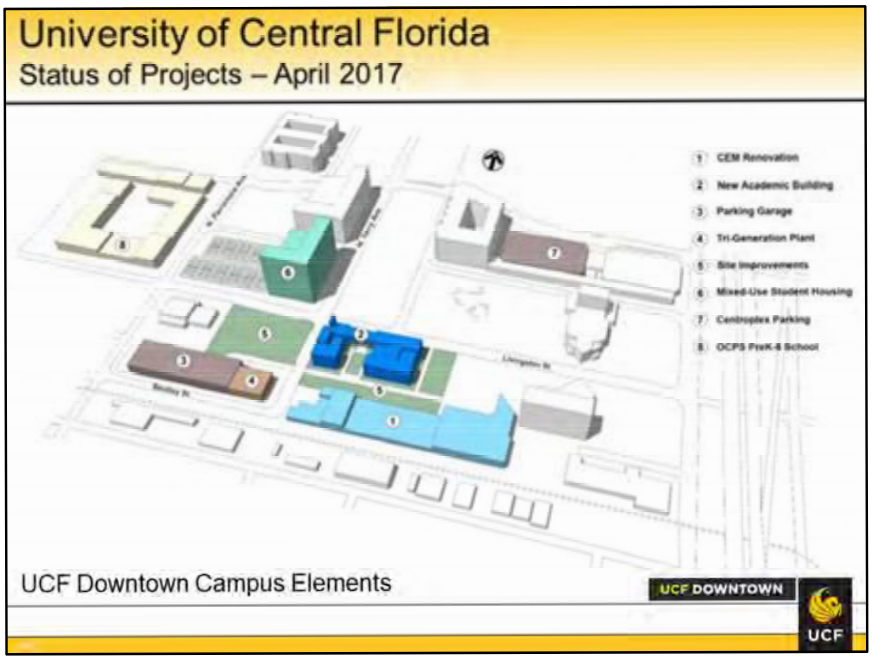
Partnership project

- Primarily military tenants – PEO STRI
- Schematic Design in progress – concept plan changes and furniture layouts are under review
- Several parts and pieces of the project, including the purchase of a second building, which affect the Partnership IV scope

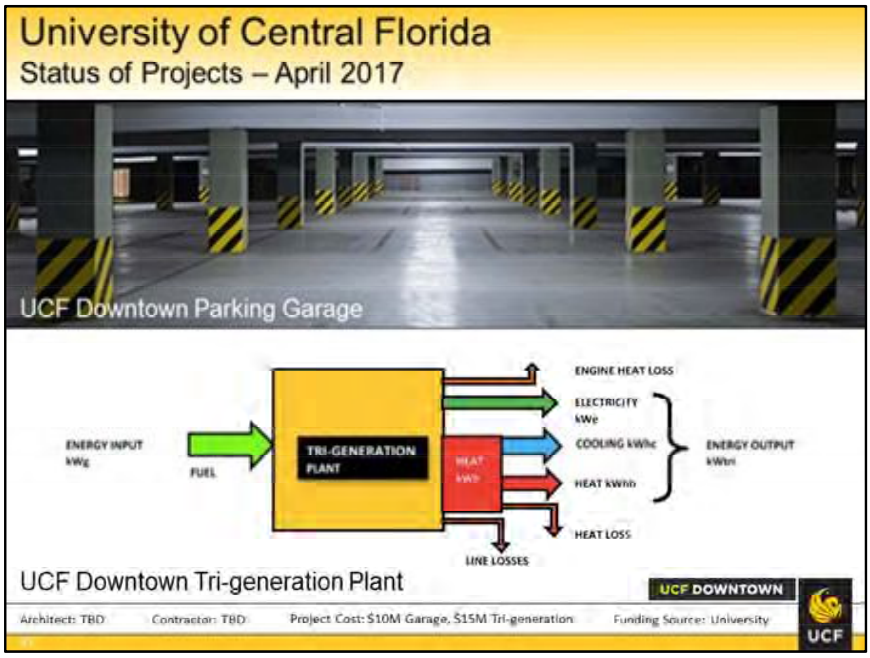


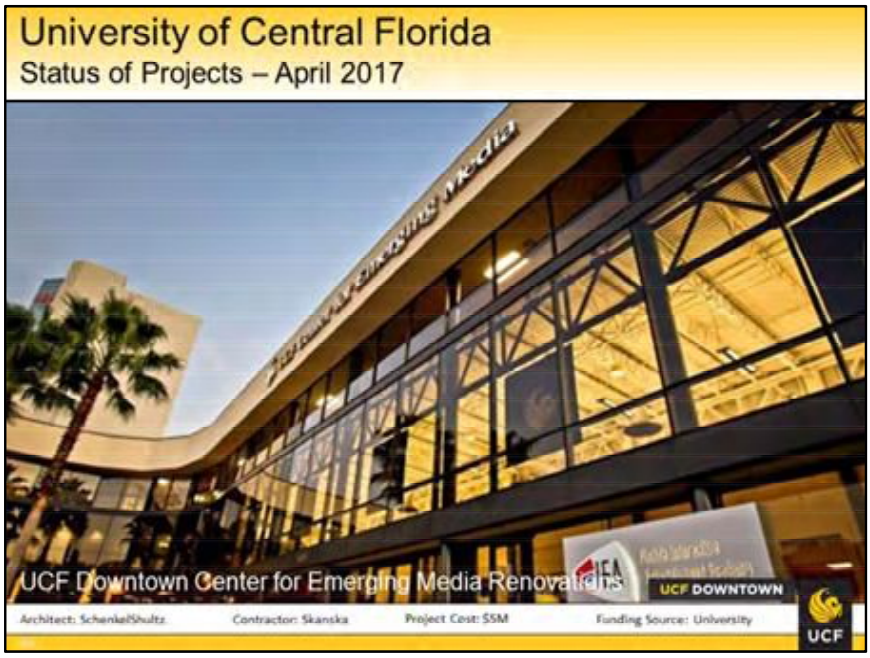
Boutique hotel and conference center

- Enhancement to existing academic facilities
- Desirable service component to the campus
- Designed, constructed, and operated by a private developer
- Permit drawings were received in 2016
- After a hold-period, the project appears to be re-energizing and KUD hopes to discuss groundbreaking in the near future


University of Central Florida
Status of Projects – April 2017
1 CEM Renovation
2 New Academic Building
3 Parking Garage
4 Tri-Generation Plant
5 Site Improvements
6 Mixed-Use Student Housing
7 Centroplex Parking
8 OCPS PreK-8 School
UCF Downtown Campus Elements
UCF DOWNTOWN
UCF

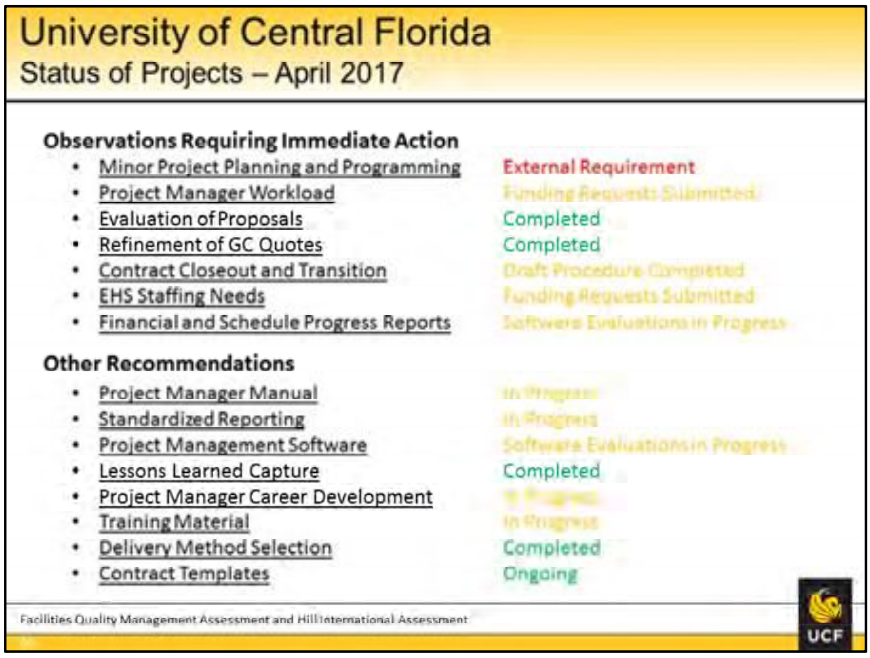

University of Central Florida
Status of Projects – April 2017
Dr. Phillips Academic Commons
UCF DOWNTOWN
Architect: SchenkelShultz and RAMSA Contractor: Skanska Project Cost: $60M Funding Source: University, PECO, and Donor
UCF


University of Central Florida
Status of Projects – April 2017
UCF Downtown Parking Garage
ENERGY INPUT
kWg
FUEL
TRI-GENERATION PLANT
HEAT
kWh
ENGINE HEAT LOSS
ELECTRICITY
kWe
COOLING kWhc
HEAT kWhh
HEAT LOSS
LINE LOSSES
ENERGY OUTPUT
kWm
UCF Downtown Tri-generation Plant
UCF DOWNTOWN
Architect: TBD
Contractor: TBD
Project Cost: $10M Garage, $15M Tri-generation
Funding Source: University
UCF

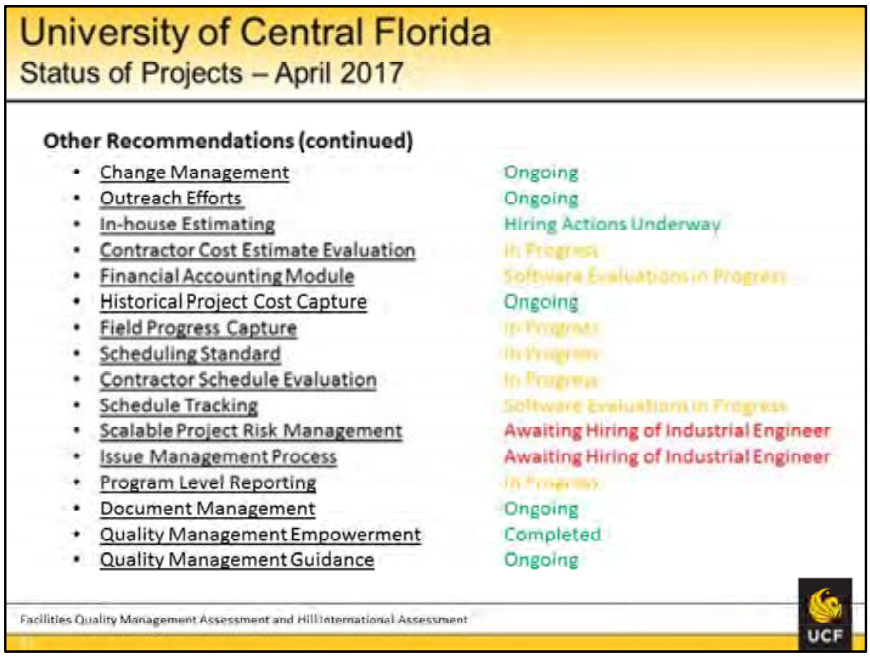

University of Central Florida
Status of Projects – April 2017
UCF Downtown Center for Emerging Media Renovations
UCF DOWNTOWN
Architect: SchenkelShultz
Contractor: Skanska
Project Cost: $5M
Funding Source: University
UCF



- Internal Assessment by Facilities & Safety's Quality Management and Improvement
- External Assessment by Hill International
    - Identification of gaps and risks with leading industry and peer institution practices
    - Development of organizational and process improvement recommendations
    - Prioritization of recommendations based on resources required for implementation, and impact
    - Development of a high-level plan to implement the improvement recommendations



- Observations Requiring Immediate Action
- Other Recommendations



- Other Recommendations


University of Central Florida
Status of Projects – April 2017
UCF Status of Projects Update
April 2017
Facilities Planning and Construction
UCF



Since starting construction in January 1967, UCF has grown to 163 buildings on the main campus. There is currently $159M of projects under design and construction (major $125M and minor $34M projects), not counting the forthcoming UCF downtown campus projects.

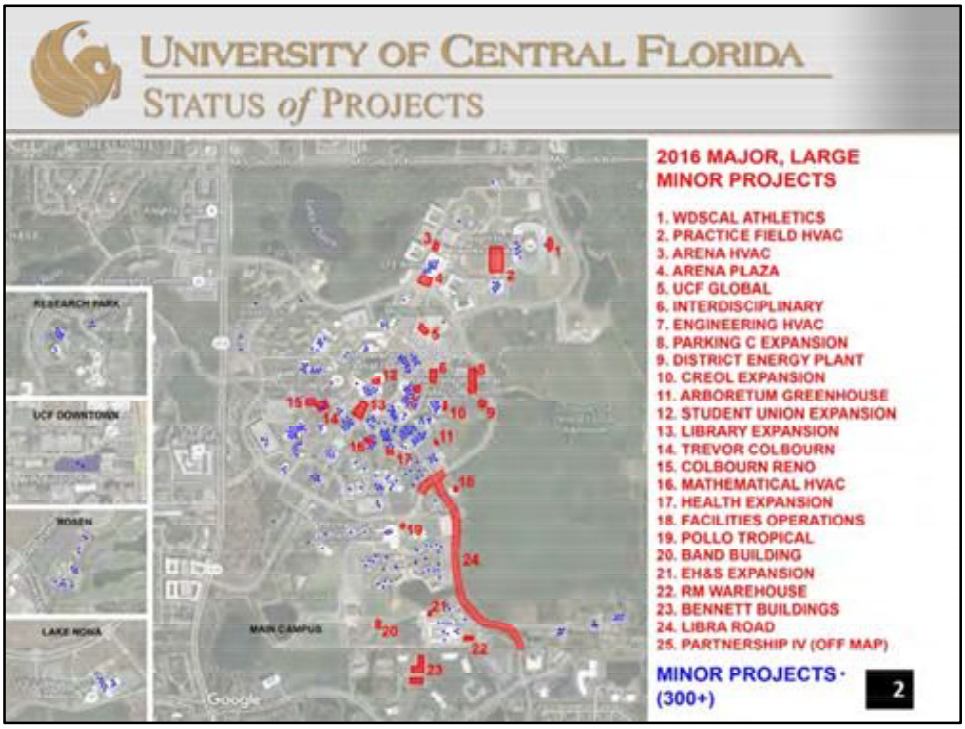
Today's presentation starts with a big picture overview of our campus projects, briefly discusses our minor projects and deferred maintenance, and then moves to major projects. Major projects shown generally follows the order of completion, starting with projects completed since the last update, which was in April, 2015; then projects currently under construction, projects currently in design, and finally projects still in the concept phase. While I'm only going to cover some key projects, the current numbers are:

17 Major Projects (Student Health Center Addition, Global UCF, Parking Deck C expansion, Interdisciplinary, Trevor Colbourn Hall, Colbourn Hall Renovation, Wayne Densch Center for Student Athlete Leadership, Library Expansion, District Energy Plant IV, Mathematical Sciences HVAC, Engineering 1 HVAC, Libra Road, Bennett Buildings, Partnership 4, Student Union Expansion, CREOL Addition, UCF Downtown)

370 Minor Projects (construction value of $2M or less)

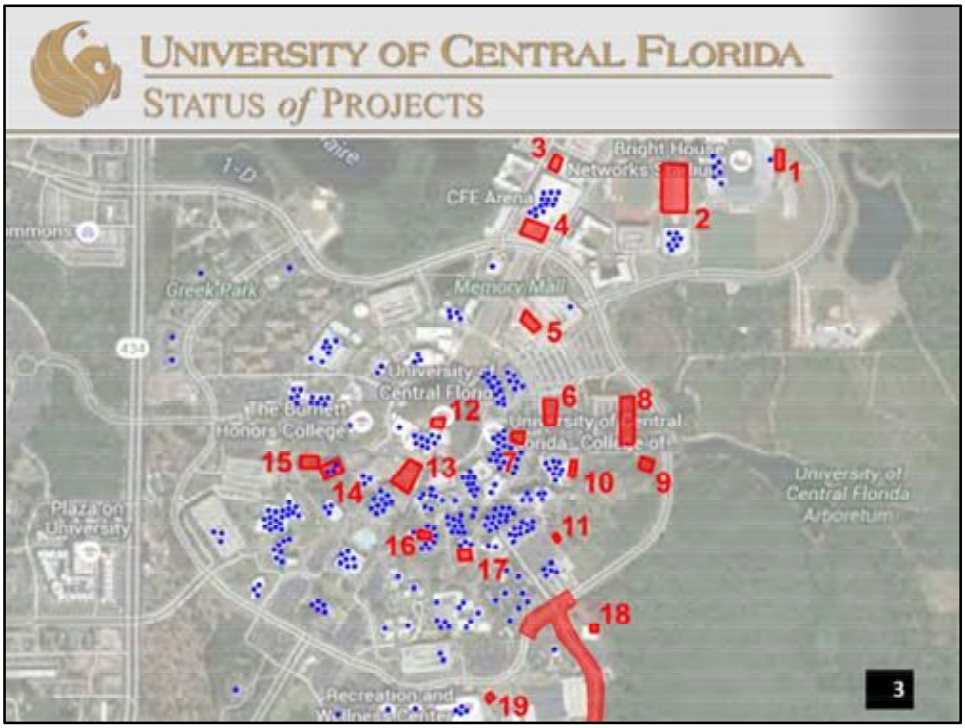
Totals:

- 60 in closeout
- 80 in construction
- 230 in design/permitting



While Major Projects make up the majority of the cost of our projects ($125M under design and construction, not counting UCF Downtown), Minor Projects ($34M) make up the majority of our workload.

- We currently have 370 Minor Projects and 16 Major Projects – Minors make up 96% of our project count
- These projects are managed by a staff of 11 Project Managers, 3 Assistant/Associate Directors, and support staff
- Project Managers have an average of 35 projects each
- The map above illustrates in blue the quantity of minor projects



Enlarged to show help visualize the volume of projects just on the main campus under our management.



Examples of large minor projects



Examples of medium size minor projects



Examples of small minor projects

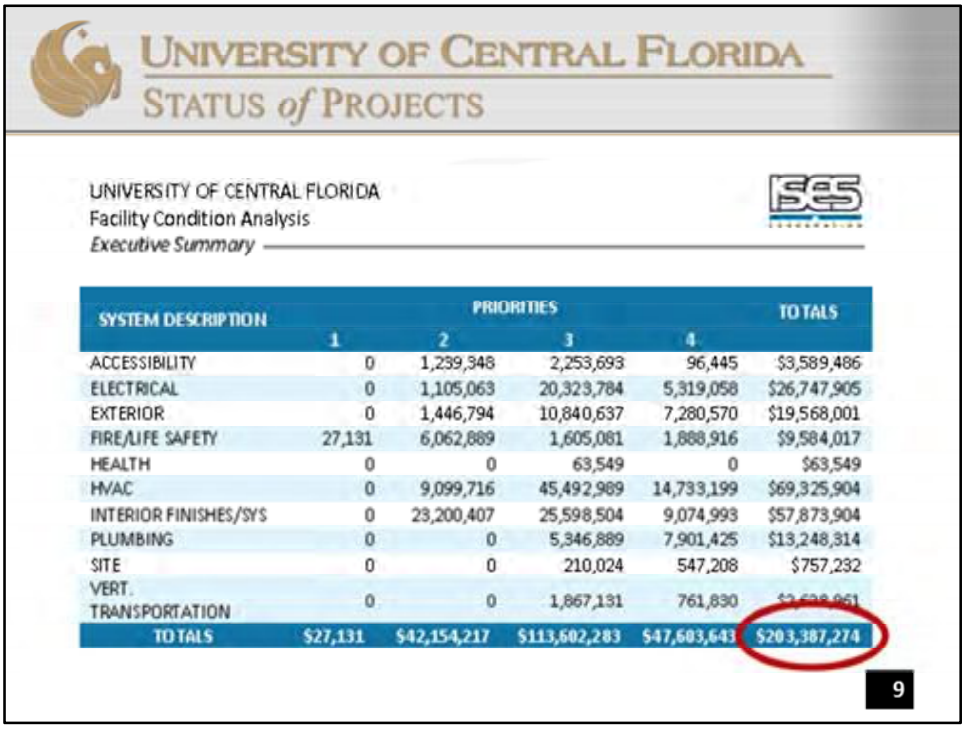


Small projects under $50K make up 50% of our project workload, by project count



Top Left – Building 5: Chemistry - Soffit deteriorated and fell.
Top Right – Building 20: Biomedical Sciences - Unfinished concrete entrance needs to be waterproofed.
Bottom Left - Building 21: Education Complex - Penthouse for HVAC equipment deteriorated and needs renovation.
Bottom Right - Building 40: Engineering I - Skylight inaccessible and cause of water intrusion. Needs to be removed or replaced with reliable system.

Hidden (sent to back) - Building 4: Stormwater Research - Decommissioned Waste Water Plant used for Storm Water research. Building should be demolished. Too expensive to renovate.



UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS

UNIVERSITY OF CENTRAL FLORIDA
Facility Condition Analysis
Executive Summary

SYSTEM DESCRIPTION	PRIORITIES 1	2	3	4	TOTALS
ACCESSIBILITY	0	1,239,348	2,253,693	96,445	$3,589,486
ELECTRICAL	0	1,105,063	20,323,784	5,319,058	$26,747,905
EXTERIOR	0	1,446,794	10,840,637	7,280,570	$19,568,001
FIRE/LIFE SAFETY	27,131	6,062,889	1,605,081	1,888,916	$9,584,017
HEALTH	0	0	63,549	0	$63,549
HVAC	0	9,099,716	45,492,989	14,733,199	$69,325,904
INTERIOR FINISHES/SYS	0	23,200,407	25,598,504	9,074,993	$57,873,904
PLUMBING	0	0	5,346,889	7,901,425	$13,248,314
SITE	0	0	210,024	547,208	$757,232
VERT. TRANSPORTATION	0	0	1,867,131	761,830	$2,628,961
TOTALS	$27,131	$42,154,217	$113,602,283	$47,603,643	$203,387,274

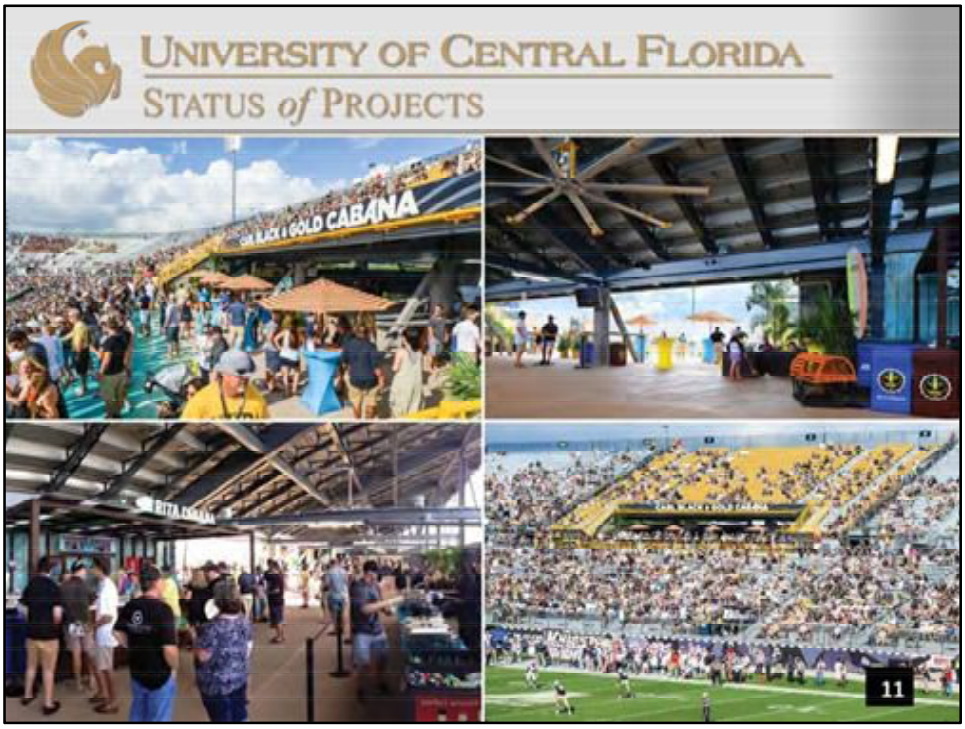
9

- 2012 ISES reports concluded that UCF had over $200M of deferred maintenance needs
- This amount was bought down to approx. $146M, using Carry Forward funds, but grows annually as our campus continues to age
- The state is not adequately funding deferred maintenance, so we must be creative in how we prioritize and solve these needs
- The University should continue to invest in its older buildings to avoid catastrophic problems and optimize the lifespan of our facilities.

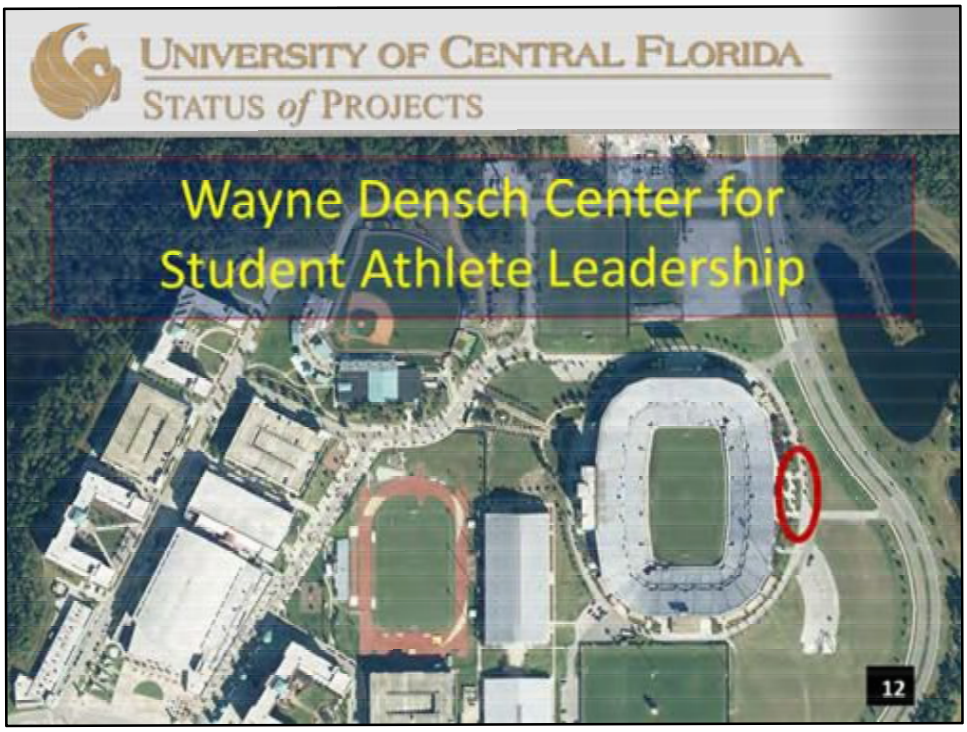


This project is located on the east side of the existing Bright House Networks Stadium.

Architect: KZF
Contractor: Wharton Smith
Project Cost: $2M
Funding Source: Convocation Corporation



- Aesthetic improvements to the stadium, improvements to the fan experience!
- National brand recognition for incorporating this type of space into a stadium.
- Last year 75% of seats sold – athletics is on track to improve this for upcoming season.
- Named sponsorship, improves university revenue!



Located east of Brighthouse Networks Stadium

Architect: KZF
Contractor: Wharton Smith
Project Cost: $6M
Funding Source: Donor funding



22,000 **GSF**

Description:

- Provides new front door to the east side of the stadium
- Designed to accommodate future growth of stadium stands
- Modernizes athletic facilities, which will assist in recruitment for both student athletes and athletic staff
- Offices, tutoring rooms, computer labs, student services, study areas, career counseling space, conference rooms, and multipurpose rooms for student athletes



Status: Construction Complete, project in close-out
LEED: Tracking Silver

UCF Football set a program record with an Academic Progress Rate (APR) of 983 for multiple years, which ranks 11th among Football Bowl Subdivisions (FBS) institutions
Highest mark In the American Athletic Conference since the conference's existence.

This building will further support the academic success of our student athletes.



Located in Research Park, south of Facilities & Safety Complex

Architect: ACI
Contractor: Wharton Smith
Project Cost: $6,000,000
Funding Source: University-funded – C&G



10,000 **GSF**

Description:

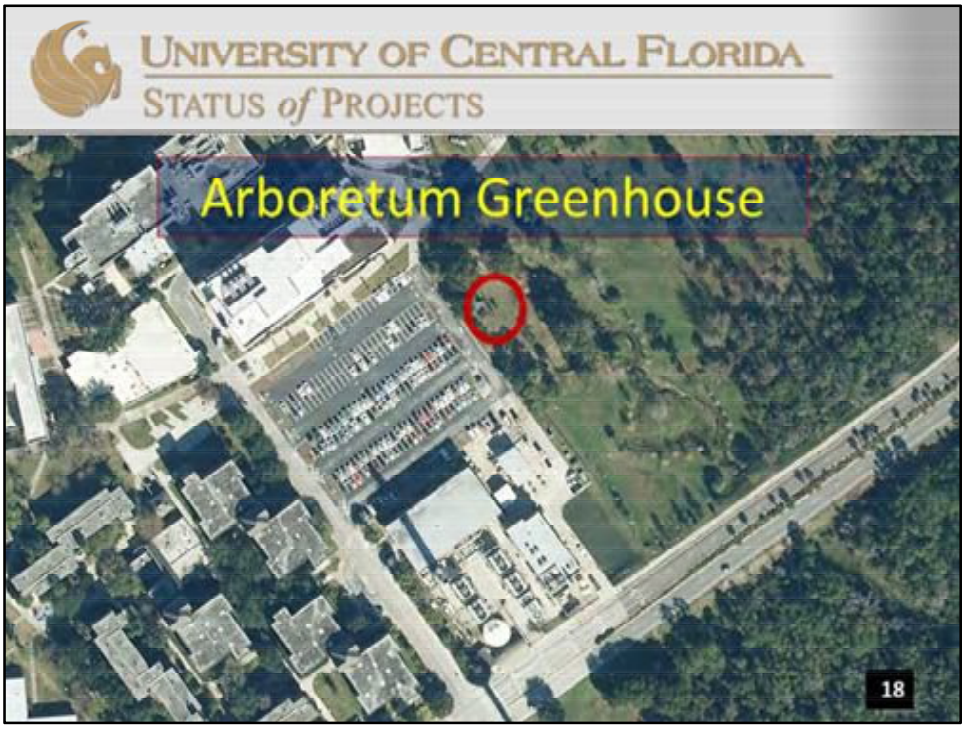
- Renovation of existing buildings to accommodate research labs and business incubation and to meet Florida Building Code requirements
- Adds 5 labs and 3 fume hoods
- Modernizes 110 offices and conference rooms
- Upgrades mechanical & electrical systems
- Replaced roofing systems



Status: Construction Complete, project in close-out
LEED: N/A

The buildings include space for incubator clients and potential temporary space for faculty cluster hires, until larger new construction projects can be completed

When the clusters are permanently located, the space will be used for the UCF Incubator Program (ROI)



Located southeast of Physical Sciences building

Architect: KZF
Contractor: Wharton Smith
Project Cost: $430K
Funding Source: Biology, Landscape and Natural Resources, and Utilities/Infrastructure funds



1,000 **GSF**
Description: Pre-fabricated, 24’ x 40’ greenhouse. Replaces the greenhouse that was damaged during the 2004 hurricanes and the temporary structures that have been in use since. Provides space for plant propagation for classes and student projects, as well as public outreach for environmental programs .

Status: Construction Complete; project in close-out
LEED: N/A



Located south of Parking Garage D, adjacent to Memory Mall

Architect: Schenkel Shultz
Contractor: Clancy & Theys
Project Cost: $16.6M
Funding Source: University-funded – internal sources



56,000 **GSF**
Description: Classroom space for transitioning international students into a campus learning environment:
45 faculty offices
18 classrooms
3 computer labs
4 conference rooms
Global UCF commons area
Designed with high efficiency mechanical systems



Status: Construction Complete, project in close-out; CO obtained 4/27/16; move-in begins the week of 5/2/16
LEED: Tracking Gold



Located east of Academic Villages

Engineer: Harris Civil Engineers
Contractors: Libra – Stage Door II, CARP – Allstate Paving
Project Cost: Libra - $4.4M, CARP - $1.1M Hard Bid project
Funding Source: University-internal and Utilities Infrastructure



Description: Libra – Widens road from 2 lanes to 4 lanes, with bike lanes on both sides – in accordance with the Campus Master Plan. It addresses stormwater control issues, and improves the road system at the intersection of Libra and Gemini, and south of Gemini Blvd.

CARP – Replaces asphalt in select locations on campus.

Status: CARP – Completed; Libra Drive - Construction
Estimated Completion Date: Libra Drive – Road work May 2016, Signalization June 2016



Located in existing Student Health Center, south of Chemistry building

Architect: HKS
Contractor: Barton Malow
Project Cost: $3.9M
Funding Source: University-funded – internal sources



10,400 **GSF NEW,** 2,600 **GSF Renovation**

Description:

- Creates state of the art programs for serving student needs related to international health, travel medicine, and immunizations.
- Includes space for psychiatry, substance abuse counseling, biofeedback, and dieticians.
- Building expansion includes:
    - reception
    - 15 patient care rooms
    - 15 provider offices
    - 5 records offices, records room
    - 1 conference room
    - Marketing suite
    - Storage
- Improved building appearance
- Upgrade of building HVAC controls

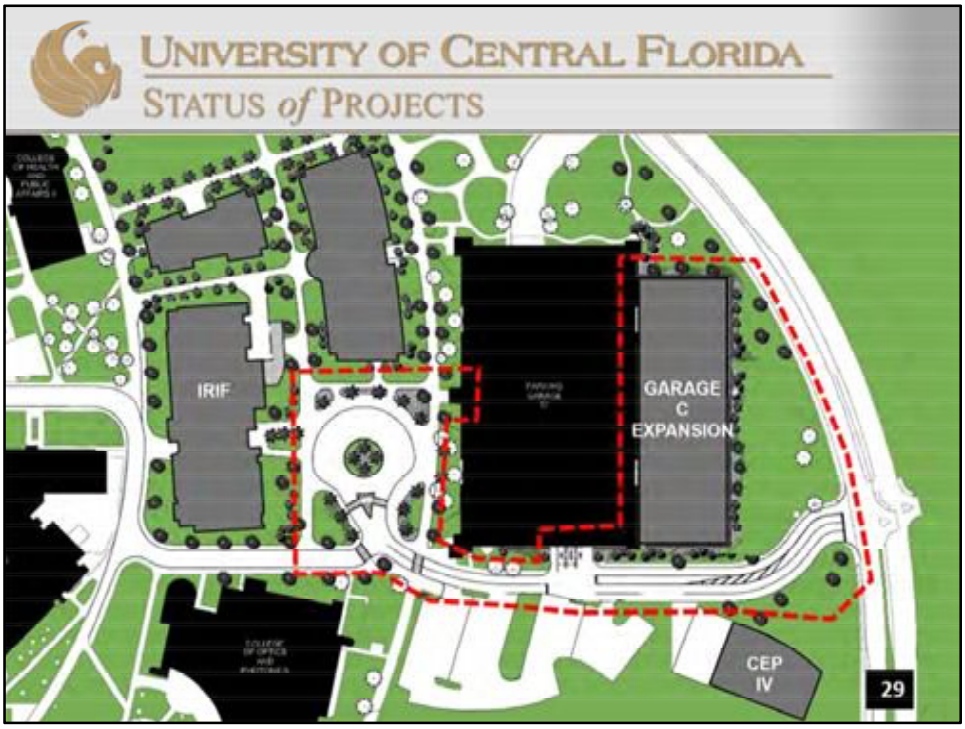


Status: Construction
Estimated Completion Date: July 2016
LEED: Tracking Silver



Located east of Parking Garage C

Architect: Schenkel Shultz (selected as part of the Global UCF project)
Contractor: Clancy & Theys (selected as part of the Global UCF project)
Project Cost: $9M
Funding Source: Parking Services



Description:
Project necessary due to the loss of parking caused by Interdisciplinary and UCF Global.
Adds 600 spaces and elevator to existing Garage C;
Includes ingress/egress improvements to the parking deck, and road improvements;
Adds transportation hub.



Status: Construction
Estimated Completion Date: August 2016
LEED: N/A – not LEED, but using sustainable principles (locally sourced materials, limited site disruption, etc.)



Located in Facilities & Safety Complex

Architect: Schenkel Shultz
Contractor: Heard Construction (Continuing Services GC Quotes hard bid)
Project Cost: $2M
Funding Source: University-funded – internal sources



9,000 **GSF**

Description:

- Adds additional warehouse capacity for surplus & storage
- Hard drive shredder
- Postal pack & ship in support of surplus program
- Revenue generation – roughly $250K in sales annually

Status: Design and bidding complete; construction to begin June 2016

Estimated Completion Date: Dec 16

LEED: Targeting Silver



Located south of Student Union and east of John T. Washington Center

Architect: Holzman Moss Bottino
Contractor: Turner Construction
Project Cost: $76.9M over 3 phases; $19.3M Phase I
Funding Source: CITF and Utilities Infrastructure for Phase I



Phase I: 8,000 **GSF**

Description:
Phase I

- Automatic Retrieval Center (50% of robot)
- Add sprinklers to the existing library building
- ADA restroom upgrades to the existing library building
- renovation of 7,500 sf of area on the 5th floor of the existing library to provide study space for students.

Phase 2 – connector to existing library, Phase 3 – full interior renovation of the existing library and the final 50% of the robot



- ARC Statistics
  - 2.25M volumes of material
  - Request for materials from any device with internet access
  - Automatic crane locates materials and delivers to pick-up station
  - 5-10 minutes for entire process



Status: Bidding/Permitting, received GMP the week of 4/25, anticipated start of construction as early as May 2016
Estimated Completion Date Phase I: June 2017
LEED: Will wait to apply when entire facility is completed; targeting Gold



Located south of Technology Commons

Engineer: Moses and Associates
Contractor: CPPI
Project Cost: $3.9M MEP (+$10.1M balance to complete full renovation)
Funding Source: PECO



106,523 **GSF**
Description: Dollars permitting:

- Replace HVAC
- Provide life safety upgrades
- Meet Florida Building Code requirements
- Upgrade electrical system

Status: Construction – 3 of 4 AHUs installed over winter break 2015; units operational, finalizing CxA
As part of CxA we have discovered significant holes in the building's ductwork, which we will be repairing over the summer with remaining project funds.

Estimated Completion Date: May 2016
LEED: Will wait for additional funds to complete building renovation and will target Silver



Located west of Parking Garage C

Architect: Ponikvar and Associates
Contractor: CPPI
Project Cost: $46.6M over 2 phases; $30M Phase I, $16.6M phase 2
Funding Source: University funded – internal funds (requested PECO but have not received)



99,000 **GSF** for both phases (63,000 GSF Phase I, 36,000 GSF Phase II)

Description:

- 30 research/incubator labs, 20 material characterization rooms, conference rooms, offices, and ancillary spaces
- Houses programs from the following:
    - Office of Research and Commercialization (ORC)
    - College of Sciences (COS)
    - College of Engineering and Computer Sciences (CECS)
- Programs include:
    - Materials Characterization Facility
    - NanoSciences Technology Center
    - Sustainable Coastal Systems Cluster
    - Energy Conversion and Propulsion Cluster
    - Resilient, Intelligent, and Sustainable Energy Systems (RISES) Cluster
    - Cybersecurity and Privacy Cluster
    - Human Augmentation Robotics Cluster



Status: Construction
Estimated Completion Date: Phase 1 - July 2017; Phase 2 – September 2017
LEED: Tracking Gold

Phase 2 recently approved – we are currently bidding this phase in an effort to gets completion date close to Phase 1.



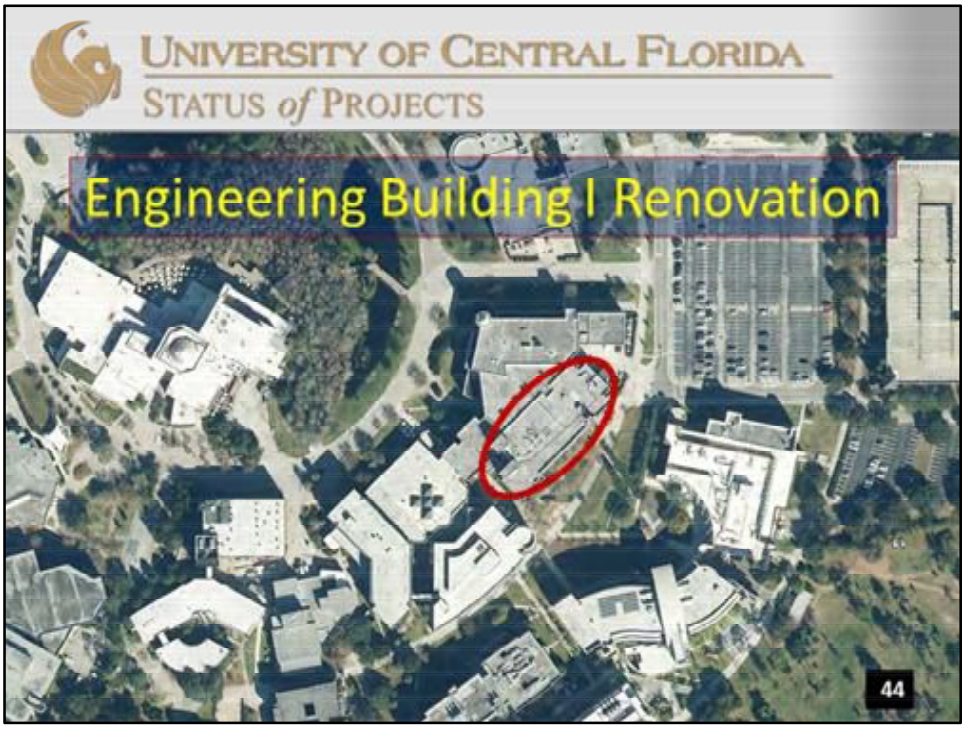
Located along Alafaya Tr. buffer west of Parking Garage A

Description: The boutique hotel and conference center will serve as an enhancement to existing academic facilities and will add a desirable service component to the campus. It is being designed, constructed, and operated by a private developer.



GSF: 99,776 GSF, 135 guestrooms
Estimated Project Cost: private developer
Projected Construction Dates: June 2016 to September 2017
Developer: KUD
Architect: Baker Barrios
Contractor: Batson Cook

Status: Construction Documents. Construction expected to start June 2016.



Located south of Engineering Building II in Academic Core

Engineer: SGM
Contractor: Barr and Barr
Project Cost: $3.6M MEP (+$14.9M balance to complete full renovation)
Funding Source: PECO



130,885 **GSF**
Description:

- Replace AHUs
- Provide life safety upgrades
- Meet Florida Building Code requirements
- Upgrade electrical system

Status: Construction Documents – delayed by code compliance issues with existing ventilation
Estimated Completion Date: May 2017
LEED: Will wait for additional funds to complete building renovation and will target Silver



Located southeast of Parking Garage C

Engineer: RLF
Contractor: CPPI
Project Cost: $13.5M
Funding Source: University-funded – internal sources



GSF: TBD
Description: Add additional chilled water capacity for future growth for the campus. Will add 2 additional chillers (with expansion to 4 chillers) and associated cooling towers. Project must be aesthetically pleasing due to its proximity to Gemini road.

Status: In Design Development; anticipate construction start July 2016
Estimated Completion Date: July 2017
LEED: Possible LEED Certified



Located west of existing Colbourn Hall

Architect: Schenkel Shultz
Contractor: Clancy & Theys
Project Cost: $23M
Funding Source: University-funded – internal sources



Approximately 76K GSF

Description:

- Will house the current occupants of Colbourn Hall (including English; Writing and Rhetoric; History, Modern Languages; Texts and Technology; Judaic Studies; African Studies; Women's Studies; Latin American Studies; the College of Arts and Humanities' Advising Office; the University Writing Center; the Center for Humanities and Digital Research; the Graduate Student Center; and 7 classrooms, 2 conference rooms, and ancillary space

Status: Schematic Design
Estimated Completion Date: August 2018
LEED: Targeting Gold



Located adjacent to Rehearsal Hall west of John T. Washington Center

Architect: Schenkel Shultz
Contractor: Clancy & Theys
Project Cost: $15M
Funding Source: University-funded – internal sources



84K GSF

Description:

- Building will undergo a total renovation
- Independent engineering analysis revealed:
    - Structural defects
    - Water intrusion issues
    - Mechanical systems past life-span
    - Life Safety deficiencies
    - Building needs to be gutted to structure and rebuilt to current building codes
- Renovation will include:
    - removal & replacement of building skin
    - Replacement of MEP systems in conjunction with construction of Trevor Colbourn Hall
    - Repair of structural defects
    - Two floors of new space; three floors of shelled space for future build-out
    - Gained Light Offices (GLO) – floor plan concept placing hard-

walled offices on interior and open office on exterior, allowing extreme daylight and views

Status: Schematic Design
Estimated Completion Date: August 2019
LEED: Targeting Gold



Located in front of the UCF Arena

Engineer/Architect: TLC/Morris
Contractors: Barton Malow/Wharton Smith
Project Cost: $3.3M (includes donor wall)
Funding Source: University and Convocation Corporation funded



GSF: TBD
Description: Cosmetic Renovation of the plaza area in front of the UCF Arena, and East Plaza Drive

Status: Permitting/Bidding
Estimated Completion Date: September 2016
LEED: N/A



Located adjacent to the Recreation & Wellness Center

Architect: BRPH
Contractor: CPPI
Project Cost: $3.3M
Funding Source: Aramark funded $2.5M; University-funded remaining – internal sources



GSF: 3,200 sf
Description:
New stand-alone dining facility to house a Pollo Tropical and Café Buscelo.
Provides foodservice venue in an area of campus near housing with little food options.
Thousands of student foot traffic per day going from housing to main campus and recreation area.
Student Government Association, Student Development and Enrollment Services, and RWC were consulted about the vendor selection and project design.

Status: Construction Documents
Estimated Completion Date: January 2017
LEED: Targeting Silver



Located adjacent to the existing band practice field, west of the Facilities and Safety Complex

Architect: Little Architects
Contractor: TBD (will be hard bid through our GC Quotes process to our Continuing Service contractors)
Project Cost: $2.5M
Funding Source: University-funded – internal sources



GSF: 4,000 gsf interior, 7,200 gsf covered exterior
Description:
New stand-alone band facility.
Provides shelter from the elements, instrument storage, restrooms, and an exterior covered practice area.
Includes new permanent lighting for the practice field.

Status: Construction Documents
Estimated Completion Date: January 2017
LEED: Targeting Silver



Building addition to the east of the existing CREOL building

Architect: RLF
Contractor: Robins Morton
Project Cost: TBD based on design options that are being considered
Funding Source: University-funded – internal sources



GSF: 8,200 gsf addition
Description:
Project will include:

- New labs
- New offices for faculty
- Potential auditorium for instruction and guest lecturers

Status: Contract Negotiation
Estimated Completion Date: January 2018
LEED: Targeting Silver



Located adjacent to the Recreation & Wellness Center

Architect: RLF
Contractor: Chilled Water Infrastructure – Barton Malow; HVAC – hard bid
Project Cost: Chilled Water - $500K; HVAC and additional upgrades - $4.5M
Funding Source: University-funded – internal sources



Description:
The two projects will include:

- New chilled water extension to the NFH
- Sprinklers and life safety upgrades so that it can accommodate up to 2,500 occupants
- Additional restrooms
- Insulation
- Potential lighting upgrade (LED lights)

Status: Construction Documents
Estimated Completion Date: Striving to make as many improvements as possible by the August 7 target date
LEED: N/A



Located within the Brighthouse Networks Stadium and the CFE Arena

Video Board Installer: in negotiations with preferred vendor
Project Cost: $4-5M depending on final scope negotiation
Funding Source: exploring options



Description:
Project will include:

- New north end zone video and audio board
- New south end zone video board
- New controls equipment, as necessary
- Structural, electrical, and telecom upgrades as necessary

Status: ITN Negotiations in Progress
Estimated Completion Date: August 2016



Description:
Project will include:

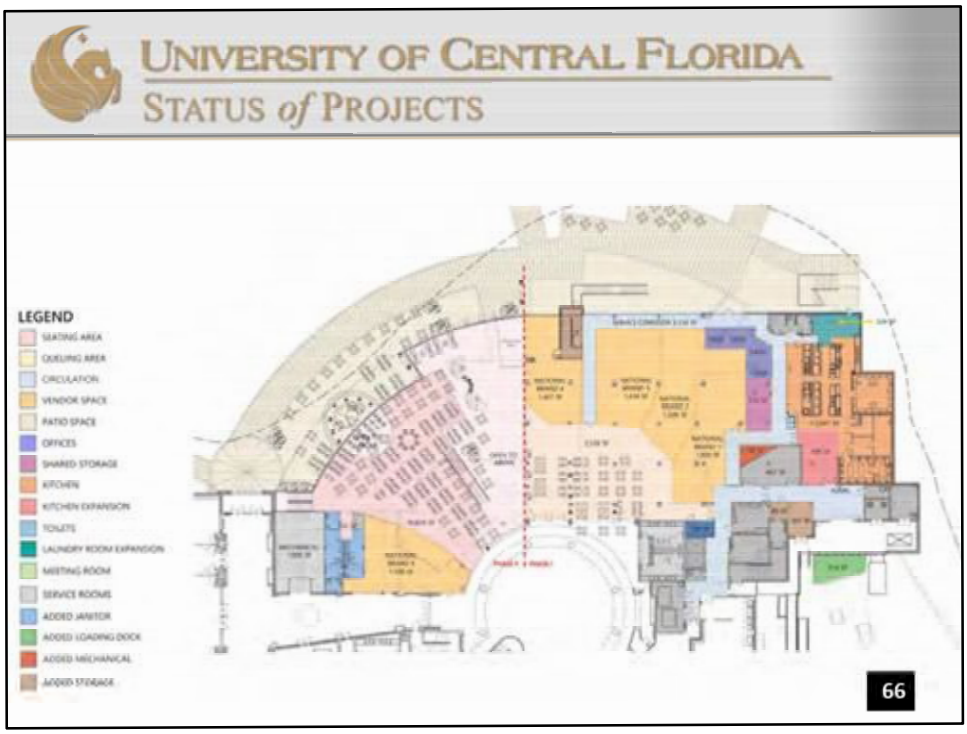
- New suspended video board and audio systems
- New upper level ribbon video board
- New courtside video board tables
- New controls equipment, as necessary
- Structural, electrical, and telecom upgrades as necessary

Status: ITN Negotiations in Progress
Estimated Completion Date: October 2016



Expansion to the Student Union

Architect: TBD
Contractor: TBD
Project Cost: $14M
Funding Source: Aramark



GSF: TBD
Description:
Renovation and expansion of food court area of student union, in coordination with Aramark.

- New food concepts
- Expanded seating
- Foodservice back of house renovations

Aramark gets long-term contract.

Status: In the Selection process; Concept Design underway with a continuing service architect
Estimated Completion Date: TBD
LEED: N/A



Located in Research Park at the corner of Science Drive and Ingenuity Drive

Architect: TBD
Contractor: TBD
Project Cost: $8M received in 2014; $20M received in 2015; $14M received in 2016
Funding Source: PECO



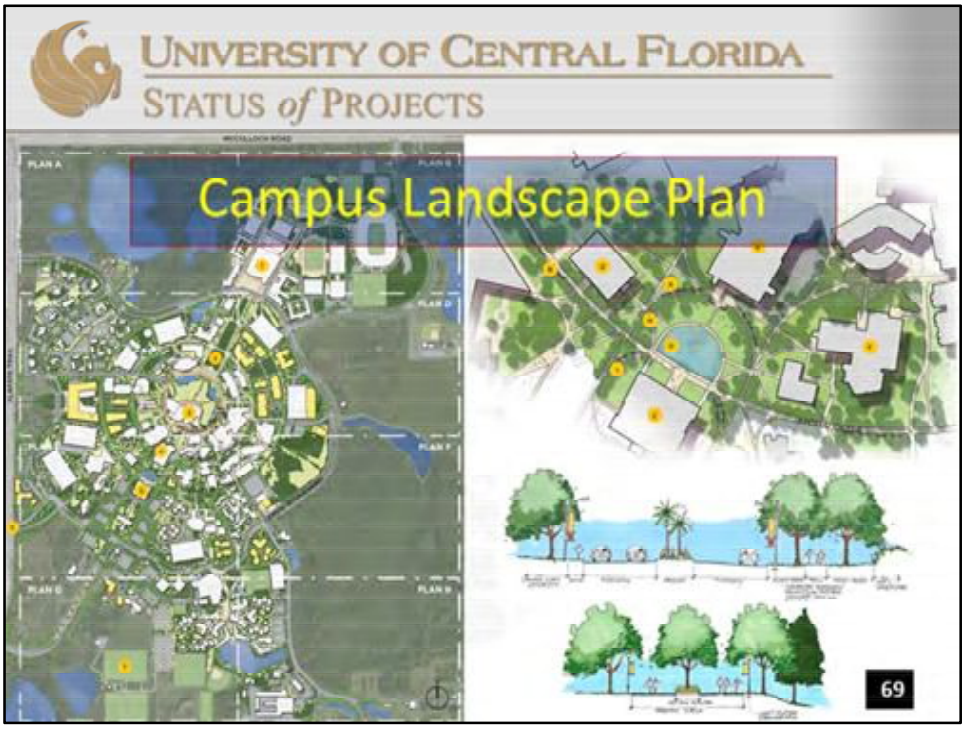
GSF: 81,000 gsf, cost $13,898,216

Description:
DoD partners currently occupy approximately 200K s.f. in 3 leased facilities. Creates classified labs for both the Military and UCF

- Satisfies the demand from local MS&T employers for UCF students trained in advanced technologies
- Eliminates costly leases that could drive BRAC decisions
- Provides space in Research Park to support DOD presence and potential growth
- Avoids potential loss of strategic national programs and dollars to the region and to the state

Project will consist of force protection, civil/parking improvements, potential parking deck, interior build-out of building, and acquisition of additional space.

Status: Project currently advertised for AE/CM
Estimated Completion Date: TBD



Bellomo-Herbert and Carol R. Johnson Associates Landscape Architects are the project consultants who are developing a campus landscape plan.
The plan establishes standards and guidelines for how landscape and hardscape create a sense of place.
Final draft is under review.

Some recommendations are moving forward, such as the sidewalk improvements at the welcome center.



Located in downtown Orlando as part of Creative Village

Academic Building – 165,000 gsf
Architect: TBD
Contractor: TBD
Project Cost: $60M
Funding Source: 1/3 PECO; 1/3 Donor funds; 1/3 University internal funds

CEM Renovation – 27,724 gsf
Project Cost: $5M
Funding Source: University – internal

Parking Garage for 600 spaces
Project Cost: $10M
Funding Source: Bonded

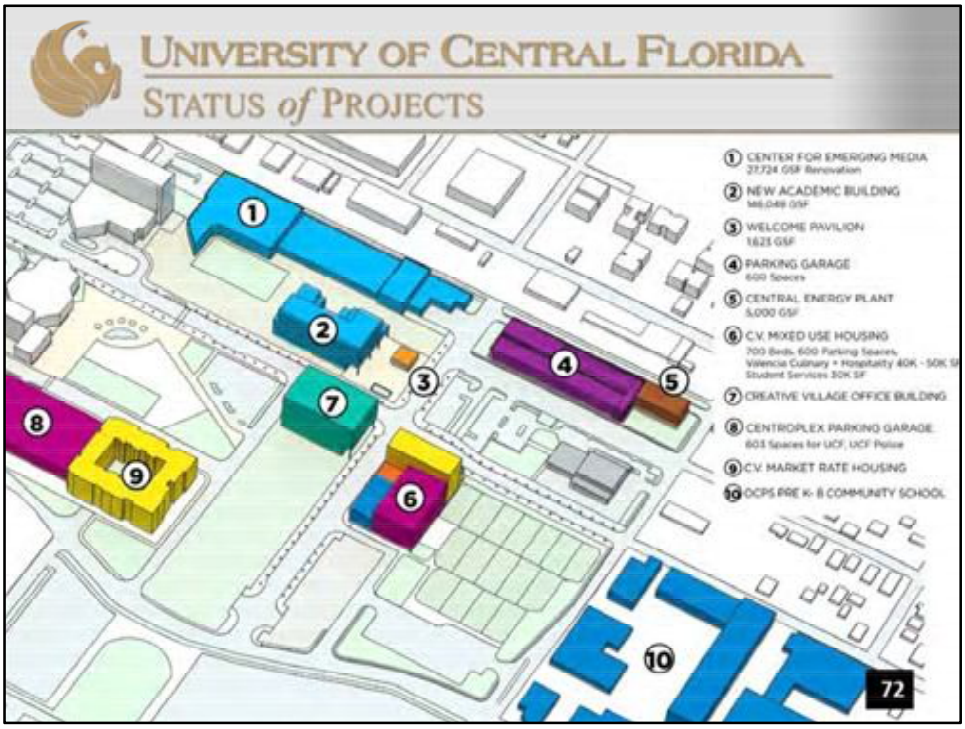
Tri-generation Plant – 5,000 gsf
Project Cost: TBD
Funding Source: Exploring options



Description:
UCF is a key education anchor of a 65-acre Creative Village to work, learn, and play

Full-service campus for UCF, comprising 15 acres:

- A high-energy campus focused on the digital arts and communications, healthcare administration and technology, and public service including legal studies.
- Further strengthens Orlando as a high tech digital media destination; the City's existing digital media companies already make up one of the top ten digital media clusters in the United States
- Embeds UCF into the Orlando community, as thousands of students will live and study in the district
- Enriches our successful partnership with Valencia College, as they will bring complimentary programs to the downtown site



Status: Proposals received Monday 4/25, under review by scoring committee. Shortlisted firms will be interviewed in June. Anticipate final AE/CM recommendation to President Hitt by June 17, 2016.
Estimated Completion Date: Asking AE/CM teams to determine feasibility of fast-tracking for Fall 2018 date
LEED: Targeting Gold

UCF programs include:

- COHPA: Legal Studies, Social Work, Health Management & Informatics,
- COHPA Centers: Center for Community Partnerships, Center for Public & Nonprofit Management, Center for Community Schools and Child welfare, Center for Law & Public Policy,
- Florida Center for Student with Unique Abilities
- Nicholson School of Communication: Human Communications, Masters in Communication
- College of Arts and Humanities: FIEA, CREATE, Flying Horse
- School of Visual Arts and Design: Digital Media
- Library, Student Support Services,

- Welcome Pavilion

Valencia College programs include:

- General Education
- Digital Media
- Health Information Technology
- Culinary & Hospitality


UNIVERSITY OF CENTRAL FLORIDA
STATUS of PROJECTS
UCF Status of Projects Update
April 29, 2016

Questions?

ITEM: FF-2

University of Central Florida
Board of Trustees

SUBJECT: 2018-19 Capital Outlay Budget

DATE: May 24, 2018

PROPOSED BOARD ACTION

Approve the university's 2018-19 capital outlay budget and authorize the president to make necessary adjustments to the 2018-19 capital outlay budget based on the final bill from the state.

BACKGROUND INFORMATION

Pursuant to Florida Statute 1013.61, each university's Board of Trustees must adopt an annual capital outlay budget that designates proposed expenditures by project. The attached University of Central Florida 2018-19 capital outlay budget reflects $0 for all but the Capital Improvement Trust Fund; maintenance, repair, renovation, and remodeling projects; and projects constructed or acquired with proceeds from non-state sources, including debt, categories.

As per the Finance and Facilities Committee charter, all new construction and renovation projects exceeding $2 million in construction costs, and all changes to projects that exceed $2 million in construction costs or that increase project costs by more than 10 percent of the original estimate presented to the committee will be brought before the committee for review.

Approval is sought for the attached budget along with authorization for the president to make changes to this budget when final numbers are received from the state.

Supporting documentation: Attachment A: 2018-19 Capital Outlay Budget

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Attachment A

2018-19 Capital Outlay Budget
Projects By Funding Source

Projects funded by Public Education Capital Outlay (PECO)	2018-19	Funded
Utilities, Infrastructure, Capital Renewal, and Roofs (P,C)	$ 14,000,000	$ -
Research Building I (P,C,E)	23,639,773	-
Engineering Building I Renovation (C,E)	17,745,473	-
College Of Nursing And Allied Health, Health Sciences Campus (P,C,E)	8,321,670	-
Mathematical Sciences Remodeling and Renovation (C,E)	11,970,963	-
Trevor Colbourn Hall and Colbourn Demolition (P,C,E)	38,000,000	-
John C. Hitt Library Phase II	2,411,142	-
Arts Complex Phase I (Performance) (P,C,E)	3,060,000	-
TOTAL	$ 119,149,021	$ -

Projects funded by donations and the Courtelis Facility Matching Grant Program	Cumulative 2018-19	
	Donations	Courtelis
Laboratory Instruction Building (P,C,E)	$ 15,372,777	$ -
Performing Arts Fund (E)	144,652	-
Career Services and Experiential Center (E)	196,950	-
Caracol in Belize (P,C,E)	350,000	-
Burnett Bio-Medical Science Center (C,E)	2,528,605	-
Arts Complex II Enhancement (P,C)	500,000	-
Medical School Library (P,C,E)	4,000,000	-
Morgridge National Reading Center (P,C)	2,297,170	-
Psychology (E)	86,540	-
Engineering III Enhancement (E)	2,394,463	-
Alumni Center and John and Martha Hitt Library (E)	7,349	-
Optics and Photonics Enhancement (E)	69,085	-
Physical Science Building (E)	1,162	-
TOTAL	$ 27,948,753	$ -

Maintenance, repair, renovation, and remodeling projects	2018-19	Funded
		$ 5,529,784
TOTAL		$ 5,529,784

Capital Improvement Trust Fund	2018-19	Funded
John C. Hitt Library Phase II	$ 41,268,246	$ 7,701,673
TOTAL	$ 41,268,246	$ 7,701,673

Projects constructed or acquired with proceeds from non-state sources, including debt	2018-19	Funded
Baseball Stadium Expansion Phase II	$ 3,396,600	$ -
Garvy Center For Student-Athlete Nutrition	2,500,000	-
Baseball Clubhouse Expansion and Renovation	1,132,200	-
Football Building	16,685,798	-
Golf Training Facility	2,000,000	-
Spectrum Stadium Rust Remediation	8,823,000	-
Venue HVAC (P,C)	2,800,000	-
Venue Expansion and Renovation	8,000,000	-
TOTAL	$ 45,337,598	TBD

Plant Operations and Maintenance	2016-18	Funded
Florida Advanced Manufacturing Research Facility	$ 1,339,850	$ -
Optics Materials Lab Addition	90,634	$ -
John C. Hitt Library Expansion Phase I Connector	144,228	$ -
BPW Building	66,182	$ -
District Energy Plant	94,231	$ -
CREOL	45,170	$ -
John C. Hitt Library Expansion Phase I	122,007	$ -
Arts Complex II Performance	31,353	$ -
Trevor Colbourn Hall and Colbourn Demolition	1,312,093	$ -
Coastal Biology	29,029	$ -
Arboretum Green House	3,727	$ -
Band Building	35,754	$ -
CREOL Expansion Phase II	214,474	$ -
Partnership IV A and B	1,516,513	$ -
Florida Solar Energy Center	704,523	$ -
Research I (Interdisciplinary Research and Incubator Facility)	1,597,691	$ -
Dr. Phillips Academic Commons	382,155	
TOTAL	$ 7,729,614	$ -

2018-19 Capital Outlay Budget
Projects By Funding Source

Plant Operations and Maintenance	2018-19	Funded
Visual Arts Building Addition	$ 11,456.00	$ -
Arecibo National Astronomy Ionosphere Center	1,031,201	$ -
Medically Directed Wellness and Sports Center	32,779	$ -
UCF Downtown Central Energy Plant	245,844	$ -
College of Nursing and Allied Health, Health Sciences Campus	2,376,492	$ -
UCF Downtown Garage (E and G Spaces)	524,467	$ -
Energy Lab	327,792	$ -
Laboratory and Environmental Support Expansion	25,158	$ -
TOTAL	$ 4,575,189	$ -

Minutes
Board of Trustees Meeting
University of Central Florida
September 15, 2016

Chairman Marcos Marchena called the meeting of the Board of Trustees to order at 1:00 p.m. in the *FAIRWINDS* Alumni Center on the UCF Orlando campus.

The following board members attended the meeting: Chairman Marcos Marchena, Vice Chair Robert Garvy, Ken Bradley, Clarence Brown, Christopher Clemente, Keith Koons, Alex Martins, Beverly Seay, David Walsh, and William Yeargin. Trustees Joseph Conte and Ray Gilley attended via teleconference.

WELCOME

Chairman Marchena reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

He welcomed the board members and called on Rick Schell, Associate Corporate Secretary, to call the roll. Schell determined that a quorum was present.

PUBLIC COMMENT

Christian Sepata, Speaker of the Senate, reported that due to hiring of new professors, various student organizations in the College of Engineering and the College of Sciences are being displaced. Sepata asked the board for assistance in finding new space. The board requested that Finance and Facilities research the matter and report back to the board.

Marchena called for approval of the July 28, 2016, and August 5, 2016, meeting minutes, which were approved.

Marchena called on President John C. Hitt for remarks and introductions.

REMARKS

Hitt announced that early fall student enrollment is 64,678, reflecting an increase of 2.6 percent from last fall. He stated that the projected average GPA and SAT two-score for incoming freshman class are at a record 4.02 and 1262, respectively.

Hitt reported that the academic credentials for freshmen at the Burnett Honors College are also all-time highs with an average GPA of 4.4 and an average SAT two-score of 1408.

Hitt announced that UCF is proud to welcome 77 freshman National Merit Scholars, the second-most in school history. He stated that the overall total of 289 National Merit Scholars is also a new school record.

He reported that early figures on UCF's minority enrollment suggest an all-time high of 45 percent, up from 44 percent last year and that Hispanic enrollment is at 23.8 percent.

He announced that the College of Medicine at Lake Nona welcomed 120 future doctors to reach its full capacity of 480 students for the first time.

Hitt stated that in the past two years, 200 net new faculty positions have been added and another 45 are expected to be added in 2017-18. Hitt commented that these new hires are primarily tenured and are tenure-track faculty members who represent disciplines in which UCF is experiencing high-enrollment growth, including areas of strategic emphasis in science, technology, and engineering.

He announced that the *Washington Monthly* magazine released its *2016 College Guide and Rankings*, with UCF surpassing all Florida schools on the list but the University of Florida. UCF ranked 32nd among public national universities.

Hitt provided an overview of several construction projects. Recently dedicated was the three-story Global UCF building that opened along Memory Mall. Hitt reported that this $16 million building includes 22 classrooms and is the new hub for international activity on campus. Hitt noted that the construction behind the John C. Hitt Library is for a new 8,000-square-foot building that will house an automated book retrieval system. The new building and other first-phase improvements should be completed next July. Hitt reported that work is underway on the Interdisciplinary Research and Incubator Building. When ready in the fall of 2017, this 99,000-square-foot facility will feature research labs, classrooms, and offices. The project's cost is $46.6 million.

In athletic news, Hitt commented that UCF is responding to the Big 12 athletic conference's inquiries for information.

INTRODUCTIONS

Hitt congratulated the following staff members for their exemplary work.

A. Employee of the Year

The USPS Employee of the Year was Lindell Jones, a teacher's assistant at the Creative School for Children for almost 18 years.

B. Employee of the Month

The USPS Employee of the Month for July was Elvis Wanamaker, an executive administrative assistant in Student Development and Enrollment Services for more than 20 years.

REPORTS

Marchena introduced Joel Hartman, Vice President for Information Technologies and Resources, Julie Hinkle, Assistant Professor of College of Nursing, and Thomas Cavanagh, Associate Vice President for Center for Distributed Learning, who gave a report on the following item.

- INFO-1 Adaptive Learning

Marchena introduced Grant Heston, Vice President for Communications and Marketing, and Tom Hope, Assistant Vice President for Strategic Initiatives, who gave a report on the following item.

- INFO-2 *U.S. News & World Report* University Rankings

ADVANCEMENT COMMITTEE REPORT

Clarence Brown, Chair of the Advancement Committee, reported the highlights from the committee meeting held earlier in the day.

- Michael Morsberger, Vice President for Alumni Relations and Development, and CEO, UCF Foundation, Inc., stated that William E. and Mary Jo Davis were among the original founders of the university who pledged their own resources to secure the land for UCF. He reported they have endowed several funds in support of scholarships with the most recent gift contributing to programs in recreation and wellness.

Brown presented the following item for board approval.

- ADV-1 Naming of the William E. and Mary Jo Davis Recreation Area at Lake Claire—A motion was made and unanimously passed by the board to approve naming the Lake Claire Recreation area the William E. and Mary Jo Davis Recreation Area at Lake Claire.

- Morsberger reported on campaign progress and the upcoming IGNITE gala.
- Julie Stroh, Senior Associate Vice President for Alumni Engagement and Annual Giving, gave a presentation on the IGNITE campaign roll-out.
- Dr. Dan Holsenbeck, Senior Vice President for University Relations, reported that the Board of Governors and the legislature are beginning the budget process and that Holsenbeck and his team have started scheduling their individual meetings with members of both bodies to discuss UCF's priorities.
- Grant Heston, Vice President for Communications and Marketing, reported that fundraising for WUCF had seen substantial growth. In comparison to the station's first fundraiser in August 2011 that raised $56,000, more than $300,000 was raised in the August 2016 fundraiser. The American Graduate program has selected WUCF as one of their featured partners to celebrate the champions who are keeping students on the path to graduation. Heston stated that Megan Nichols, an associate professor in the College of Education and Human Performance, will be featured on WUCF for her work in helping

kids with cancer succeed through the use of robotics in learning mathematics. Heston reported that following the first presidential debate on September 26, 2016, CNN has selected UCF to host a national, live, post-debate group of undecided voters. UCF is also partnering with Politico and WFTV, the local ABC affiliate, to host a state senate debate between Senator Marco Rubio and Representative Patrick Murphy. Both broadcasts will showcase UCF's campus.

AUDIT, OPERATIONS REVIEW, COMPLIANCE, AND ETHICS COMMITTEE REPORT

Beverly Seay, Chair of the Audit, Operations Review, Compliance, and Ethics Committee, reported the highlights of the committee meeting held on September 14, 2016.

- Robert Taft, Chief Audit Executive, provided an update on completed audit reports. Taft discussed work being performed by the recently hired senior IT auditor, a summary of investigation and management advisory services activity, along with upcoming department initiatives. Taft concluded his presentation with an update on recent Florida auditor general activity.
- Rhonda L. Bishop, Chief Compliance and Ethics Officer, provided a status update on the 2015-16 Work Plan and highlighted the development of the Integrity Star Newsletter. Bishop also provided an update on the 2016-17 Work Plan. Bishop provided an overview of the 2016 compliance and ethics culture survey distributed to all employees in March and April 2016. Bishop provided an update on the athletics department's compliance program and reported that the department is working on an initiative to interface the Jump Forward system with PeopleSoft.

COMPENSATION AND LABOR AD HOC COMMITTEE REPORT

John Sprouls, Chair of the Compensation and Labor Ad Hoc Committee, reported that the committee had reviewed the amendment to University Regulation UCF-3.0031, which was a technical amendment to the employee tuition waiver program.

Sprouls presented the following items for board approval.

- CL-1 Amendment to University Regulation UCF-3.0031 Employee Tuition Free Course Enrollment—A motion was made and unanimously passed by the board approving amendments to regulation UCF-3.0031.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Robert Garvy, Chair of the Educational Programs Committee, reported the highlights from the committee meeting held earlier in the day.

- Tonnette Harris, Assistant Director for Equal Opportunity and Affirmative Action Programs, reported on the 2016 Equity Accountability Program.
- A. Dale Whittaker, Provost and Executive Vice President, reported on tenure with hire.

- Whittaker presented the Provost's update, with Timothy Hawthorne, Assistant Professor in the College of Sciences, giving a presentation on Citizen Science Geographic Information Systems in Belize.
- Whittaker introduced Paula Kohler, new Executive Director for the Center for Students with Unique Abilities, who provided an update on faculty hiring.
- James Fenton, the Director of the UCF Florida Solar Energy Center, presented a summary of the 2015 seven-year external review of FSEC.
- Whittaker provided a State University System Annual Status Report on Market Tuition.
- Paige Borden, Assistant Associate Provost for Academic Program Quality and Associate Vice President for Institutional Knowledge Management, reported on the 2015-16 Academic Program Review results and provided a brief overview of the Academic Program Review process. Borden also reported on the Centers and Institutes Review results.
- Whittaker gave a presentation that showed that the majority of job growth since recovery from the recession of 2007-10 was concentrated among those having higher education degrees.

FINANCE AND FACILITIES COMMITTEE REPORT

Alex Martins, Chair of the Finance and Facilities Committee, reported highlights from the committee meeting held on August 17, 2016, and earlier in the day.

- William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, and John C. Pittman, Associate Vice President for Administration and Finance, Debt Management, reported on the Student Housing Project for UCF Downtown.
- Merck and Pittman discussed the plans to expand Nicholson Field House and add air conditioning.
- Pittman reported on the University and DSO Debt Report.
- Danny White, Vice President and Director of Athletics, and David Hanson, Executive Associate Athletic Director and Chief Operating Officer, reported on Athletics Facilities Funding and reviewed the current status of their facility projects.
- Greg Robinson, Director of Purchasing, gave a presentation regarding purchasing policies. Cristi Trask, Assistant Controller for Finance and Accounting, reported on the purchasing card program.
- Deborah German, Vice President for Medical Affairs and Dean of the College of Medicine, David Noel, Associate Vice President for Administration and Finance for the College of Medicine, and Steve Omli, Director of Finance and Accounting for the College of Medicine, presented the 2016-17 College of Medicine Faculty Practice Plan budget.
- German, Noel, and Omli reported on the 2016-17 College of Medicine Self-insurance Program budget.
- Merck, Scott Cole, General Counsel, and Jennifer Cerasa, Associate General Counsel, reported on a Memorandum of Understanding among the University of Central Florida, Ustler Development, Inc., and KUD International, LLC, for the Student Housing Project for UCF Downtown.

Martins presented the following items for board approval.

- FF-1 2016-17 College of Medicine Faculty Practice Plan Budget—A motion was made and unanimously passed by the board approving the 2016-17 College of Medicine Faculty Practice Plan Budget

- FF-2 2016-17 College of Medicine Self-insurance Program Budget—A motion was made and unanimously passed by the board approving 2016-17 College of Medicine Self-insurance Program Budget

- FF-3 Student Housing Project for UCF Downtown at the Creative Village—A motion was made and unanimously passed by the board approving the Memorandum of Understanding between the University of Central Florida, Ustler Development, Inc., and KUD International, LLC, for the development of the Student Housing Project for UCF Downtown at the Creative Village

For clarity, Marchena reiterated that: (1) the housing is not being built on UCF property; (2) UCF is not funding the construction of the housing, nor is UCF obligated to fund any short falls of the construction of the housing; and (3) UCF is leasing space in this facility for ancillary services, student services, and student housing management.

NOMINATING AND GOVERNANCE COMMITTEE REPORT

William Yeargin, Chair of the Nominating and Governance Committee, reported highlights from the committee meetings held on August 5, 2016, and September 7, 2016.

- Yeargin reported that the committee had reviewed the Board of Trustees bylaws, and a revision made the Compensation and Labor Committee-Ad Hoc Committee a permanent committee.
- He reported that the committee approved revisions to the Nominating and Governance Committee charter to more accurately reflect the roles and responsibilities of the committee.
- He stated that the committee met to discuss UCF's presidential selection process and reviewed the new Board of Governors regulations related to presidential selection. The committee requested that the chief counsel prepare a document that combines the UCF Presidential Selection Policy with the Board of Governors presidential selection policy.
- He stated that the committee reviewed the presidential leadership statement, which identifies criteria that UCF will look for in a new university president. Modifications will be made and presented to the full board.
- He indicated that the committee reviewed a new Board of Governors policy on naming buildings and facilities. The UCF policy will be aligned with the new Board of Governors policy.
- He advised that the committee reviewed the Direct Support Organizations process and Board Best Practices.

CONSENT AGENDA

A motion was made to accept the consent agenda, and members of the board unanimously approved the following actions.

- EP-1 2016 Equity Accountability Program—Approval of the 2016 Florida Equity Report
- EP-2 2016-17 Tenure with Hire—Approval of tenure with hire
- NG-1 Seventh Amended and Restated Bylaws of the University of Central Florida Board of Trustees—Approval of the Seventh Amended and Restated Bylaws
- NG-2 First Amended and Restated Nominating and Governance Committee Charter—Approval of the First Amended and Restated Nominating and Governance Committee Charter
- NG-3 Board Policy on Naming of Buildings and Facilities—Approval of the board policy title Naming of Buildings and Facilities

ANNOUNCEMENTS AND ADJOURNMENT

Marchena announced the following upcoming meetings.

Board of Governors meeting	September 21-22 (New College of Florida)
Diversity Breakfast	October 17 (Pegasus Ballroom, Student Union)
Board of Governors Facilities Committee and Budget and Finance Committee Workshops	October 18 (University of South Florida)
2016 Trustee Summit	November 2 (Florida Atlantic University)
Board of Governors meeting	November 2-3 (Florida Atlantic University)
Board of Trustees meeting	November 17 (*FAIRWINDS* Alumni Center)
Educational Programs Workshop	December 12 (Provost's Conference Room, Millican Hall)

Marchena asked that trustees coordinate arrangements to attend the 2016 Trustee Summit with Rick Schell.

Marchena adjourned the board meeting at 2:40 p.m.

Respectfully submitted: _____ Date: _____

John C. Hitt
Corporate Secretary

University of Central Florida

Board of Trustees
Finance and Facilities Committee Meeting
President's Boardroom, Millican Hall, 3rd floor
August 17, 2016

MINUTES

CALL TO ORDER

Trustee Alex Martins, chair of the Finance and Facilities Committee, called the meeting to order at 8:30 a.m. Committee members Christopher Clemente, Keith Koons, and David Walsh were present. Committee member Robert Garvy attended by teleconference. Chairman Marcos Marchena was present.

MINUTES APPROVAL

The minutes of the June 27, 2016, Finance and Facilities Committee meeting were approved as submitted.

NEW BUSINESS

2016-17 College of Medicine Faculty Practice Plan Budget (FFC-1)

Deborah German, Vice President for Medical Affairs and Dean of the College of Medicine, David Noel, Associate Vice President for Administration and Finance for the College of Medicine, and Steve Omli, Director of Finance and Accounting of the College of Medicine, presented the 2016-17 College of Medicine Faculty Practice Plan budget. The College of Medicine's Faculty Practice Plan, UCF-Health, operates a clinic on University Boulevard that provides multi-specialty care to the community, as well as a second location in the Gateway building at the Lake Nona Health Sciences Campus. The committee unanimously approved the 2016-17 Faculty Practice Plan budget as presented.

2016-17 College of Medicine Faculty Practice Plan Budget (FFC-2)

German, Noel, and Omli discussed the 2016-17 College of Medicine Self-insurance Program budget. The Self-insurance Program provides comprehensive professional and general liability protection in connection with the delivery of health care services in the College of Medicine, College of Nursing, College of Health and Public Affairs, UCF Health Services, and Counseling and Psychological Services. The committee unanimously approved the 2016-17 Self-insurance Program budget as presented.

Student Housing Project for UCF Downtown at the Creative Village (FFC-3)

William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, Scott Cole, Vice President and General Counsel, and Jennifer Cerasa, Associate General Counsel, requested approval of the Memorandum of Understanding between the University of Central Florida and Ustler Development, and KUD International, for the development of the Student Housing Project for UCF Downtown at the Creative Village.

The housing is not on UCF property, and UCF is not funding the construction of the housing nor obligated to fund any shortfalls of the construction of the housing. The only agreements contemplated are the stated affiliation agreement, a management agreement with UCF Housing to manage the facility for a fee, and a lease agreement at the rate of $17.25 per square foot for UCF's use of approximately 30,000 square feet in the building for student services. Trustee Walsh proposed a motion to remove from the MOU the provision stating the UCF Foundation will recognize the difference between the UCF rental rate for student services space and the market rate as an in-kind donation by the developer to the university, but the motion was not seconded. Chair Martins requested that the record show based on the board's previous significant concern with quality standards relative to the on-campus hotel that similar provisions find their way into the final development agreements.

The committee approved the MOU, with Chairman Marchena, Chair Martins, Vice Chair Garvy, Trustee Clemente, and Trustee Koons voting to approve. Trustee Walsh opposed.

Power Plant for the Downtown Campus (Tri-Generation Plant) Discussion
Merck and John Pittman, Associate Vice President for Administration and Finance, Debt Management, recommended that UCF enter into a state-approved performance-based contract with a company who will fund and build the UCF Downtown tri-generation plant. The cost of the plant is approximately $17 million.

UCF has asked for proposals from five companies that have the means to build a facility of this type. Once the official proposals are received, they will be brought back to the committee. The project will require Board of Trustees and Board of Governors approval.

The committee requested additional options for financing the plant: financing projections for using the performance-based contract, the costs of UCF financing the project directly via a loan or operating lease through an entity such as a bank, and the costs of purchasing electricity and chilled water directly from Orlando Utilities Commission. Once all this information is gathered, the costs of the various options will be brought back before the committee.

University and DSO Debt Report (INFO-1)
Pittman reported that the University and DSO Debt Report was provided as an information item.

Athletics Facilities Update Discussion
Danny White, Vice President and Director of Athletics, and David Hansen, Executive Associate Athletic Director and Chief Operating Officer, as a follow-up to their presentation to the committee in April, reviewed the current status of their facilities projects. The committee requested accounting history and payback details for the new audio visual equipment at Bright House Networks Stadium and the CFE Arena. They also requested a full list of Athletics' facilities projects, their cost, and their funding sources. This information will be presented at the September 15, 2016, Finance and Facilities Committee meeting.

Nicholson Fieldhouse Discussion
Merck and Pittman discussed plans to expand the use of the Nicholson Fieldhouse. Emails are being sent to departments and personnel on campus to gauge the level of non-athletic use of the facility. If enough interest is garnered, this idea will be brought back to the board for further discussion.

Purchasing Department and Purchasing Card Presentation (INFO-2)
Greg Robinson, Director of Purchasing, presented an overview of UCF's Purchasing Department and Purchasing policies. Cristy Trask, Assistant Controller for Finance and Accounting, discussed UCF's Purchasing Card program, its benefits to the university, and the rules and regulations pertaining to cardholder possession and use.

Chair Martins adjourned the Finance and Facilities Committee meeting at 10:55 a.m.

Respectfully submitted: William F. Merck II 9-27-16
William F. Merck II
Vice President for Administration and Finance
and Chief Financial Officer
Date

University of Central Florida
Education and General
2017-18 Operating Budget - Beginning Carryforward Fund Balance Composition
August 2017

		Current Yr Main University	Current Yr (New) Unique Abilities	Current Yr Medical School
A.	**Beginning E&G Carryforward Fund Balance - July 1, 2017 :**			
	Cash	$ 173,627,305	$ 7,157,242	$ 14,154,576
	Investments	$ -	$ -	$ -
	Accounts Receivable	$ 1,367	$ -	$ -
	Less: Accounts Payable	$ 13,903,292	$ -	$ 1,417,170
	Less: Deferred Fees	$ -	$ -	$ -
	Beginning E&G Fund Balance Before Encumbrances :	$ 159,725,380	$ 7,157,242	$ 12,737,406
B.	**Expenditures to Date :**	$ 4,957,199	$ -	$ 464,546
C.	**Encumbrances to Date :**	$ 41,421,985	$ 16,610	$ 4,461,910
D.	**E&G Carryforward Fund Balance - as of August 21, 2017 :**	$ 113,346,196	$ 7,140,632	$ 7,810,950
E.	**Restricted / Contractual Obligations**			
	5% Statutory Reserve Requirement	$ 31,889,512	$ -	$ 2,110,661
	Restricted By Appropriations	$ 7,179,903	$ 7,140,632	$ -
	University Board of Trustee Reserve Requirement	$ -	$ -	$ -
	Restricted by Contractual Obligations:			
	Compliance Program Enhancements	$ 451,593	$ -	$ -
	Audit Program Enhancements	$ -	$ -	$ -
	Campus Security and Safety Enhancements	$ 521,600	$ -	$ -
	Student Services, Enrollment, and Retention Efforts	$ 800,000	$ -	$ -
	Student Financial Aid	$ 378,456	$ -	$ -
	Faculty / Staff Instructional and Advising Support and Start-Up Funding	$ 2,643,921	$ -	$ -
	Faculty Research and Public Service Support and Start-Up Funding	$ 11,795,714	$ -	$ -
	Library Resources	$ -	$ -	$ -
	Infrastructure, Capital Renewal, Roofs, Renovation, Repair	$ -	$ -	$ -
	Utilities	$ -	$ -	$ -
	Information Technology (ERP, Equipment, etc.)	$ 1,017,276	$ -	$ -
	Total Restricted Funds :	$ 56,677,975	$ 7,140,632	$ 2,110,661
F.	**Commitments**			
	Compliance, Audit, and Security			
	Compliance Program Enhancements	$ 1,574,198	$ -	$ -
	Audit Program Enhancements	$ 60,000	$ -	$ -
	Campus Security and Safety Enhancements	$ 1,661,000	$ -	$ -
	Academic and Student Affairs			
	Student Services, Enrollment, and Retention Efforts	$ 4,159,714	$ -	$ -
	Student Financial Aid	$ 4,803,277	$ -	$ -
	Faculty / Staff Instructional and Advising Support and Start-Up Funding	$ 13,155,151	$ -	$ 3,450,289
	Faculty Research and Public Service Support and Start-Up Funding	$ 20,384,251	$ -	
	Library Resources	$ 120,000	$ -	$ -
	Other	$ -	$ -	$ -
	Facilities, Infrastructure, and Information Technology			
	Infrastructure, Capital Renewal, Roofs, Renovation, Repair	$ 7,805,115	$ -	$ -
	Utilities	$ -	$ -	$ -
	Information Technology (ERP, Equipment, etc.)	$ 2,945,516	$ -	$ 2,250,000
	Total Commitments :	$ 56,668,222	$ -	$ 5,700,289
G.	**Available E&G Carryforward Balance as of August 21, 2017 :**	$ (0)	$ -	$ (0)
	* Please provide details of earmark reserve balances (specific issue name, appropriation year, amount).			
	Disclosure Notes:			
	Legislatively Restricted Funds			
	Florida Center for Unique Abilities	$ -	$ 7,140,632	$ -
	IT Performance Funds	$ 2,853,499	$ -	$ -
	UCF Downtown Presence	$ 2,260,000	$ -	$ -
	Incubator	$ 950,000	$ -	$ -
	Anti-Hazing/High Risk Behaviors	$ 556,879	$ -	$ -
	Emerging Preeminence	$ 327,400	$ -	$ -
	Center for Reading, I-Station	$ -	$ -	$ -
	Lou Frey Institute	$ 232,125	$ -	$ -
	Florida Center for Nursing	$ -	$ -	$ -
	Crohn's & Colitis Research	$ -	$ -	$ -
		$ 7,179,903	$ 7,140,632	$ -

DRAFT

CATEGORY DEFINITIONS

5% Statutory Reserve Requirement: in compliance with 1011.40(2), Florida Statutes, each institution shall provide a written notification to the Board of Governors if, at any time, the unencumbered balance in the education and general fund of the university board of trustees approved operating budget goes below 5 percent. As a result, each university reserves an amount equal to 5 percent of its unencumbered balance in the education and general fund.

University Board of Trustees Reserve Requirement: the amount of unrestricted funds set aside by the University Board of Trustees to address critical, unforeseen, or non-discretionary items that require immediate funding, such as unanticipated or uninsured catastrophic events, unforeseen contingencies, state budget shortfalls, or university revenue shortfalls.

Restricted by Appropriations: funds appropriated by the Legislature for a specific purpose as identified by law or through legislative work papers.

Compliance Program Enhancements: initiatives associated with being in compliance with federal law, state law, Board of Governors Regulations or any other entity with which the University must comply.

Audit Program Enhancements: initiatives associated with implementing audit programs of the institution.

Campus Security and Safety Enhancements: the support of campus security and/or safety issues, such as the recruitment of police officers, vehicles, equipment, and investments which promote security and safety at the institution. This issue may also include mental health counseling and services.

Student Services, Enrollment, and Retention Efforts: funds to promote student success through supporting student services programs, addressing enrollment, and assisting with retention efforts to support timely graduation.

Student Financial Aid: funds aimed to reduce student costs and provide the opportunity to obtain a degree in an affordable and timely fashion.

Faculty/Staff Instructional and Advising Support and Start Up Funding: funds identified to support instructional and advising activities, and/or start- up packages for new faculty. Start up packages are often expended over a multi-year period.

Faculty Research and Public Service Support and Start Up Funding: funds identified to support research and public service, and any associated start up funding - Start up packages are often expended over a multi-year period.

Library Resources: materials and database access required to support programs of study and research.

Infrastructure, Capital Renewal, Roofs, Renovation and Repair: funds to support the maintenance of university infrastructures. Such costs may include the following: preventive maintenance, replacement of parts, systems or components; and other activities needed to preserve or maintain the asset.

Utility Costs: the support of utility costs throughout the university.

Information Technology (ERP, Equipment, etc.): funds to improve operational productivity, educational improvements, and technological innovation, implementation and/or maintenance of ERP systems, and technological equipment purchases.

FW: Carry Forward Budget Information for the Board of Governors
Ronnie Korosec
to:
Dania Suarez, Debra Copertino, Gwen Ransom
08/17/2017 02:33 PM
Cc:
Margaret Mlachak, Christina Tant, Megan Diehl
This message may be forwarded to Google recipient(s)
Hide Details
From: Ronnie Korosec <Ronnie@ucf.edu>
To: Dania Suarez <Dania@ucf.edu>, Debra Copertino <Debbie.Copertino@ucf.edu>, Gwen Ransom <gwenr@ucf.edu>
Cc: Margaret Mlachak <Margaret.Mlachak@ucf.edu>, Christina Tant <Christy.Tant@ucf.edu>, Megan Diehl <Megan.Diehl@ucf.edu>

3 Attachments

2016-17 E&G Beg Carryforward Comp Template for OB_FINAL.PDF

2017-18 EG Beg Carryforward Comp Template for OB_DRAFT.PDF

SUS Carryforward History.xlsx

Dania, Debbie, or Gwen;
When you set up the meeting with Chairman Marchena, please forward the attached materials to him in advance of the phone call.
Thank you!
Ronnie

From: Christina Tant
Sent: Thursday, August 17, 2017 2:18 PM
To: Ronnie Korosec <Ronnie@ucf.edu>; Megan Diehl <Megan.Diehl@ucf.edu>; Dania Suarez <Dania@ucf.edu>; Debra Copertino <Debbie.Copertino@ucf.edu>
Cc: Dale Whittaker <Dale.Whittaker@ucf.edu>; Margaret Mlachak <Margaret.Mlachak@ucf.edu>
Subject: RE: Carry Forward Budget Information for the Board of Governors

The following items are attached:

- "2016-17 E&G Beg…" – The document submitted to the BOG last year.
- "2017-18 EG Beg…" – The document due to the BOG on Monday, August 21st. Marked DRAFT since it is being circulated.
- "SUS Carryforward History…" – Internal document.

Let me know if more information is needed.
As discussed, we are reporting faculty start up balances for filled positions as encumbrances in section C this year. Non-recurring funds held for planned hires (as well as other items) are included in Section F. The definition of encumbrances per another BOG-provided template is as follows: ***Encumbrances are defined as a reservation of fund balance for items related to unfilled contracts for goods or services which will require a disbursement of funds in a future accounting period.***

From: Ronnie Korosec
Sent: Thursday, August 17, 2017 1:20 PM
To: Christina Tant; Megan Diehl; Dania Suarez; Debra Copertino
Cc: Dale Whittaker; Margaret Mlachak
Subject: FW: Carry Forward Budget Information for the Board of Governors

Christy and Megan;
As you know, I gave you back the paper copies of the documents that we discussed earlier. Would you please send an electronic copy of the document Dale requested, so that we can forward them to Chairman Marchena? Thank you!
Dania/Debbie—would you please schedule a 30 minute phone call with Chairman Marchena and Dale for tomorrow if possible? Once we get the electronic copies, we will need to send them to the Chairman from Dale's account.
Thanks!

From: Dale Whittaker
Sent: Thursday, August 17, 2017 1:15 PM
To: Ronnie Korosec <Ronnie@ucf.edu>
Subject: Re: Carry Forward Budget Information for the Board of Governors
Y tomorrow if at all possible. Will want to send him the paperwork

On Aug 17, 2017, at 12:57 PM, Ronnie Korosec <Ronnie@ucf.edu> wrote:

> Dale….FYI.
> Would you like me to ask Dania/Debbie to set up a phone or skype call for you (or you and Bill) to discuss it with him?
>
> **From:** Marcos Marchena [mailto:mmarchena@mgfirm.com]
> **Sent:** Thursday, August 17, 2017 12:26 PM
> **To:** Rick Schell <Rick.Schell@ucf.edu>
> **Cc:** Lorie Cooper <lcooper@mgfirm.com>; Ronnie Korosec <Ronnie@ucf.edu>
> **Subject:** Re: Carry Forward Budget Information for the Board of Governors
> Yes. Thank you.
> Marcos Marchena
> Marchena and Graham, P.A.
> 976 Lake Baldwin Lane
> Suite 101
> Orlando, FL 32814
> 407.658-8566
> mmarchena@mgfirm.com
>
> On Thu, Aug 17, 2017 at 11:49 AM -0400, "Rick Schell" <Rick.Schell@ucf.edu> wrote:
>
> > Provost Whittaker has completed the "Carry Forward Budget" information that is to be submitted to staff at the Board of Governors. Before Dale submits it, would you like to discuss it with him? Thanks.
> > Rick Schell
> > Vice President and Chief of Staff
> > Professor of English
> > Office of the President
> > University of Central Florida
> > 407-823-5711
> > Rick.Schell@ucf.edu

RE: Commitments List for BOG
Christina Tant
to:
Dale Whittaker
08/16/2017 07:21 PM
Cc:
Dania Suarez, Ronnie Korosec, Megan Diehl
This message may be forwarded to Google recipient(s)
Hide Details
From: Christina Tant <Christy.Tant@ucf.edu>
To: Dale Whittaker <Dale.Whittaker@ucf.edu>
Cc: Dania Suarez <Dania@ucf.edu>, Ronnie Korosec <Ronnie@ucf.edu>, Megan Diehl <Megan.Diehl@ucf.edu>

1 Attachment

2017-18 EG Beg Carryforward Comp_Draft for Dale.pdf

Dale,
Attached is a completed draft of the template provided by the BOG for reporting commitments against carry forward funds. The second page of this document contains the definitions of the categories provided. Note, the amounts in "Section E: Restricted/ Contractual Obligations" are expected to represent amounts tied to existing contracts. Everything else goes in "Section F: Committed" which may be viewed as more discretionary/ flexible by the BOG.
We can get into the detail of the amounts tomorrow – but this would be a good place to start to orient yourself, if time permits, before our meeting.
Thanks,
Christy

From: Christina Tant
Sent: Wednesday, August 16, 2017 11:00 AM
To: Dale Whittaker
Cc: Dania Suarez; Ronnie Korosec
Subject: Commitments List for BOG

Dale,
We routinely submit a list of commitments against carry forward funds to the BOG with our annual operating budget submission. It is due on Monday, August 21st. I will send you a draft by the end of today, and Dania is helping me schedule some time to review it with you tomorrow (Thursday).
It looks like your only availability tomorrow is 10:45 – 11:30. I wasn't sure if you would prefer for Bill Merck to be present, but I've checked with his office and he is not available at that time. I can certainly meet with him separately after I meet with you unless you prefer to handle it differently – just let me know or we can discuss further when we meet.
Thank you,

Christy Tant, CPA
Assistant Vice President and Controller, Finance and Accounting
UCF
University of Central Florida
Finance and Accounting
12424 Research Pkwy, Suite 300
Orlando, FL 32826-3249
christy.tant@ucf.edu
Phone 407.882.1029
Fax 407.882.1102

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Tuesday, September 20, 2016 12:45 PM
To: William Merck
Subject: RE: Downtown Power Plant

I agree. I haven't seen the comparative.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: William Merck
Sent: Tuesday, September 20, 2016 12:44 PM
To: Tracy Clark <Tracy.Clark@ucf.edu>
Subject: FW: Downtown Power Plant

Tracy, I'm thinking we may want it to be an approval item and attach the comparison data. What do you think? It's a big number and there has been a lot of discussion about it. Bill

William F. Merck II
Vice President
Administration and Finance
Chief Financial Officer

From: John Pittman
Sent: Tuesday, September 20, 2016 9:54 AM
To: William Merck <William.Merck@ucf.edu>
Cc: Tera Alcala <Tera.Alcala@ucf.edu>; Traci Fisher <Traci.Fisher@ucf.edu>; Angie Carloss <Angie.Carloss@ucf.edu>; Tracy Slavik <Tracy.Slavik@ucf.edu>
Subject: Downtown Power Plant

Bill,

For the October BOT meeting, am I creating an agenda item for Approval of the downtown power plant funding or are we approaching it as an INFO item? Should the comparison funding sheet be included as supporting documentation?

John C. Pittman
Associate VP for Debt Management
University of Central Florida
4365 Andromeda Loop N.
Millican Hall Ste 384
Orlando, FL 32816-0020
Ph: 407-823-3865
Fax: 407-823-5533

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Thursday, September 22, 2016 12:12 PM
To: William Merck
Cc: John Pittman; Tracy Slavik; Traci Fisher; Tera Alcala; Lee Kernek; Angie Carloss
Subject: Re: Downtown Power Plant Approval Agenda Item

I agree - let's make an info item and if they choose to vote, they can.

Sent from my iPad

On Sep 22, 2016, at 12:06 PM, William Merck <William.Merck@ucf.edu> wrote:

> All, with the attention this got in the last meeting, do you think we should make it an approval item? Or will that then require it to go to the full board and add time we can Ill afford? Otherwise we can make it an information item and be done with it. They can always vote on it if they want. I'm talking myself into an info item. Bill
>
> Sent from my iPhone
>
> On Sep 22, 2016, at 8:41 AM, John Pittman <John.Pittman@ucf.edu> wrote:
>
> > Tracy,
> > The agenda cover letter for the approval of the downtown chilled water facility and power plant is in your folder.
> > John C. Pittman
> > Associate VP for Debt Management
> > University of Central Florida
> > 4365 Andromeda Loop N.
> > Millican Hall Ste 384
> > Orlando, FL 32816-0020
> > Ph: 407-823-3865
> > Fax: 407-823-5533

Board of Trustees
Finance and Facilities Committee Meeting
October 12, 2016
8:30 a.m. - 10:30 a.m.
President's Boardroom, Millican Hall, 3rd floor
Conference call in phone number 800-442-5794, passcode 463796

REVISED AGENDA

I.	**CALL TO ORDER**	Alex Martins *Chair, Finance and Facilities Committee*
II.	**ROLL CALL**	Tracy D. Slavik *Coordinator for Administrative Services for Administration and Finance Division*
III.	**MEETING MINUTES**	
	• Approval of the August 17, 2016, and September 15, 2016, Finance and Facilities Committee meetings minutes	Chair Martins
IV.	**NEW BUSINESS**	Chair Martins
	• Pouring Rights Agreement (FFC-1)	William F. Merck II *Vice President for Administration and Finance and Chief Financial Officer* Curt Sawyer *Associate Vice President for University Services*
	• University Operating Budget Report Quarter Ended June 30, 2016 (INFO-1)	William F. Merck II Tracy Clark *Associate Provost for Budget, Planning, and Administration and Associate Vice President for Finance*

• UCF Investments Quarterly Report Ended June 30, 2016 (INFO-2)	William F. Merck II Tracy Clark
• Power Plant for Downtown Campus (INFO-3)	William F. Merck II John C. Pittman *Associate Vice President for Administration and Finance, Debt Management* Lee Kernek *Associate Vice President for Administration and Finance*
• Student Mental Health Potential Fee Impact Discussion	William F. Merck II
• Limbitless Solutions, Inc. Discussion	William F. Merck II Scott Cole *Vice President for General Counsel* Michael Georgiopoulos *Dean of the College of Engineering and Computer Science* Tracy Clark
• Direct Support Organizations' 2015-16 Fourth-Quarter Financial Reports (INFO-4) – UCF Athletic Association and UCF Stadium Corporation – UCF Convocation Corporation – UCF Finance Corporation – UCF Foundation – UCF Research Foundation	William F. Merck II John C. Pittman
• 2017 Finance and Facilities Committee Meeting Dates (INFO-5)	William F. Merck II
V. OTHER BUSINESS	Chair Martins
VI. CLOSING COMMENTS	Chair Martins

ITEM: INFO-3

University of Central Florida
Board of Trustees
Finance and Facilities Committee

SUBJECT: Power Plant for Downtown Campus

DATE: October 12, 2016

FOR COMMITTEE REVIEW

For information only.

BACKGROUND INFORMATION

UCF Downtown requires the construction of new utilities. A study commissioned with an engineering consultant revealed that a proposed Tri-generation Facility is technically feasible and also economically viable once the second academic building is constructed. Auxiliary cash balances will fund the construction of the facilities and purchase of the equipment, and the balances will be replenished with funds from the energy savings. By year 16, the energy savings will have paid for the construction and purchase of the assets, and excess savings can be used in other areas of the university.

In addition to providing utilities for UCF Downtown, the proposed plant will provide a learning laboratory for the College of Engineering's educational program, as well as a platform for current and future sponsored research opportunities.

The UCF Downtown Tri-generation Facility fulfills the UCF Collective Impact Strategic Plan's call to innovate academic, operational, and financial models to transform higher education through alternative financing, cost avoidance, and sustainability through greenhouse gas emission reductions.

The Tri-generation Facility was reflected in the 2017-18 Capital Improvement Plan, which was approved by the Board of Trustees on July 28, 2016.

Supporting documentation: None

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance
John C. Pittman, Associate Vice President for Administration and Finance, Debt Management

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

October 12, 2016 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
1:03:37 - 1:13:47	
MARTINS	Uh, we'll move on to information item number three, uh, the continuation of our discussion on the power plant for the downtown campus. John Pittman and Lee Kernek.
MERCK	Um …
KERNEK	[*inaudible*]
MERCK	OK, go ahead, Lee. We've got three of us wanna talk about it. Uh, 'cause we're both, all three kinda excited about it.
MULTIPLE SPEAKERS	[*simultaneous speaking*]
KERNEK	…[*simultaneous speaking*] and I also brought Curt Wade with me, um, because Curt is our Director of Utilities & Energy Services.
MERCK	So this…
KERNEK	… [*simultaneous speaking*] so we have really technical questions and we have Curt here [*laugh*s].
MERCK	I was gonna say after we finish talking, Curt can tell you the actual [*laughter*] facts of the case.
KERNEK	[*background cough*] [*inaudible*] …after Dave Norvell spoke with the trustees, um, ya'll had several questions for us. We did commission a study with EXP Engineering to look at our options and, uh, what they did eventually,they looked at are building, uh, utility demands, they looked at the load profile, they looked at life cycle cost analysis, and the life cycle cost analysis includes construction costs, maintenance costs, replacement costs, um, and it extended for the life cycle. They look at it 15 years past Phase Four. Um, so, uh, we also looked at the utility costs. But it pulls all of that together. They also, um, in a different light, looked at buying, um, our [*inaudible*] to support our needs, uh, the use of an energy services company to support the needs, which is what Dave was, was strongly leaning toward at the time. Uh, we looked at operating leases and we looked at self-financing. We had financing questions. John can talk about that, but it, it, it determined that…and we also looked at whether we should do chiller plant only, because there is no, uh, possibility of, of, of, uh, procuring that without somebody having to build that. So chiller plant only, we looked at DX units, and we looked at this tri-generation, which gives us electrical power, um, chilled water, and hot water. And in, in, in doing that full analysis, what we determined that it, uh, the best option, uh, at least after Phase Two, is the self-financing option. Going with the entire tri-generation, um, plant, and what it will do for us is, after Phase Two, we start showing savings. So when we start reaping the savings, over what would it cost us to purchase the utilities, um, then we'll start, uh, again have a payback after about 16 years, payback on the, on doing the tri-generation plant, and after that, then any funds will go back in to the University to be other funds for the University. And the other real, um, highlight to, to going with this method, is

October 12, 2016 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
	that it gives us the ability to, um, set up a learning laboratory in the facility for the College of Engineering, and I know Dave has been working with, um, Dr. Georgiopoulos's team about the possibility of that learning lab and what that can do for, um, the learning of our, of our students, and, and, and researchers within the University. So, that's kinda the, the easy part of this. When you have questions on the technical nature or financing, and [*inaudible*] may have questions on the technical nature [*inaudible*].
MERCK	Uh, I'll just add one thing. I think what Lee said I agree with totally. Um...just to r-, reinforce the...when you build just the first building, it's not the most optimal solution, just with the one building. But we expect to be downtown for decades and decades and decades. And so there will be more than one building eventually, and that's when the savings start to kick in. And in the meantime, though, regardless, it allows us to use chilled water for our air conditioning needs, as opposed to DX units, which are kind of messy and noisy and have other problems associated with them. [*simultaneous speaking*]
KERNEK	It's very difficult to, to operate and maintain those DX units on those kinda large facilities, and, and it really ends up not being a good, uh, cost effective life cycle by doing that as well.
MERCK	So, our recommendation is certainly to do, um, self-, self-financed [*background clears throat*], um, project on our own.
KERNEK	And this facility was on your, um, capital improvement [*background cough*] [*inaudible*] plan that the trustees approved, um, to go forward to the Board of Governors.
MARTINS	Questions from the Committee?
WALSH	So, with this, uh, with this program, what percentage of the downtown campus would be self-generated [*inaudible*]?
KERNEK	All of it.
MULTIPLE SPEAKERS	[*simultaneous speaking*]
MERCK	All of our 15 acres, yeah.
KERNEK	[*simultaneous speaking*]...will be, and so, wh-, wh-, ready to do this in the smartest way was to build it, um, in phases. As we're building the campus in phases, we're building the capacity in phases as well. So again, there's, there's an initial cost, and you would have to have all the foundation and the basics, but you can add the, the, the ability to, to generate more power as you build up your campus.
WALSH	So the study will, will also OUC cost prior to this [*inaudible*].
KERNEK	Hmm-mm. It did.
WALSH	On payback in 16 years. When we did a project here years ago, I thought it was perhaps six years …
KERNEK	We had …
WALSH	… we started it. What, what's changed between the two?
KERNEK	Well, we do have tri-generation plan as opposed to co-generation.
WALSH	Hm-mmm.
KERNEK	And we're also starting from scratch. Um, and we're going to have some mitigation to do becauseof some environmental, um,

October 12, 2016 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
	groundwater issues on the, on the site in some of those things. So we looked at all of those kinds of things when looking at what is the cost and how we get there.
MERCK	And, out last, uh, maybe Curt can, uh, back me up on this. But I think, too, when we did the one on campus we had a full load for the hundred percent of the plant we built. Where, as when we go downtown, the 16 years is partly drug out because we'll have lower, s-, s-, le-, less demand with the first building, and then the, as the demand increases as we add on over the years to come, that's when it starts to become even more economical in this and the savings really kick in. Is that fair?
WADE	That's fair. Um, there again I could also point out too is the facility we had talked about, so having standalone localized air conditioning versus a district system, if the unit fails, we have and plus-one, so that, you can maintain continuity in our operations, whereas you might be out for a period of time with, with standalone one.
MARTINS	Trustee Koons.
KOONS	Uh, uh, two questions. One is that a new power plant would potentially supply the, the new building as planned. But we have an existing building there. Would the power plant be able to supply the existing building? And then the second question is, if we're building a power plant for the eventual demand of additional buildings, and we have capacity that we don't need, can we sell off some of that power, and, and gain some, uh, income from it?
MERCK	There, there's some multiple answers there. Can I start [*background clears throat*] and then you can, and Curt and then, Lee, you correct me when I get off target here. But the CEM building right now has, has its own power taken care of, but its's aging and it needs to be replaced at some point [*background cough*]. So when we reach the point that financially, we decide to take that on and pick it up under the new plant, we can then take the new plant and cover those needs. It won't happen initially, because of just first cost on doing that, but it can, yes. Um, and then we will grow it to whatever extent we need going forward. Um, as far as selling things, we can't sell, because of the utility commissions, we can't sell electricity, but we could sell chilled water.
KERNEK	Chilled and hot water. And we, we did look at that in the study as well. That is feasible for us to do, and we start-, started some discussion about, um, the others within the Creative Village you [*inaudible*] have.
MERCK	So, no, no, no sale of electricity, but the possibility is there for the other.
KERNEK	It, it, it the electricity is regulated, so you can't...
MARTINS	Other questions from the committee?
WALSH	Did we evaluate also third-party ownership, the companies that invest and own these type facilities?
MERCK	Yes.

October 12, 2016 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
WALSH	Selling…[*inaudible*]
KERNEK	We did. Um, that's something we originally went into this thinking that might be the best option, and um, as we explored it, that's not the best option for us financially, and we do have those financial notes Jonathan can talk about those.
WALSH	So you did this report…[*inaudible*]
PITTMAN	Yes, we interviewed four companies, uh, of about that possibility. Three of the four companies said we would still need to get our own external financing, so you got, not only the companies' kind of profit in there, but we got a financing cost on top of that, to get this, this facility built. Um, so, when we add those costs up, we have to pay back. This one's longer than 16 years if we financed it ourself.
KERNEK	So, after we, we did that evaluation, we did [*background cough*], um, go ahead and put it out, based on, today we had, we, we got a little of a head start 'cause we know we're not required to act on them, but, uh, we did put it out as an advertisement, we put out an, uh, RFP for companies to come in, um, as a design build, to build this. Those originally were due back the 13th. Because of Hurricane Matthew, we, um, have put that off 'til the 17th. We've notified everyone through our website. And Florida [*inaudible*] we're giving 'em until the 17th.
WALSH	The alternative would be if, if didn't do this, OUC would supply everything someone would supply.
MERCK	No, not the chilled water.
UNIDENTIFIED SPEAKER	Not the chilled water.
MERCK	And that was a really important component to us.
KERNEK	Right. And in looking at, at building that chilled water by itself, cost was just astronomical. We didn't, we really didn't have the payback at all.
MARTINS	Any other questions? And then this is an item that once we have the financing plan in place, we'll come back to the Committee? Is that, is that...?
MERCK	It's up to you.
KERNEK	Up to you.
PITTMAN	The financing plan is for the University to self-fund, uh, the construction of the assets.
MERCK	Yeah, and typically we don't come back for those kind of things…
UNIDENTIFIED SPEAKER	Yeah.
MERCK	… if the project's approved, and um, we've identified the source of funding, which is OK with you, then we just usually go ahead. What we can do, we can come back just as an information item?
MARTINS	Yeah, let's do that.
MERCK	That's [*simultaneous speaking*]. And that way [*background clears throat*] we don't hold up anything if we need to…
MARTINS	Yeah, let's, let's do that…[*simultaneous speaking*]
MERCK	…award a contract.
MARTINS	… just bring it back just as an information item just to…
MERCK	Great.

October 12, 2016 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
MARTINS	…close the loop.
MERCK	OK.
WALSH	Chair, I'd suggest part of that…the, the payback is...slow.
MERCK	Right.
WALSH	It, it's a great concept, and a great project, but the payback is slow. And part of that could also be what assumptions that could be extremely conservative in the estimates to make it better.
MERCK	Yes.
WALSH	To make more, be more compelling for that [*inaudible*], review.
MERCK	Right, right. And it also depends to some extent on how quickly, um, the 15 acres that we have get built out.
UNIDENTIFIED SPEAKER	Yeah.
MERCK	If, if the, if our assumption's there, i-, if it builds out then, then the payback shortens dramatically.
WALSH	Yeah. And the model put a lot of assumptions and some of them might be… [*simultaneous speaking*].
KERNEK	We were…
WALSH	…pretty conservative.
KERNEK	…pretty conservative in doing this, but [*simultaneously speaking*], I'm sure that we were…
WALSH	There might be a [*inaudible*] [*simultaneous speaking*] one being the best case and one be and the worst case.
MERCK	Right.
WALSH	…might be better than 16 years [*inaudible*].
MERCK	I actually think it will be better, but …
KERNEK	And we do have some unknowns, as I say we have the groundwater concerns and stuff, and so we budgeted, um, uh, monies to take care of that, knowing there's going to be some mitigations. The City will be required to do some of it, but there's still going to be some things that we have to do in construction to cover [*inaudible*].
MERCK	And that's built into this model.
KERNEK	Hmm-mm.
MARTINS	Are there any other questions? OK, great. Thank you very much.
[END OF TRANSCRIPTION]	

From: Donna DuBuc
Sent: Friday, July 07, 2017 3:25 PM
To: Christina Tant; Meghan Nelson
Cc: Rebeca Richards
Subject: FW: UCF 586 Tri-Generation (Downtown Central Energy Plant)

Christy/Meghan,

FYI we do not have budget specifically set aside for this in the auxiliary reserve. The funding is coming from Mr. Merck's auxiliary department, correct? There may be other items planned for in the reserve that will not happen and we can use that budget, or we may need to do a budget override for the cash transfer(s). I'm not sure if the full $12.2m cash will be needed this fiscal year.

Donna

From: Christina Tant
Sent: Thursday, July 06, 2017 8:47 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>; Megan Carrigan <Megan.Carrigan@ucf.edu>; John Pittman <John.Pittman@ucf.edu>; Allen Bottorff <Allen.Bottorff@ucf.edu>; Jeremy Williamson <Jeremy.Williamson@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)

Thanks, LaShanda. We will work with you on setting up the project, but since this is being funded based on internal loan to be paid back with energy savings we're going to need you and/or John to provide an MOU and revised payback schedule **asap**.

Brad Hodum can work with you on the MOU. Can you get the revised payback schedule back to us within the next few business days?

From: Lashanda Brown-Neal
Sent: Thursday, July 06, 2017 4:11 PM
To: Christina Tant <Christy.Tant@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>; Megan Carrigan <Megan.Carrigan@ucf.edu>; John Pittman <John.Pittman@ucf.edu>; Allen Bottorff <Allen.Bottorff@ucf.edu>; Jeremy Williamson <Jeremy.Williamson@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)

Hi Christy,

I was able to check into the below and found out that the estimates have changed. Based on what I gathered the new amount was approved.

Thanks,
LaShanda

From: Christina Tant
Sent: Thursday, May 18, 2017 8:13 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>; Megan Carrigan <Megan.Carrigan@ucf.edu>; John Pittman <John.Pittman@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)

Hi Lashanda – Yes, but the attached budget ($12,195,000) exceeds the first phase noted John's payback schedule ($10,320,000). Have the estimates changed?

From: Lashanda Brown-Neal
Sent: Tuesday, May 16, 2017 5:03 PM
To: Christina Tant <Christy.Tant@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>; Megan Carrigan <Megan.Carrigan@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)
Importance: High

Hi Christy,

Are we able to move forward with the creation of this project budget? The contract has been put in place and the designers will be invoicing soon.

Thanks,
Lashanda

From: John Pittman
Sent: Wednesday, March 15, 2017 8:40 AM
To: Tracy Clark <Tracy.Clark@ucf.edu>; Brad Hodum <Brad.Hodum@ucf.edu>
Cc: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)

Tracy,

Based on projected savings, attached is the payback scheduled.

John

From: Tracy Clark
Sent: Tuesday, March 14, 2017 9:11 PM
To: John Pittman <John.Pittman@ucf.edu>; Brad Hodum <Brad.Hodum@ucf.edu>
Cc: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>
Subject: Re: UCF 586 Tri-Generation (Downtown Central Energy Plant)

John,

We need a repayment plan and internal loan document to be able to proceed. If you can provided the repayment plan - Brad can incorporate it into an internal loan doc.

Thanks.

Sent from my iPad

On Mar 14, 2017, at 5:12 PM, John Pittman <John.Pittman@ucf.edu> wrote:

<image002.gif>
LaShanda,

The funding for the Trig-Generation plant downtown has been approved from the university cash balances. Tracy and Christy will work with you on the budget and actual funding.

John

From: Lashanda Brown-Neal
Sent: Tuesday, March 14, 2017 5:09 PM
To: John Pittman <John.Pittman@ucf.edu>
Subject: FW: UCF 586 Tri-Generation (Downtown Central Energy Plant)

Hi John,

It has become time to start with the encumbering of budget for the Downtown Tri-Generation plant. I believe you were working with Allen on the financing. How do we go about requesting budget for this project? Not sure if the project budget within PS has already been identified?

Thanks,
LaShanda

From: Tammy Hintermeister
Sent: Tuesday, March 14, 2017 4:44 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Subject: UCF 586 Tri-Generation (Downtown Central Energy Plant)

Hi LaShanda,

Attached is the conceptual budget for the referenced project above. We would like to request a budget of $1,481,638 for the planning portion as per budget attached. This is a design build project which the contract has not been executed as of this date. Also, we have a proposal attached from Hanson for the basic scope of services for commissioning in the amount of $53,390 which is found on page 8 (Exhibit A).

Thanks!

Note: Due to limited use of the phone, please contact me by email or Skype (IM).

Tammy Hintermeister
Coordinator, Accounting – Construction
Facilities & Safety
Resource Management, Business Office
3528 N. Perseus Loop

Orlando, FL 32816
(P) 407-823-4983
(F) 407-823-4704

Downtown Power Plant

Repayment Terms:	
Initial Principal Amount:	10,320,000
Added Principal Costs (In 2021) :	3,262,000
Added Principal Costs (In 2024):	2,351,000
Added Principal Costs (In 2027):	1,165,000
Total Loan Amount:	**17,098,000**
Original Loan Date:	June-18
Interest Rate:	0%

Start Date	Loan Amount	Added to Loan Amount	Payments	Loan Balance
6/30/2018	10,320,000.00		153,391.26	10,166,608.74
6/30/2019	10,166,608.74		146,033.24	10,020,575.50
6/30/2020	10,020,575.50		138,528.05	9,882,047.45
6/30/2021	9,882,047.45	3,262,000.00	649,898.74	12,494,148.71
6/30/2022	12,494,148.71		639,122.15	11,855,026.56
6/30/2023	11,855,026.56		628,130.04	11,226,896.52
6/30/2024	11,226,896.52	2,351,000.00	967,036.70	12,610,859.82
6/30/2025	12,610,859.82		952,293.49	11,658,566.33
6/30/2026	11,658,566.33		937,255.42	10,721,310.91
6/30/2027	10,721,310.91	1,165,000.00	1,787,094.94	10,099,215.97
6/30/2028	10,099,215.97		1,772,627.09	8,326,588.88
6/30/2029	8,326,588.88		1,757,869.89	6,568,718.99
6/30/2030	6,568,718.99		1,742,817.54	4,825,901.45
6/30/2031	4,825,901.45		1,727,464.14	3,098,437.31
6/30/2032	3,098,437.31		1,711,803.68	1,386,633.63
6/30/2033	1,386,633.63		1,386,633.63	-

FW: UCF 586 Tri-Generation (Downtown Central Energy Plant)
Christina Tant
to:
Tracy Clark
07/15/2017 09:05 AM
This message may be forwarded to Google recipient(s)
Hide Details
From: Christina Tant <Christy.Tant@ucf.edu>
To: Tracy Clark <Tracy.Clark@ucf.edu>

FYI – we put the $1.5m start-up budget in the tri gen plant yesterday.

From: Meghan Nelson
Sent: Friday, July 14, 2017 6:14 PM
To: Lashanda Brown-Neal
Cc: Brad Hodum; Donna DuBuc; Megan Carrigan; John Pittman; Allen Bottorff; Jeremy Williamson; Lee Kernek; Christina Tant
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)

Thanks LaShanda,
The budget has been added.

Meghan Nelson, CPA
Accounting Coordinator, Division of Finance & Accounting
12424 Research Parkway, Suite 300, Orlando, FL 32826-3249
Tel 407-882-2236
*I recently changed my name from Meghan Sutter to Meghan Nelson.

From: Lashanda Brown-Neal
Sent: Friday, July 14, 2017 6:10 PM
To: Meghan Nelson <Meghan.Nelson@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Megan Carrigan <Megan.Carrigan@ucf.edu>; John Pittman <John.Pittman@ucf.edu>; Allen Bottorff <Allen.Bottorff@ucf.edu>; Jeremy Williamson <Jeremy.Williamson@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)

Hi Meghan,
Please distribute budget as follows:

ARCHITECT_ENGR	894,342.00
CONST_MGR	83,530.00
Commissioning	74,082.00
Infrastructure	262,250.00
Building Permit	66,616.00
Fire Marshal	32,781.00
Planning Contingenc	86,399.00

Thanks,
Lashanda

From: Meghan Nelson
Sent: Friday, July 14, 2017 8:25 AM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Megan Carrigan <Megan.Carrigan@ucf.edu>; John Pittman <John.Pittman@ucf.edu>; Allen Bottorff <Allen.Bottorff@ucf.edu>; Jeremy Williamson <Jeremy.Williamson@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>; Christina Tant

<Christy.Tant@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)
Hi LaShanda,
I'm going to add $1.5 million of budget to Project 92010049. What Activity ID should I add the budget to for that project?
Thank you,
Meghan Nelson, CPA
Accounting Coordinator, Division of Finance & Accounting
12424 Research Parkway, Suite 300, Orlando, FL 32826-3249
Tel 407-882-2236
*I recently changed my name from Meghan Sutter to Meghan Nelson.

From: Christina Tant
Sent: Wednesday, July 12, 2017 1:25 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Megan Carrigan <Megan.Carrigan@ucf.edu>; John Pittman <John.Pittman@ucf.edu>; Allen Bottorff <Allen.Bottorff@ucf.edu>; Jeremy Williamson <Jeremy.Williamson@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)
LaShanda – The project has been set up but we are going to hold off on transferring budget and cash until we receive some additional information from Lee.
Thanks,
Christy

From: Jenna Capp
Sent: Monday, July 10, 2017 8:12 AM
To: Meghan Nelson <Meghan.Nelson@ucf.edu>; Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Megan Carrigan <Megan.Carrigan@ucf.edu>; John Pittman <John.Pittman@ucf.edu>; Allen Bottorff <Allen.Bottorff@ucf.edu>; Jeremy Williamson <Jeremy.Williamson@ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)
Meghan,
The DAL has been added for 92010049.
Jenna Capp
Accountant
Finance & Accounting
407-882-1091 (P)
407-882-1067 (F)
*Reminders:
-All individual vendors should be faxed to Jenna Capp directly from the vendor, corporate vendors should be faxed to Procurement Services, and any foreign vendors or Greencard holders should be faxed to UCF Global.
-No W9s or W8s will be accepted through email. They will be deleted.
-Only the vendor can alter their W9 form. The acceptable W9s are the most recent IRS W9 (Currently December 2014) or the UCF Substitute W9.
Thank you!*

From: Meghan Nelson
Sent: Friday, July 07, 2017 3:32 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>; Jenna Capp <Jenna.Capp@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Megan Carrigan <Megan.Carrigan@ucf.edu>; John Pittman <John.Pittman@ucf.edu>; Allen Bottorff <Allen.Bottorff@ucf.edu>; Jeremy Williamson <Jeremy.Williamson@ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>

Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)
LaShanda,
I have created Project 92010049 for the Downtown Tri-Generation Plant. What is the building number for the Project?
Jenna,
Please add the following DAL to Project 92010049:
DDC= Lee Kernek (2290830)
RFO=LaShanda Brown-Neal (2301402)
PCT= Tammy Hintermeister (2694032)
DLP= Tammy Hintermeister (2694032)
Thanks,
Meghan Nelson, CPA
Accounting Coordinator, Division of Finance & Accounting
12424 Research Parkway, Suite 300, Orlando, FL 32826-3249
Tel 407-882-2236
*I recently changed my name from Meghan Sutter to Meghan Nelson.

From: Christina Tant
Sent: Thursday, July 06, 2017 8:47 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>; Megan Carrigan <Megan.Carrigan@ucf.edu>; John Pittman <John.Pittman@ucf.edu>; Allen Bottorff <Allen.Bottorff@ucf.edu>; Jeremy Williamson <Jeremy.Williamson@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)
Thanks, LaShanda. We will work with you on setting up the project, but since this is being funded based on internal loan to be paid back with energy savings we're going to need you and/or John to provide an MOU and revised payback schedule **asap**.
Brad Hodum can work with you on the MOU. Can you get the revised payback schedule back to us within the next few business days?

From: Lashanda Brown-Neal
Sent: Thursday, July 06, 2017 4:11 PM
To: Christina Tant <Christy.Tant@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>; Megan Carrigan <Megan.Carrigan@ucf.edu>; John Pittman <John.Pittman@ucf.edu>; Allen Bottorff <Allen.Bottorff@ucf.edu>; Jeremy Williamson <Jeremy.Williamson@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)
Hi Christy,
I was able to check into the below and found out that the estimates have changed. Based on what I gathered the new amount was approved.
Thanks,
LaShanda

From: Christina Tant
Sent: Thursday, May 18, 2017 8:13 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>; Megan Carrigan <Megan.Carrigan@ucf.edu>; John Pittman <John.Pittman@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)
Hi Lashanda – Yes, but the attached budget ($12,195,000) exceeds the first phase noted John's payback

schedule ($10,320,000). Have the estimates changed?

From: Lashanda Brown-Neal
Sent: Tuesday, May 16, 2017 5:03 PM
To: Christina Tant <Christy.Tant@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Donna DuBuc <Donna.DuBuc@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>; Megan Carrigan <Megan.Carrigan@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)
Importance: High

Hi Christy,
Are we able to move forward with the creation of this project budget? The contract has been put in place and the designers will be invoicing soon.
Thanks,
Lashanda

From: John Pittman
Sent: Wednesday, March 15, 2017 8:40 AM
To: Tracy Clark <Tracy.Clark@ucf.edu>; Brad Hodum <Brad.Hodum@ucf.edu>
Cc: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>
Subject: RE: UCF 586 Tri-Generation (Downtown Central Energy Plant)

Tracy,
Based on projected savings, attached is the payback scheduled.
John

From: Tracy Clark
Sent: Tuesday, March 14, 2017 9:11 PM
To: John Pittman <John.Pittman@ucf.edu>; Brad Hodum <Brad.Hodum@ucf.edu>
Cc: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>
Subject: Re: UCF 586 Tri-Generation (Downtown Central Energy Plant)

John,
We need a repayment plan and internal loan document to be able to proceed. If you can provided the repayment plan - Brad can incorporate it into an internal loan doc.
Thanks.

Sent from my iPad

On Mar 14, 2017, at 5:12 PM, John Pittman <John.Pittman@ucf.edu> wrote:

<image002.gif>
LaShanda,
The funding for the Trig-Generation plant downtown has been approved from the university cash balances. Tracy and Christy will work with you on the budget and actual funding.
John

From: Lashanda Brown-Neal
Sent: Tuesday, March 14, 2017 5:09 PM
To: John Pittman <John.Pittman@ucf.edu>
Subject: FW: UCF 586 Tri-Generation (Downtown Central Energy Plant)

Hi John,
It has become time to start with the encumbering of budget for the Downtown Tri-Generation plant. I believe you were working with Allen on the financing. How do we go about requesting budget for this project? Not sure if the project budget within PS has already been identified?
Thanks,

LaShanda

From: Tammy Hintermeister
Sent: Tuesday, March 14, 2017 4:44 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Subject: UCF 586 Tri-Generation (Downtown Central Energy Plant)

Hi LaShanda,
Attached is the conceptual budget for the referenced project above. We would like to request a budget of $1,481,638 for the planning portion as per budget attached. This is a design build project which the contract has not been executed as of this date. Also, we have a proposal attached from Hanson for the basic scope of services for commissioning in the amount of $53,390 which is found on page 8 (Exhibit A).
Thanks!

Note: Due to limited use of the phone, please contact me by email or Skype (IM).
Tammy Hintermeister
Coordinator, Accounting – Construction
Facilities & Safety
Resource Management, Business Office
3528 N. Perseus Loop
Orlando, FL 32816
(P) 407-823-4983
(F) 407-823-4704

Re: Power Plant for Downtown
Allen Bottorff
to:
Tracy Clark
07/13/2017 08:36 PM
Cc:
Lee Kernek, Christina Tant, Tera Alcala, David Norvell, Curtis Wade
This message may be forwarded to Google recipient(s)
Hide Details
From: Allen Bottorff <Allen.Bottorff@ucf.edu> Sort List...
To: Tracy Clark <Tracy.Clark@ucf.edu>
Cc: Lee Kernek <Lee.Kernek@ucf.edu>, Christina Tant <Christy.Tant@ucf.edu>, Tera Alcala <Tera.Alcala@ucf.edu>, David Norvell <David.Norvell@ucf.edu>, Curtis Wade <Curtis.Wade@ucf.edu>

My thanks! You are a Rock Star!

- Allen

E. Allen Bottorff, II - P.E., Ph.D.
Director, Downtown Campus Facilities
Facilities and Safety Department
Administration and Finance Division
University of Central Florida

3528 North Perseus Loop
Orlando, FL 32816-3631

Office: 407.823.3392
Cell: 772.370.4944
allen.bottorff@ucf.edu
ucf.edu

Please note: Florida has a very broad open records law (F.S. 119). Emails may be subject to public disclosure.

On Jul 13, 2017, at 17:29, Tracy Clark <Tracy.Clark@ucf.edu> wrote:

> We can do that Allen. Thanks.
>
> Sent from IPhone
>
> On Jul 13, 2017, at 3:33 PM, Allen Bottorff <Allen.Bottorff@ucf.edu> wrote:
>
> > That said, I'd suggest we move a minimum of $1.5M over to F&S so that we can honor the contracts and soon-to-hit work associated with he Planning Section. Moving back to a $10.5+/- total budget will reduce the Planning Section but there is a short fuse to get this all going so a first deposit of the current estimated Planning $$$ is requested to keep this moving.
> >
> > My thanks.
> >
> > - Allen

From: Lee Kernek <Lee.Kernek@ucf.edu>
Date: Thursday, July 13, 2017 at 15:23
To: Christina Tant <Christy.Tant@ucf.edu>
Cc: Tracy Clark <Tracy.Clark@ucf.edu>, Tera Alcala <Tera.Alcala@ucf.edu>, Allen Bottorff <allen.bottorff@ucf.edu>, David Norvell <david.norvell@ucf.edu>, Curt Wade <Curtis.Wade@ucf.edu>
Subject: RE: Power Plant for Downtown

The $15.1M came from plans for the micro-grid and academic space. We are working on bringing the project back in line with the budget provided to the BOT, with the potential to add other system components in the future.

From: Christina Tant
Sent: Tuesday, July 11, 2017 10:23 AM
To: Lee Kernek <Lee.Kernek@ucf.edu>
Cc: Tracy Clark <Tracy.Clark@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>; Tera Alcala <Tera.Alcala@ucf.edu>
Subject: Power Plant for Downtown
Importance: High

Lee - I'm trying to understand the difference between the attached $15.1 million budget for the downtown tri-gen facility and the $10.3 million phase 1 cost presented on the attached payback schedule.

Does the $15.1 million include a portion of the capacity planned for the future phases of this project, or did the estimated cost of phase 1 increase from $10.3 million to $15.1 million?

We need to understand this so we can plan properly for the timing of funding transfers to the project. If the amounts have changed then John will need to update the payback schedule for the internal loan and we are now required to update the board.

Please advise….

Christy Tant, CPA
Assistant Vice President and Controller, Finance and Accounting
<image001.gif>
University of Central Florida
Finance and Accounting
12424 Research Pkwy, Suite 300
Orlando, FL 32826-3249
christy.tant@ucf.edu
Phone 407.882.1029
Fax 407.882.1102

<image001.gif>

May 18, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
39:01 - 47:40	
MARTINS	Now we'll move to the fiscal '17-'18 Capital Outlay Budget and we'll turn to Lee Kernek. Good morning, Lee.
KERNEK	Thank you. So every year we come to you at this time of year. The budget that you see before you has been, it's, it's prepared annually before the session has ended, uh, based on what the Board of Governors', uh, staff gives us, um, and then we revise the numbers as the, um, prior to the FFC when the numbers are available from the session, with the actual numbers that are subject only to veto. If you look at the budget in front of you, what you'll see, um, in the first session, section, is the, uh, PECO outlay. Based on the final conference budget, um, UCF received no PECO funds for this year. The same is true for Courtelis Matching Funds. So the Courtelis Fund actually went away a few years ago, and there was an attempt to bring it back during this session, but no funds were awarded this year. The third section is Maintenance Repair Renovation and Remodeling Projects. The State asked for-, the Board of Governors asked the Legislature for $45,562,000. Of that amount, UCF will receive $3.85, um, million. That's based on a State formula that takes into consideration age of buildings and square footage only, so it doesn't take into consideration, um, the numbers of students or the use of the facilities. The next section is the Capital Improvement Trust Fund. This is a return of, uh, funds that are derived from student activity fees. And it's legislatively mandated that those projects, um, have a benefit to students. The students do participate in what those projects are. Um, this year, so the return this year to us, we expected that first $6.85, uh, million that you see there, that will help us finish off the Phase One up at John C. Hitt Library, um, changes. The Phra-, Phase One includes the building and the, uh, automated retrieval system that's in there. Phase Two is the Connector Building, and we did receive, uh, a million-seven toward the Phase Two, so we're in design with that piece of the, of the, the phase right now. That is also a return this year for the State of about $45 million dollars. So that's our, uh, portion of that. The next section is, um, is buildings that we say can be other State sources. All of these are reflected in our Capital Improvement Plan to notice the Board of Governors that we'll be doing those. So those are f- in, those are internally funded, the ones that you see before you. So there, this is not from the Legislative Budget Request, but these have been noticed to the State. The final, um, section on that page, um, is projects that can include anything to be funded, um, by a DSO, by debt, or by bonds. And so you see a fairly large list here. This list is not even a wish list. It's a, what we call a just-in-case list. Because if we don't put it somewhere on that Capital Improvement Plan and funds become available to us,

May 18, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
	or we have an opportunity, we can't move unless the State has been noticed, so that's why we have them there. The first two, um, were, were projects that we noticed to them or had prior approval, and the other three that you see where, where funds are allocated, it doesn't mean that we really have funding, it means that the State has said we could, we could do those in this year, if we, um, had the, the, the ability to go out and do them. And the funds have to stay on this list until, um, we actually build something. So even if we, if we don't build, um, say the Wayne Densch Sports Center expansion this year, we would have to put it back on the list the following year. So, it stays until they approve it. On the second page, what you see is our request, um, and it shows 2017-18, but we continue to put these items on the, the Plant Operations and Maintenance list until such time as funding is received. In years past, we received funding every year for Plant Operations and Maintenance. The first year that we did not receive funding was for the '15-'16, um, school year, so that includes the Florida Advance Manufacturing Research Facility all the way down through the John C. Hitt Library Expansion Phase One. For '16-'17, the funds that were not received, um, are the BTW-, BPW Building, all the way through the Arts Complex II Performance Building, and for '17-'18, um, it starts with the Trevor Colbourn Hall and is the rest of the list. So you see, um, the $8.36 million is, um, that's an annual amount that we should receive, and of course those first couple of years have already been not received for those, for those years. I have modified the request to you, um, a little bit based on, um, last year's approval terms, because as I was preparing last night I noticed that there were, there was a change last year, so I'm actually modifying the request to you, so that it will say "Approve the University's 2017-18 Capital Outlay Budget and authorized the President to make necessary adjustments to the 2017-18 Capital Outlay Budget for any line item two million dollars or less. Any budget change where the overall line item value is greater than two million will be brought to the Board of Trustees for approval if the adjustment to such a line item is more than ten percent." And that's in accordance with the minutes from last year. So that is our request.
MARTINS	OK. Before we take questions, can we have a motion, uh, to approve the '17-'18 Capital Outlay Budget with the amendment that, um, Lee has added verbally.
UNIDENTIFIED SPEAKER	So moved.
MARTINS	A motion.
UNIDENTIFIED SPEAKER	Second.

May 18, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
MARTINS	And a second. Questions from the committee?
MARCHENA	I have a question …
UNIDENTIFIED SPEAKER	Chairman Marchena.
MARCHENA	… um, in the, uh, the, the PECO list, I assume that's in order of priority?
KERNEK	It is in our order of priority from our Capital Improvement Plan, yes sir.
MARCHENA	Is it possible that we didn't get any PECO funds because the first line item is just not very sexy?
KERNEK	Actually, that is, has been our first line item for years and that used to be the fun-, the, the, the amount that was funded every year because that's how you take care of what you already have. So generally, the Legislature likes that, that you put that unsexy line item up front.
MULTIPLE SPEAKERS	[*laughter*]
MARTINS	Is that how you liked it noted for the record, Mr. Chairman?
MULTIPLE SPEAKERS	[*loud laughter*]
MARCHENA	[*clears throat*] Um, no, I appreciate your, um, your comment on clarifying the committee action. As you know, we've been talking about clarifying the delegation of authority. I just want to make sure that everybody understands that as we make those changes, those changes will apply to whatever approval we give here today.
MARTINS	Thank you Mr. Chairman. Other questions from the committee?
UNIDENTIFIED SPEAKER	Got a question. So this negative trend in PO&M, which is obviously very concerning, is it also seen at other institutions in the State?
UNIDENTIFIED SPEAKER	Yes.
KERNEK	Throughout.
MARTINS	Major issue.
GARVY	Been a pet peeve of mine for a number of years, and continues to be one because it is, uh, rapidly moving towards a state of, of disarray.
UNIDENTIFIED SPEAKER	[*simultaneous speaking / inaudible*]
GARVY	I mean, we are, i-, the, I don't, just don't understand how the Board of Governors can not respond to the deterioration that is inevitable if we don't maintain these properties. And every year, I mean, it just i-, it, zeroes come up here.
KERNEK	Yeah.
GARVY	It's ridiculous.
KERNEK	We're currently facing [*simultaneous speaking / inaudible*].
GARVY	I mean we will face a crisis if this is not addressed.
HITT	I think to be fair, the Board of Governors' members would agree with you.
UNIDENTIFIED SPEAKER	Yes.
GARVY	Well, that's right. I should, …
UNIDENTIFIED SPEAKER	[*simultaneous speaking / inaudible*]

May 18, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
GARVY	… I shouldn't put it on them. I'm sorry. I, I, y-, should restate that. The Legislature is, is, is not fulfilling its obligation to higher education in the State when they refuse to fund proper maintenance of the facilities in which we've invested so much, in which these, uh, uh, students and the administration, the faculty depend upon, to deliver, uh, the product that the Legislature wants us to produce.
HITT	And this, this is a state …
GARVY	It's outrageous.
HITT	… that used to be exemplary in that regard.
GARVY	Right.
MARTINS	Other questions or comments? Hearing none, all those in favor of, uh, approving the '17-'18 Capital Outlay Budget, uh, with noted amendment, please signify by saying "Aye."
MULTIPLE SPEAKERS	Aye.
MARTINS	Any opposed, like sign? Motion carries. Thank you.
[END OF TRANSCRIPTION]	

University of Central Florida

Education and General

2017-18 Operating Budget - Beginning Carryforward Fund Balance Composition

October 2017

		University E&G	Medical School	FL Center for Unique Abilities
A.	**Beginning E&G Carryforward Fund Balance - July 1, 2017 :**			
	Cash	$ 173,627,305	$ 14,154,576	$ 7,157,242
	Investments	$ -	$ -	$ -
	Accounts Receivable	$ 1,367	$ -	$ -
	Less: Accounts Payable	$ 13,903,292	$ 1,417,170	$ -
	Less: Deferred Fees	$ -	$ -	$ -
	Beginning E&G Fund Balance Before Encumbrances :	$ 159,725,380	$ 12,737,406	$ 7,157,242
B.	**Expenditures to Date :**	$ 46,842,192	$ 2,049,966	$ 3,000,000
C.	**Encumbrances to Date :**	$ 35,301,953	$ 3,956,555	
D.	**E&G Carryforward Fund Balance - as of October 31, 2017 :**	$ 77,581,235	$ 6,730,885	$ 4,157,242
E.	**Restricted / Contractual Obligations**			
	5% Statutory Reserve Requirement	$ 31,439,512	$ 2,110,661	$ -
	Restricted By Appropriations	$ 6,027,291	$ 315,070	$ 4,157,242
	University Board of Trustee Reserve Requirement	$ -	$ -	
	Restricted by Contractual Obligations:			
	Compliance Program Enhancements	$ -	$ -	
	Audit Program Enhancements	$ -	$ -	
	Campus Security and Safety Enhancements	$ -	$ -	
	Student Services, Enrollment, and Retention Efforts	$ 500,000	$ -	
	Student Financial Aid	$ -	$ -	
	Faculty / Staff Instructional and Advising Support and Start-Up Funding	$ 774,045	$ -	
	Faculty Research and Public Service Support and Start-Up Funding	$ 7,264,320	$ -	
	Library Resources	$ -	$ -	
	Infrastructure, Capital Renewal, Roofs, Renovation, Repair	$ -	$ -	
	Utilities	$ -	$ -	
	Information Technology (ERP, Equipment, etc.)	$ 985,276	$ -	
	Total Restricted Funds :	$ 46,990,444	$ 2,425,731	$ 4,157,242
F.	**Commitments**			
	Compliance, Audit, and Security			
	Compliance Program Enhancements	$ -	$ -	
	Audit Program Enhancements	$ -	$ -	
	Campus Security and Safety Enhancements	$ 708,980	$ -	
	Academic and Student Affairs			
	Student Services, Enrollment, and Retention Efforts	$ 765,000	$ -	
	Student Financial Aid	$ 1,150,000	$ -	
	Faculty / Staff Instructional and Advising Support and Start-Up Funding	$ 9,799,056	$ 2,805,154	
	Faculty Research and Public Service Support and Start-Up Funding	$ 18,167,755		
	Library Resources	$ -	$ -	
		$ -	$ -	
	Facilities, Infrastructure, and Information Technology			
	Infrastructure, Capital Renewal, Roofs, Renovation, Repair	$ -	$ -	
	Utilities	$ -	$ -	
	Information Technology (ERP, Equipment, etc.)	$ -	$ 1,500,000	
	Total Commitments :	$ 30,590,791	$ 4,305,154	$ -
G.	**Available E&G Carryforward Balance as of October 31, 2017 :**	$ 0	$ (0)	$ -
	* Please provide details of earmark reserve balances (specific issue name, appropriation year, amount).			
	Disclosure Notes:			
	Legislatively Restricted Funds			
	Florida Center for Unique Abilities	$ -	$ -	$ 4,157,242
	IT Performance Funds	$ 2,235,666	$ -	
	UCF Downtown Presence	$ 1,923,333	$ -	
	Incubator	$ 950,000	$ -	
	Anti-Hazing/High Risk Behaviors	$ 436,142	$ -	
	Emerging Preeminence	$ 327,400	$ -	
	Center for Reading, I-Station	$ -	$ -	
	Lou Frey Institute	$ 154,750	$ -	
	Florida Center for Nursing	$ -	$ -	
	Crohn's & Colitis Research	$ -	$ 315,070	
		$ 6,027,291	$ 315,070	$ 4,157,242

5% Statutory Reserve Requirement: in compliance with 1011.40(2), Florida Statutes, each institution shall provide a written notification to the Board of Governors if, at any time, the unencumbered balance in the education and general fund of the university board of trustees approved operating budget goes below 5 percent. As a result, each university reserves an amount equal to 5 percent of its unencumbered balance in the education and general fund.

University Board of Trustees Reserve Requirement: the amount of unrestricted funds set aside by the University Board of Trustees to address critical, unforeseen, or non-discretionary items that require immediate funding, such as unanticipated or uninsured catastrophic events, unforeseen contingencies, state budget shortfalls, or university revenue shortfalls.

Restricted by Appropriations: funds appropriated by the Legislature for a specific purpose as identified by law or through legislative work papers.

Compliance Program Enhancements: initiatives associated with being in compliance with federal law, state law, Board of Governors Regulations or any other entity with which the University must comply.

Audit Program Enhancements: initiatives associated with implementing audit programs of the institution.

Campus Security and Safety Enhancements: the support of campus security and/or safety issues, such as the recruitment of police officers, vehicles, equipment, and investments which promote security and safety at the institution. This issue may also include mental health counseling and services.

Student Services, Enrollment, and Retention Efforts: funds to promote student success through supporting student services programs, addressing enrollment, and assisting with retention efforts to support timely graduation.

Student Financial Aid: funds aimed to reduce student costs and provide the opportunity to obtain a degree in an affordable and timely fashion.

Faculty/Staff Instructional and Advising Support and Start Up Funding: funds identified to support instructional and advising activities, and/or start- up packages for new faculty. Start up packages are often expended over a multi-year period.

Faculty Research and Public Service Support and Start Up Funding: funds identified to support research and public service, and any associated start up funding. Start up packages are often expended over a multi-year period.

Library Resources: materials and database access required to support programs of study and research.

Infrastructure, Capital Renewal, Roofs, Renovation and Repair: funds to support the maintenance of university infrastructures. Such costs may include the following: preventive maintenance, replacement of parts, systems or components; and other activities needed to preserve or maintain the asset.

Utility Costs: the support of utility costs throughout the university.

Information Technology (ERP, Equipment, etc.): funds to improve operational productivity, educational improvements, and technological innovation, implementation and/or maintenance of ERP systems, and technological equipment purchases.

E&G Commitments

University of Central Florida
Central Reserve - Planned E&G Budget Allocations
Fiscal 2017-18

UPDATED -8/7/17

	XREF	Source	Original 2017-18	Start-up	Mid-Year	To-Date 2017-18	Revised 2017-18	5-Year Plan 2018-19	2019-20	2020-21	2021-12
A. Recurring allocations from recurring funds											
STATE FUNDING:				-	-	-	-	-	-	-	-
World Class Faculty and Scholar Program:				-	-	-	-	-	-	-	-
UCF online spring 17 distribution (NR in FY17)			1,175,595	1,175,595	-	1,175,595	1,175,595	-	-	-	-
College budget model (new tenure/tenure-track faculty)			2,115,705	2,115,705	-	2,115,705	2,115,705	2,063,701	-	-	-
PhD assistantship stipend increase			1,066,000	1,066,000	-	1,066,000	1,066,000	-	-	-	-
Protecting controlled unclassified info per DoD requirement			1,118,618	1,118,618	-	1,118,618	1,118,618	-	-	-	-
Emerging preeminence funding:					-						
Tenure/tenure-track faculty lines (30)			3,810,000	3,810,000	-	3,810,000	3,810,000	-	-	-	-
SDES - Scholarships (residents)			1,400,000	1,400,000	-	1,400,000	1,400,000	-	-	-	-
Health insurance and retirement adjustments			-	-		-	-	-	-	-	-
2016-17 salary increase (annualization)	B2		2,637,102	2,637,102	-	2,637,102	2,637,102	-	-	-	-
Market increases for lower paid faculty and staff	A		349,426	99,426		99,426	349,426	250,000	250,000	250,000	250,000
Faculty promotions; TIPs, RIAs, SoTLs	A		314,135	14,136		14,136	314,135	300,000	300,000	300,000	300,000
Support staff new faculty	D		1,193,785	348,785	-	348,785	1,193,785	-	-	-	-
Soldier to Scholars - Program Manager	O		55,900	55,900	-	55,900	55,900	-	-	-	-
Soldier to Scholars - Veteran's Housing	O		36,200	36,200	-	36,200	36,200	-	-	-	-
Athletic scholarships (to replace waivers)	H		3,453,000	3,453,000	-	3,453,000	3,453,000	-	-	-	-
PBS Partnership	N		800,000	800,000	-	800,000	800,000	-	-	-	-
UCF Branding Campaign	X		785,000	785,000	-	785,000	785,000	-	-	-	-
Performance funding:				-	-	-	-	-	-	-	-
Faculty promotions; TIPs, RIAs, SoTLs			1,000,000	-	-	-	1,000,000	-	-	-	-
SDES - Enrollment and registration technology upgrades			110,000	110,000	-	110,000	110,000	-	-	-	-
Redistribution of divisional resources			(6,000,000)	(6,000,000)	-	(6,000,000)	(6,000,000)	-	-	-	-
Scholarhips (resident			100,000	100,000	-	100,000	100,000	-	-	-	-
Title IX Positions (4) and training			255,026	255,026	-	255,026	255,026	-	-	-	-
Police officers (4) for downtown campus			313,000	313,000	-	313,000	313,000	-	-	-	-
Advanced threat protection (phishing emails)			252,000	252,000	-	252,000	252,000	-	-	-	-
Market increases for groundskeepers, landscapers, housekeepers			540,580	540,580	-	540,580	540,580	-	-	-	-
2016-17 college budget model (discretionary)			(1,011,544)	(1,011,544)	-	(1,011,544)	(1,011,544)	(959,540)	-	-	-
Redistribution for composite fringe benefit rate			-	-	-	-	-	-	-	-	-
2017-18 salary increase			6,300,000	-	-	-	6,300,000	-	-	-	-
ADI (administrative discretionary increase)	A2		750,000	-	-	-	750,000	750,000	750,000	750,000	750,000
Graduate health insurance	G		220,000	-	-	-	220,000	?	?	?	?
Differential tuition for need based aid (FY16)	H	Tuition-PY	-	-	-	-	-	-	-	-	-
Differential tuition for need based aid (FY17)	H	Tuition-CY	-	-	-	-	-	-	-	-	-
Tuition - E&G Interest		Tuition-PY	-	-	-	-	-	-	-	-	-
Tuition - Estimated professional/ misc fee collections		Tuition-PY	-	-	-	-	-	-	-	-	-
Tuition - Committed for College Budget Model	U	Tuition-CY	-	-		-	-	-	-	-	-
Total recurring allocations from recurring funds			***23,139,528***	***13,474,529***	***-***	***13,474,529***	***23,139,528***	***2,404,161***	***1,300,000***	***1,300,000***	***1,300,000***
B. Recurring allocations from nonrecurring funds											
Development enhancement plan	M		5,803,000	5,803,000		5,803,000	5,803,000	5,803,000	5,803,000	5,803,000	5,803,000
Development athletics positions	M		470,300	470,300		470,300	470,300	470,300	470,300	470,300	470,300
Athletics compliance positions	O		350,000	350,000		350,000	350,000	350,000	350,000	350,000	350,000
Convocation Center rent	R		1,000,000	1,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Conference entrance fees (5 years through 2016-17)	S		600,000	600,000		600,000	600,000	600,000	600,000	600,000	600,000
Quality Enhancement Plan (QEP)	P		700,000	700,000		700,000	700,000	700,000	700,000	?	?
Undergraduate studies hiring plan	P		300,000	300,000		300,000	300,000	300,000	300,000	300,000	300,000
UCF Knights Success Grant (to enhance graduation rate)	H		150,000	150,000		150,000	150,000	150,000	150,000	150,000	150,000
Finance & Accounting Operations	Y		2,500,000	2,500,000		2,500,000	2,500,000	-	-	-	-
PO&M - FSEC	Q		373,000	373,000		373,000	373,000	373,000	373,000	373,000	373,000
Health Sciences Campus PO&M	Q		252,836	252,836		252,836	252,836	252,836	252,836	252,836	252,836
Health Sciences Campus Boggy Creek assessment	Q		45,000	45,000		45,000	45,000	45,000	45,000	45,000	45,000
Health Sciences Campus property taxes	Q		2,000	2,000		2,000	2,000	2,000	2,000	2,000	2,000
International and cyber insurance	Q		160,000	160,000		160,000	160,000	160,000	160,000	160,000	160,000
Rosen maintenance costs	Q		250,000	250,000		250,000	250,000	250,000	250,000	250,000	250,000
Director of Governmental Relations	O		206,000			-	206,000	206,000	206,000	206,000	206,000
Health Sciences Campus chilled water expenses	Q		-	-		-	-	2,500,000	2,500,000	2,500,000	2,500,000
PO&M - Osceola	Q		-	-		-	-	?	?	?	?
Total recurring allocations from nonrecurring funds			***13,162,136***	***12,956,136***	***-***	***12,956,136***	***13,162,136***	***13,162,136***	***13,162,136***	***12,462,136***	***12,462,136***
C. Nonrecurring allocations											
UCF online faculty support	P		412,000	412,000	-	412,000	412,000	-	-	-	-
US Tennis Association Complex (due end of 2016) (Project Surface)	M		1,190,000	1,190,000	-	1,190,000	1,190,000	-	-	-	-
Investment in Research (Osceola)	F2		3,000,000	3,000,000	-	3,000,000	3,000,000	3,000,000	3,000,000	1,500,000	1,500,000
Athletic scholarships	H		1,000,000	1,000,000	-	1,000,000	1,000,000	1,000,000	1,000,000		
PBS Partnership (excluding purchase price)	N		985,000	400,000	-	400,000	985,000	888,000	400,000	-	-
Contract management software (Legal)	O		61,449	61,449	-	61,449	61,449	69,565	?	?	?
Oracle/ Cisco Contract (5-year payback through 2019-20)	Z		(1,529,401)	(1,529,401)	-	(1,529,401)	(1,529,401)	(1,529,401)	(1,529,401)	-	-
Academic advising costs (EAB 5-year contract through 2019-20)	H		150,000	150,000	-	150,000	150,000	150,000	?	?	?
ORC operating budget shortfall	F1		2,000,000	2,000,000	-	2,000,000	2,000,000	2,000,000	?	?	?
UCF Branding Campaign	X		640,000	640,000	-	640,000	640,000	?	?	?	?
Alafaya pedestrian project		Facility	692,000	692,000	-	692,000	692,000	-	-	-	-
BSBS Lab Decontamination	F2		45,600	-	-	-	45,600	-	-	-	-
HR Consulting (Chart of Accounts project)	O		300,000	-	-	-	300,000	-	-	-	-
Strategic planning initiatives (consulting)	O		200,000	-	-	-	200,000	-	-	-	-
Access control systems (re-key buildings)	I		500,000	-	-	-	500,000	?	?	?	?
Foundation support- system upgrade	M		200,000	-	-	-	200,000	-	-	-	-
Daytona State College - HVAC replacement project			-	-	-	-	-	-	-	-	-
Creative Village start up costs			?	-	-	-	?	?	?	?	?
Boggy Creek Bond Assessment (once development begins)			?	-	-	-	?	?	?	?	?
Health Sciences Campus support (pending but not approved)			?	-	-	-	?	?	?	?	?
Total nonrecurring allocations			***9,846,648***	***8,016,048***	***-***	***8,016,048***	***9,846,648***	***5,578,164***	***2,870,599***	***1,500,000***	***1,500,000***
D. Total Recurring and Non-recurring Allocations:											
Recurring allocations (A)			23,139,528	13,474,529	-	13,474,529	23,139,528	2,404,161	1,300,000	1,300,000	1,300,000
Non-recurring allocations (B + C)			23,008,784	20,972,184	-	20,972,184	23,008,784	18,740,300	16,032,735	13,962,136	13,962,136
Total allocations			46,148,312	34,446,713	-	34,446,713	46,148,312	21,144,461	17,332,735	15,262,136	15,262,136

E&G Commitments

University of Central Florida
Central Reserve - Planned E&G Budget Allocations
Fiscal 2017-18

UPDATED -8/7/17

	XREF	Source	Original 2017-18	Start-up	Mid-Year	To-Date 2017-18	Revised 2017-18	5-Year Plan 2018-19	2019-20	2020-21	2021-22
A. Recurring allocations from recurring funds											
STATE FUNDING:				-	-	-	-	-	-	-	-
World Class Faculty and Scholar Program:				-	-	-	-	-	-	-	-
UCF online spring 17 distribution (NR in FY17)			1,175,595	1,175,595	-	1,175,595	1,175,595	-	-	-	-
College budget model (new tenure/tenure-track faculty)			2,115,705	2,115,705	-	2,115,705	2,115,705	2,063,701	-	-	-
PhD assistantship stipend increase			1,066,000	1,066,000	-	1,066,000	1,066,000	-	-	-	-
Protecting controlled unclassified info per DoD requirement			1,118,618	1,118,618	-	1,118,618	1,118,618	-	-	-	-
Emerging preeminence funding:					-						
Tenure/tenure-track faculty lines (30)			3,810,000	3,810,000	-	3,810,000	3,810,000	-	-	-	-
SDES - Scholarships (residents)			1,400,000	1,400,000	-	1,400,000	1,400,000	-	-	-	-
Health insurance and retirement adjustments			-	-		-	-	-	-	-	-
2016-17 salary increase (annualization)	B2		2,637,102	2,637,102	-	2,637,102	2,637,102	-	-	-	-
Market increases for lower paid faculty and staff	A		349,426	99,426		99,426	349,426	250,000	250,000	250,000	250,000
Faculty promotions; TIPs, RIAs, SoTLs	A		314,135	14,136		14,136	314,135	300,000	300,000	300,000	300,000
Support staff new faculty	D		1,190,881	515,881	-	515,881	1,190,881	-	-	-	-
Soldier to Scholars - Program Manager	O		55,900	55,900	-	55,900	55,900	-	-	-	-
Soldier to Scholars - Veteran's Housing	O		36,200	36,200	-	36,200	36,200	-	-	-	-
Athletic scholarships (to replace waivers)	H		3,453,000	3,453,000	-	3,453,000	3,453,000	-	-	-	-
PBS Partnership	N		800,000	800,000	-	800,000	800,000	-	-	-	-
UCF Branding Campaign	X		785,000	785,000	-	785,000	785,000	-	-	-	-
Performance funding:				-	-	-	-	-	-	-	-
Faculty promotions; TIPs, RIAs, SoTLs			1,000,000	-	-	-	1,000,000	-	-	-	-
SDES - Enrollment and registration technology upgrades			110,000	110,000	-	110,000	110,000	-	-	-	-
Redistribution of divisional resources			(6,000,000)	(6,000,000)	-	(6,000,000)	(6,000,000)	-	-	-	-
Scholarhips (resident			100,000	100,000	-	100,000	100,000	-	-	-	-
Title IX Positions (4) and training			255,026	255,026	-	255,026	255,026	-	-	-	-
Police officers (4) for downtown campus			313,000	313,000	-	313,000	313,000	-	-	-	-
Advanced threat protection (phishing emails)			252,000	252,000	-	252,000	252,000	-	-	-	-
Market increases for groundskeepers, landscapers, housekeepers			540,580	540,580	-	540,580	540,580	-	-	-	-
2016-17 college budget model (discretionary)			(1,011,544)	(1,011,544)	-	(1,011,544)	(1,011,544)	(959,540)	-	-	-
Redistribution for composite fringe benefit rate			-	-	-	-	-	-	-	-	-
2017-18 salary increase			6,300,000	-	-	-	6,300,000	-	-	-	-
ADI (administrative discretionary increase)	A2		750,000	-	-	-	750,000	750,000	750,000	750,000	750,000
Research overhead			-	-	-	-	-	(89,644)	(89,644)	(89,644)	(89,644)
Graduate health insurance	G		220,000	-	-	-	220,000	?	?	?	?
Differential tuition for need based aid (FY16)	H	Tuition-PY	-	-	-	-	-	-	-	-	-
Differential tuition for need based aid (FY17)	H	Tuition-CY	-	-	-	-	-	-	-	-	-
Tuition - E&G Interest		Tuition-PY	-	-	-	-	-	-	-	-	-
Tuition - Estimated professional/ misc fee collections		Tuition-PY	-	-	-	-	-	-	-	-	-
Tuition - Committed for College Budget Model	U	Tuition-CY	-	-		-	-	-	-	-	-
Total recurring allocations from recurring funds			***23,136,624***	***13,641,625***	***-***	***13,641,625***	***23,136,624***	***2,314,517***	***1,210,356***	***1,210,356***	***1,210,356***
B. Recurring allocations from nonrecurring funds											
Development enhancement plan	M		5,803,000	5,803,000		5,803,000	5,803,000	5,803,000	5,803,000	5,803,000	5,803,000
Development athletics positions	M		470,300	470,300		470,300	470,300	470,300	470,300	470,300	470,300
Athletics compliance positions	O		350,000	350,000		350,000	350,000	350,000	350,000	350,000	350,000
Convocation Center rent	R		1,000,000	1,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Conference entrance fees (5 years through 2016-17)	S		600,000	600,000		600,000	600,000	600,000	600,000	600,000	600,000
Quality Enhancement Plan (QEP)	P		700,000	700,000		700,000	700,000	700,000	700,000	?	?
Undergraduate studies hiring plan	P		300,000	300,000		300,000	300,000	300,000	300,000	300,000	300,000
UCF Knights Success Grant (to enhance graduation rate)	H		150,000	150,000		150,000	150,000	150,000	150,000	150,000	150,000
Finance & Accounting Operations	Y		2,500,000	2,500,000		2,500,000	2,500,000	-	-	-	-
PO&M - FSEC	Q		373,000	373,000		373,000	373,000	373,000	373,000	373,000	373,000
Health Sciences Campus PO&M	Q		252,836	252,836		252,836	252,836	252,836	252,836	252,836	252,836
Health Sciences Campus Boggy Creek assessment	Q		45,000	45,000		45,000	45,000	45,000	45,000	45,000	45,000
Health Sciences Campus property taxes	Q		2,000	2,000		2,000	2,000	2,000	2,000	2,000	2,000
International and cyber insurance	Q		160,000	160,000		160,000	160,000	160,000	160,000	160,000	160,000
Rosen maintenance costs	Q		250,000	250,000		250,000	250,000	250,000	250,000	250,000	250,000
Director of Governmental Relations	O		206,000			-	206,000	206,000	206,000	206,000	206,000
Downtown Chilled Water Plant	Q		-	-		-	-	2,500,000	2,500,000	2,500,000	2,500,000
Lake Nona Utilities	Q		-	-		-	-	-	-	-	-
PO&M - Osceola	Q		-	-		-	-	?	?	?	?
Total recurring allocations from nonrecurring funds			***13,162,136***	***12,956,136***	***-***	***12,956,136***	***13,162,136***	***13,162,136***	***13,162,136***	***12,462,136***	***12,462,136***
C. Nonrecurring allocations											
UCF online faculty support	P		412,000	412,000	-	412,000	412,000	-	-	-	-
US Tennis Association Complex (due end of 2016) (Project Surface)	M		1,190,000	1,190,000	-	1,190,000	1,190,000	-	-	-	-
Investment in Research (Osceola)	F2		3,000,000	3,000,000	-	3,000,000	3,000,000	3,000,000	3,000,000	1,500,000	1,500,000
Athletic scholarships	H		1,000,000	1,000,000	-	1,000,000	1,000,000	1,000,000	1,000,000		
PBS Partnership (excluding purchase price)	N		985,000	400,000	-	400,000	985,000	888,000	400,000	-	-
Contract management software (Legal)	O		61,450	61,450	-	61,450	61,450	69,565	?	?	?
Oracle/ Cisco Contract (5-year payback through 2019-20)	Z		(1,529,401)	(1,529,401)	-	(1,529,401)	(1,529,401)	(1,529,401)	(1,529,401)	-	-
Academic advising costs (EAB 5-year contract through 2019-20)	H		150,000	150,000	-	150,000	150,000	150,000	?	?	?
ORC operating budget shortfall	F1		2,000,000	2,000,000	-	2,000,000	2,000,000	2,000,000	?	?	?
UCF Branding Campaign	X		640,000	640,000	-	640,000	640,000	?	?	?	?
Alafaya pedestrian project		Facility	692,000	692,000	-	692,000	692,000	-	-	-	-
BSBS Lab Decontamination	F2		2,380	2,380	-	2,380	2,380	-	-	-	-
Legal fees for Lake Nona Medical Center			500,000	500,000	-	500,000	500,000	-	-	-	-
Access control systems (re-key buildings)	I		500,000	500,000	-	500,000	500,000	?	?	?	?
HR Consulting (Chart of Accounts project)	O		300,000	-	-	-	300,000	-	-	-	-
Strategic planning initiatives (consulting)	O		200,000	-	-	-	200,000	-	-	-	-
Foundation support- system upgrade	M		200,000	-	-	-	200,000	-	-	-	-
Daytona State College - HVAC replacement project			-	-	-	-	-	-	-	-	-
Creative Village start up costs			?	-	-	-	?	?	?	?	?
Boggy Creek Bond Assessment (once development begins)			?	-	-	-	?	?	?	?	?
Health Sciences Campus support (pending but not approved)			?	-	-	-	?	?	?	?	?
Total nonrecurring allocations			***10,303,429***	***9,018,429***	***-***	***9,018,429***	***10,303,429***	***5,578,164***	***2,870,599***	***1,500,000***	***1,500,000***
D. Total Recurring and Non-recurring Allocations:											
Recurring allocations (A)			23,136,624	13,641,625	-	13,641,625	23,136,624	2,314,517	1,210,356	1,210,356	1,210,356
Non-recurring allocations (B + C)			23,465,565	21,974,565	-	21,974,565	23,465,565	18,740,300	16,032,735	13,962,136	13,962,136
Total allocations			46,602,189	35,616,190	-	35,616,190	46,602,189	21,054,817	17,243,091	15,172,492	15,172,492

UNIVERSITY OF CENTRAL FLORIDA

Board of Trustees
Finance and Facilities Committee Meeting
President's Boardroom, Millican Hall, 3rd floor
September 26, 2017

MINUTES

CALL TO ORDER

Trustee Alex Martins, chair of the Finance and Facilities Committee, called the meeting to order at 8:30 a.m. Committee members William Self and David Walsh were present. Committee members Robert Garvy, Nick Larkins, and Bill Yeargin attended by teleconference. Trustee John Lord attended by teleconference.

NEW BUSINESS

Lease Agreement between Ustler Development, Inc., and Development Ventures Group, Inc., and University of Central Florida Board of Trustees (FFC-1)

William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, Thad Seymour, Vice Provost for UCF Downtown, and Jennifer Cerasa, Associate General Counsel, presented for approval the lease agreement for the UCF Downtown Campus (Creative Village) located on West Livingston Street in Orlando. The agreement involves the lease of approximately 45,000 to 48,000 square feet of academic support space in the Creative Village by UCF, as tenant, from Ustler Development, Inc., and Development Ventures Group, Inc., as landlord. The academic support space will be in the same building as the privately developed student housing that will be managed by UCF Housing. The lease agreement contains a base rent of $17.25 per square foot for 20 years. The committee unanimously approved the lease as presented.

WUCF TV Channel Sharing Agreement (FFC-2)

Grant J. Heston, Vice President for Communications and Marketing, requested approval of a 30-year channel-sharing agreement between WUCF TV and Good Life Broadcasting, Inc. The contract is a lease agreement for a portion of WUCF TV's broadcast spectrum. The new channel will air under its own name and brand and will not contain any reference to UCF or WUCF TV. More than half of the WUCF TV spectrum will still be available for use, and WUCF TV's ability to participate in a future broadcast spectrum auction also is preserved, should one occur.

WUCF TV will receive $4.25 million for the agreement, payable within the first six months. Additionally, Good Life Broadcasting, Inc., will pay 25 percent of its annual broadcast operating costs to WUCF TV for the life of the agreement, a conservatively estimated commitment of more than $1 million. If the UCF Board of Trustees approves the agreement, it is also subject to

approval by the Federal Communications Commission. The committee unanimously approved the agreement as presented.

Chair Martins adjourned the Finance and Facilities Committee meeting at 8:55 a.m.

Respectfully submitted: William F. Merck II 10.4.19

William F. Merck II
Vice President for Administration and Finance
and Chief Financial Officer

Date

Minutes
Board of Trustees Teleconference Meeting
University of Central Florida
September 27, 2017

Chairman Marcos Marchena called the teleconference meeting of the Board of Trustees to order at 8:33 a.m.

The following board members attended the meeting via teleconference: Chairman Marcos Marchena, Vice Chair Robert Garvy, Trustees Clarence Brown, Joseph Conte, John Lord, Alex Martins, Beverly Seay, William Self, John Sprouls, David Walsh, and William Yeargin.

WELCOME

Marchena welcomed the board members and called on Rick Schell, Associate Corporate Secretary, to call the roll. Schell determined that a quorum was present.

Marchena called on Nancy Myers, Director, Office of Institutional Equity, who presented the following item for board approval.

BOT-1 Florida Equity Report–A motion was unanimously passed approving the report.

Marchena called on William F. Merck II, Vice President for Administration and Finance and CFO, who presented the following items for board approval.

FF-1 Lease Agreement between Ustler Development, Inc., and Development Ventures Group, Inc., and University of Central Florida Board of Trustees–A motion was unanimously passed approving the lease agreement.

FF-2 Mental Health Counseling and Public Safety Officers Implementation Plan–A motion was unanimously passed approving the implementation plan.

Marchena called on Grant Heston, Vice President for Communications and Marketing, who presented the following item for board approval.

FF-3 WUCF TV Channel Sharing Agreement–A motion was unanimously passed approving the agreement.

Marchena called on John Sprouls, Chair of the Compensation and Labor Committee, who presented the following item for board approval.

CL-1 Article 3: Management Rights; Article 13: Work Day, Work Period, and Committee Overtime; Article 20: Probationary Periods and Promotions; Article 28: No Smoking Policy; and Article 29: Wages of the Collective Bargaining

Agreement with the Central Florida Police Benevolent Association–A motion was unanimously passed approving all of the articles.

NEW BUSINESS

Marchena called on John C. Hitt, President, who presented the following item for board approval. Marchena recommended that the item be adopted for the current semester, the next semester, and then revisit the item in the future.

BOT-2 In-State Tuition Eligibility–A motion was unanimously passed approving the In-State Tuition Eligibility.

ADJOURNMENT

Marchena adjourned the board meeting at 9:22 a.m.

Respectfully submitted: _____ Date: _____

John C. Hitt
Corporate Secretary

From: Burby, Joey
Sent: Tuesday, July 02, 2019 12:50 PM
To: Jones, Sakinah; Robert E. Gallagher; Michelle Lynn Davis (US - Advisory)
Subject: Fwd: Talking points
Attachments: Talking Points - Lease.docx; ATT00001.htm

Follow Up Flag: Follow up
Flag Status: Completed

Sent from my iPhone

Begin forwarded message:

> **From:** Thaddeus Seymour <Thad.Seymour@ucf.edu>
> **Date:** July 2, 2019 at 12:45:44 PM EDT
> **To:** "joey.burby@bclplaw.com" <joey.burby@bryancave.com>
> **Subject: FW: Talking points**
>
> Joey:
>
> As follow up to our discussion this morning I've worked through the "homework" I left with:
>
> 1. Attached are the talking points I used at the September 27, 2017 meeting regarding the Ustler/UnionWest lease. It includes information on the projected buildout cost. I have not listened to the recording of the meeting, but Mike Kilbride told me that he had and that it includes that discussion. I assume you have access to those recordings if you need to review them.
>
> 2. I looked through emails to/from Dale during the late 2017 and early 2018 timeframe and do not see that I sent him a copy of the downtown cost allocation spreadsheet. I didn't typically send him a lot of detailed information before our 1:1's so that doesn't surprise me. I don't recall if I gave him a hard copy, but probably not. Our updates were short and typically hit high points or items I felt he needed to be aware of. Since there was a plan in place to provide funding for the project it would not have been a hot topic. (Of course it would have been had I understood that some of the funding sources were inappropriate.)
>
> 3. Besides the Sept. 27, 2017 board meeting I don't think I had a board presenting role on Downtown until the Oct. 5, 2018 meeting where the board went back and approved each of the downtown projects individually. I haven't listened to the recording of that meeting and can't find talking points, but I believe we largely used the cover sheets for each item as the points to be discussed.

4. I haven't gone back to every board and committee meeting, but Mike Kilbride and I were pretty sure that Sept. 2017 and Oct. 2018 were the two meetings I presented to. I can do more digging if you need me to.

I think those were the main homework items. Let me know if I missed anything or if you have any further items you want me to chase down. Thanks again.

- Thad

Thaddeus Seymour, Jr., Ph.D.
Interim President
University of Central Florida
Thad.Seymour@ucf.edu
(407) 823-2484

From: Mike Kilbride <Mike.Kilbride@ucf.edu>
Date: Tuesday, September 26, 2017 at 5:41 AM
To: Thad Seymour <Thad.Seymour@ucf.edu>
Subject: Talking points

Sorry, passed out typing these last night. Call me if you have any questions, heading to Millican now to finish up the materials for the Task Force meeting.
Mike

UCF Downtown: Lease with Ustler/DEVEN

for Academic and Student Support Space at Creative Village to support UCF Downtown

Background

- **On September 15, 2017, the Board approved an MOU with Ustler Development and KUD International for the privately developed student housing project in Creative Village. Staff has worked with the development company on this lease, which was one of the deliverables outlined in the MOU.**

- **This privately developed project includes 600 beds of student housing, 600 parking spaces, approximately 100,000 square feet of academic support space leased by UCF and Valencia, and retail offerings to support the campus.**

- This lease is for UCF to occupy approximately 47,000 square feet of space within the building to provide essential educational and student support services on the downtown campus. These services include registration, financial aid, academic advising and career counseling, student activities and civic engagement, recreation and wellness, health and counseling, and classroom and study space.

- It is important to note that the MOU with the developer originally noted the university would rent approximately 30,000 square feet of space. This number **reflected net square footage** from our master planning efforts. The area above represents the gross square footage of rentable space in the building.

- Valencia will also be leasing approximately 50,000 gross square feet to support the Walt Disney School of Hospitality and Culinary.

Lease Details

- Base rent for the space will be **$17.25 per square foot for a term of 20 years, and will not escalate**. This base rent includes operating expenses in the base year, with a 3% cap on escalations in subsequent years to controllable operating expenses. (Annual rent is estimated to be **$809,197.50.**)

- The lease assumes the premises will be exempt from taxes. In the event the exemption is not achieved, the landlord and tenant will share responsibility, with an annual cap limiting UCF's exposure to $40,000 annually for the first 10-years of the lease.

Buildout Funding

- The lease includes a **tenant improvement allowance of $30 per square foot** to be applied towards the design and buildout of the leased space. The tenant improvement allowance will total **approximately $1.4 million dollars**.

- **The total design and buildout for the space is approximately $5 million dollars ($106.50 per square foot) which excludes FF&E.** Including FF&E, the total project cost for the space will total **$6.7 million dollars** ($143 per square foot).

- The university's cash contribution after the tenant improvement allowance will total **$5.3 million dollars** ($113 per square foot).
    - The university's contribution will be split between auxiliary fund reserves and central funding.
    - The developer will apply tenant improvement dollars first. The university's contribution toward the space will not begin until July 2018.

Additional Information for Questions

Tax Scenario in Case Asked

- For the first ten-year term of the lease, the landlord and tenant will share responsibility with a 60/40 split (60% landlord, 40% tenant) for taxes up to $100,000. The landlord will have responsibility for taxes exceeding $100,000.
- For the second ten-year term of the lease, the landlord and tenant will share responsibility with a 50/50 split for taxes up to $150,000. The landlord will have responsibility for taxes exceeding $150,000.

KUD Name Change

- The MOU was with Ustler/KUD
- KUD has changed their name to Development Ventures Group (DEVEN).
- The lease is with Ustler/DEVEN

Funding Annual Lease Payments

- Defer to Tracey first. If not, ……
- UCF Downtown Campus planning dollars will support E&G functions
- Work with fee funded units to support their spaces (Health, Recreation, etc.)

September 26, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
9:54 - 27:24	
MARTINS	OK, our first order of business today is the lease agreement between Ustler Development and Development Ventures Group and the University of Central Florida Board of Trustees, that's FFC-1 and we will call on Bill Merck, Thad Seymour and Jennifer Cerasa to take us through this item.
MERCK	Mr. Chair, uh, the, uh, lead is going to be taken today by Thad Seymour and backed up by Jenn.
MARTINS	OK, great. Thank you, Bill.
SEYMOUR	Thank you, Bill.
MARTINS	Good, good morning Thad.
SEYMOUR	I want to note that Trustee Walsh just joined us as well.
WALSH	Morning.
SEYMOUR	Uh, thank you for, uh, I want to provide a brief over review of the lease that was in your board package. Um, just, uh, little bit of history: last September, the Board approved, uh, a memorandum of understanding between the university and Ustler development and KUD International to, uh, for the privately developed student housing project in Creative Village. Since then, uh, our staff has worked with the development company on the lease as well as, um, uh, working on the cost for the build-out and, um, we bring the final lease to you today for, uh, approval. Um, you'll recall that this is, this privately developed project includes 600 beds at student housing, 600 parking spaces, approximately 100,000 square feet of academic support space that's leased both to UCF and to Valencia and retail offerings, uh, that the private developer will manage to support the, uh, the new campus. Uh, our lease, the lease before you is for approximately 47,000 square feet of space, uh, in which we'll provide a essential educational student support services, uh, for the downtown campus, including registration, financial aid, academic advising and career counseling, student activities and civic engagement, recreation and wellness, help in counseling and, uh, classroom study space. Um, I do want to point out that the original MOU noted, um, that the university would run approximately 30,000 square feet of space. This number, uh, had come out of our planning efforts, um, with Canon Design and reflected the net square footage, um, but the above lease, of the lease that, um, is, uh, we are bringing to you today represents the gross, uh, rentable square footage which is 47,000 square feet, consistent with the guidelines, uh, that [*inaudible*], uh, state university system. Uh, as we're doing this Valencia will be leasing approximately 50,000 square feet of space for their use as well, largely for their [*inaudible*] business school of hospitality and culinary arts. Uh, couple of points on th-, on the lease itself. Uh, you may remember, uh, we negotiated a, um, a fixed, um, per square foot lease, uh, rate of $17.25 for the term of for the term of [*inaudible* –

September 26, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
	background sneeze] years without increase, there's no escalation in that. Um, and then that lease also included $30 in tenant improvement allowance, um, that goes toward the buildout of the space. Uh, uh, we have since done the detailed work to, um, provide what the overall cost of that build-out would be. Um, uh, it comes to a little over a $106 square of foot consistent with, uh, this kind of, of building, uh, and when you add in the, uh, uh, FF&E and the full build-out will be $103 a square foot. So that total cost requires the university to fund, uh, $5.3 million in, uh, build-out and furnishing of that, of that space. We've, uh, identified the sources for the funding in a combination of auxiliary fund reserves and central [*inaudible*]. And so with that, I am happy to answer any questions, but we would ask your approval, uh, of the lease.
MARTINS	Thank you, Thad. Uh, questions from the committee?
GARVY	Uh, I have several, Mr. Chairman.
MARTINS	Trustee Garvy.
GARVY	[*inaudible*] uh, uh, well first of all, have we ever dealt with this landlord before?
SEYMOUR	Uh, not, not as a university, I don't believe we have, but the landlord is the master developer for, uh, for Creative Village, um, and is known to all of us then, uh, with a high reputation and, uh, both with us and the city.
GARVY	OK. So, so we have, uh, indications that, that the land-, that the landlords Ustler is, is, um, of, uh, high quality and character, etc.?
SEYMOUR	Yes and, uh, Jenn [*inaudible*] points out that we have dealt with KUD in the past.
GARVY	OK. Now, uh, uh, on page 15, [*clears throat*], of, of the book that I'm looking at, um, uh, item C indicates that, uh, the, um, ex-, that any operating expenses that are disproportionately or unfairly overburdening the project or other tenants will be allocated to, to the tenants, uh, at the landlord's discretion and that, that these obligations shall survive the expiration or earlier termination of the lease. That, is that standard? In other words, if, if we're no longer part of this lease they can still allocate, uh, these kinds of, uh, expenses to us? Is that a standard kind of…revision?
CERASA	[*inaudible*] Wha-, what, this is Jenn Cerasa, what page of the agreement are you referencing?
GARVY	Well, I'm looking at our board book. It's page 15 of the board book. It's 10, I think, of the agreement.
UNIDENTIFIED SPEAKER	[*Inaudible*]
GARVY	Item C.
CERASA	OK. [*pause*] OK, what this-, what the operating expenses does is the allocation provides that more intense uses can be billed at a higher rate; which is actually beneficial to the university because we're just, uh, we're just, um, utilizing office and academic support space. So that, uh, provision is, is standard in leases and this simply says if we don't pay what we're supposed to pay while we're in there, we're still liable for it after the fact. It's not that we would continue to accrue

September 26, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
	operating expenses after we vacated the building.
GARVY	OK, thank you.
CERASA	You're welcome.
GARVY	On page 17, um, the condition of the premises, uh, term I guess that's, uh, sorry its page 15, uh, 14 and 15 of the, uh, of the contract. On page 17, uh, excuse me on page, uh, page 12 of, of the contract, conditions of the premises: "Tenant acknowledges of landlord has made no representations or promises as to the condition of the premises." Is that standard? "Nor, nor shall landlord be required to construct any alterations" – I understand that – "or improvements to the premises except as all-, re-, expresses set forth in this lease." But this…
CERASA	Correct.
GARVY	…acknowledges landlord has made no representations or promises as to the conditions of the premises.
CERASA	Correct. And at the end of the sentence modifies that statement, "except as expressly set forth in this lease." So the lease does set forth reps and warranties from the landlord as to the ability to build the project, the ability to comply with all state and local laws, to make it ADA compliant, um, and the lease - because we are so far down the road we have a very detailed work letter and, um, construction parameters that have been set, because we have been working very closely with, um, Ustler and KUD and their folks. So, that statement standard in leases, is simply saying, "I'm not promising you anything that's not promised in this lease."
GARVY	OK, alright fine. Then on page, uh, 15, the, uh, [*inaudible*] destruction, uh, can you just assure me that, that all, all those terms in that, that [*inaudible*] it's item number eight on page fif-, those terms are standard as well?
CERASA	[*pause*] Yeah, that's, that's standard language. Um, if, if, there's, uh, uh, an issue with the, with a hurricane comes through and sweeps through the building, um, you know, if it, if it damages so much of the building we have the right to, we have the right to terminate, they have the right to rebuild. Um, that, that's standard.
GARVY	OK, um, and then there were all these paragraphs that were omitted, um, started with I think nine and then throughout the contract. What, what were all these omitted paragraphs?
CERESA	So along the way, this was, uh, uh, to give you a little bit of a history, this was a several month long, probably half a year's worth of negotiations that, um, Thad, Mike Kilbride, and I have had with the developers in order to get the most advantageous terms for the university. And, um, we started with certain paragraphs in there that I requested we strike and as we moved further down the road, rather than re-number every single paragraph and check cross references – you simply add intentionally omitted, so that your cross references within the agreement stay the same.
GARVY	I see, OK, so these were requests that we made to omit various paragraphs?
CERASA	Correct [*simultaneous speaking*] so that may have been a request that

September 26, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
	the, the developer negotiated out of, he negotiated things in-, out as well but, yes, but this was a result of negotiations.
GARVY	OK. Alright page, uh, 19 of the contract [*recording malfunction*] is the, uh, notice, 10-day notice, uh, for, um, um, deficiencies or whatever in the, in, in, in, in our obligations, in, in our requirements to meet certain obligations. That is, uh, that's a very short term. Even, even though it's just for a letter or, or our expression of intent to cure. You know, if there's, if there's a problem that arises, this seems to require us to notify them within 10 days of our intent to cure the problem. Then we have, you know, up to 90 days or more to actually, uh affect that. However, an issue may arise in which we cannot or, or it's unlikely that we can reach a conclusion as to whether or not we will cur-, cure that within 90 days. Uh, I-, isn't 10 days quite a short time for notification to cure? [*pause*] It is in every contract I've done in the past but I'm not in real estate.
CERESA	Yeah, let me take a look at the paragraph real quick before I respond.
GARVY	It's, it's, III trip-I, page 19.
CERASA	[*long pause*] Um…uh, uh, what, 10 days is a standard time frame. Is there something that you would… be more reasonable?
GARVY	Well, every contract I've done has been 30 days. But I'm not in real estate. I don't, I don't do real estate contracts. I mean, I don't know. But, it would seem to me that if you have to, uh, if you have to notify them within 10 days or you're in violation of the contract, there is – seems clear to me, uh, uh, a problem could arise in which our analysis of whether we have the obligation to cure it cannot be achieved within 10 days. We may have to bring in experts, we have to bring in people to evaluate the circumstances… [*background talking inaudible*]
CERASA	Uh, I'm being told by the developer that this was a lender requirement, um, which is kind of what makes it standard. They, they want to know that we're going to come in and come in quickly. Um, we're also, I don't want to say we're under tight time-frames but we have a schedule that's set forth, um, and we don't want to allow – because we have, uh, uh, a hard opening date that we are all working towards – we don't want to allow these long cure periods. Um, I can also tell you that we have a very good relationship with the developers and we've, again we've been working very closely. So I'm comfortable that if we could not…come to some conclusion in 10 days we could, we could work it out quickly thereafter and we would be OK.
SEYMOUR	Uh, and I would just add, I, uh, you see different periods in different agreements like this but this is not unusual from my experience.
GARVY	OK. So noted. Uh, finally on page, uh, 23 under signs…paragraph C…this, uh, restri- [*inaudible*] UCF from putting any exterior signs on the building, as I read it anyway. Maybe I'm mistaken. And isn't this, uh, a very important right to have? I mean, we, we're the major tenant in this building. For the life of this contract we have no rights to put any exterior signage on the building?
CERASA	Well, except as, as provided here in the project agreement. We do have rights to place signs on the building. It's just the rights that are set forth within the lease. We can't go out and plaster UCF with a

September 26, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
	wrap-around on the building but we have to comply with the guidelines that we set forth in this document in a separate project agreement.
GARVY	OK can you summarize those for me please?
SEYMOUR	[*long pause* / *background talking* / *inaudible*] We're conferring, uh, Mr. Garvy. [*background talking* / *inaudible*]
CERASA	I'm being told the allocation is 40-45% to UCF with a similar split to Valencia and then 10% to the developer.
GARVY	45% of what?
CERASA	Exterior signage that's permitted by, uh, city code.
GARVY	OK, that's permitted by city code? Alright, and we're satisfied that, that will allow us [*clears throat*] to adequately, um, display UCF, um, the signage that we want externally on this building?
SEYMOUR	Ab-, ab-, absolutely. I'm looking and Grant Heston and we'll make sure that we maximize [*laughter*] [*inaudible*] we have on that building. [*laughter*]
GARVY	[*laughs*] OK is Grant, is Grant here? [*simultaneous speaking*]
CERASA	Yes he is, and he gave us a thumbs up. [*background talking / inaudible*]
UNIDENTIFIED SPEAKER	I'm very…[*simultaneous speaking*]
GARVY	OK, uh, alright well that's, that's all my questions. Thank you very much.
MARTINS	Thank you, Trustee Garvy. Other questions from the committee? [*clears throat]*
WALSH	Walsh here [*inaudible*]… the percentage
MARTINS	Trustee Walsh?
WALSH	…or, about this particular building…
UNIDENTIFIED SPEAKER	Right.
WALSH	[*inaudible*] project [*inaudible*]?
CERASA	Correct.
WALSH	And then [*inaudible*] to circle back to the topic of the 10 days. That's the notice period I'm talking about, not the cure period, correct? [*simultaneous speaking*]
CERASA	Correct.
WALSH	[*inaudible*] to notice a deficiency.
MARTINS	Anything else, Trustee Walsh?
WALSH	I'm good, thank you.
MARTINS	OK. Any other questions from the committee? [*pause*] Hearing none can we have a motion to approve?
UNIDENTIFIED SPEAKER	So moved.
MARTINS	We have a motion; can we have a second please?
MULTIPLE SPEAKERS	Second.
MARTINS	We have a motion and a second. All those in favor please signify by saying "Aye".
MULTIPLE SPEAKERS	Aye.
MARTINS	Aye. Any opposed, like sign. Motion carries. Thank you Thad, thank

September 26, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
	you Jennifer.
[END OF TRANSCRIPTION]	

From: William Merck
Sent: Tuesday, October 17, 2017 12:53 PM
To: Tracy Clark; Christina Tant
Cc: Paige Borden; Kaye-Alese Green
Subject: FW: Data Request: Fund Balance Update
Attachments: 2017-18 E&G Beg Carryforward Composition_System_October 2017.xlsx

And, here it is. Bill

William F. Merck II
Vice President
Administration and Finance
Chief Financial Officer

From: SUS-Submissions [mailto:SUS-Submissions@flbog.edu]
Sent: Tuesday, October 17, 2017 12:01 PM
To: Bonyata, Peg <Peg.Bonyata@flbog.edu>; Data Admin, FAMU <sus-dataadmin@famu.edu>; Data Admin, FAU <sus-dataadmin@fau.edu>; Data Admin, FGCU <sus-dataadmin@fgcu.edu>; Data Admin, FIU <sus-dataadmin@fiu.edu>; Data Admin, FLPoly <Sus-dataadmin@floridapoly.edu>; Data Admin, FSU <sus-dataadmin@fsu.edu>; Data Admin, NCF <sus-dataadmin@ncf.edu>; UCF Data Administrators <sus-dataadmin@ucf.edu>; Data Admin, UFL <sus-dataadmin@aa.ufl.edu>; Data Admin, UNF <sus-dataadmin@unf.edu>; Data Admin, USF <sus-dataadmin@usf.edu>; Data Admin, UWF <sus-dataadmin@uwf.edu>; Jones, Jason <Jason.Jones@flbog.edu>; Kovacs, Gene <Gene.Kovacs@flbog.edu>; McMillian, Benita <Benita.McMillian@flbog.edu>; Washington, Terricka <Terricka.Washington@flbog.edu>; Wright, Erin <Erin.Wright@flbog.edu>
Cc: Jones, Tim <Tim.Jones@flbog.edu>; Harris, Kristie <Kristie.Harris@flbog.edu>; Cunningham, Steve <scunningham1@uwf.edu>; Magiera, Steve <smagiera@fgcu.edu>; kyle@fsu.edu; Long, John <jwl@usf.edu>; Reynolds, Curtis <curtrey@ufl.edu>; William Merck <William.Merck@ucf.edu>; Shuman, Shari <sshuman@unf.edu>; ntrivuno@usf.edu; Jessell, Ken <kjessell@fiu.edu>; Ford, Wanda <wanda.ford@famu.edu>; McKee, Michael <mckee@ufl.edu>; kited@fau.edu; #SUS Budget Officers <SUSBudgetOfficers@fldoe.org>
Subject: Data Request: Fund Balance Update

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

MEMORANDUM

TO: SUS Data Administrators

FROM: Tim Jones, Vice Chancellor, Finance and Administration

THROUGH: Jason Jones
Chief Data Officer, Office of Data and Analytics

DATE: October 17, 2017

SUBJECT: Fund Balance Update

DUE DATE: November 17, 2017

We have been asked to provide an update on university fund balances. Attached is the fund balance report submitted in August as a component of the operating budget submission. The first tab has the original submission, while the second tab should be used to provide updated information as of October 31.

The update should be submitted through the Data Request System [https://prod.flbog.net:4445/pls/apex/f?p=760] on or before **November 17, 2017**.

If you have questions please contact Kristie Harris at Kristie.harris@flbog.edu or (850) 245-9757.

Thank you.

C: Council for Administrative & Financial Affairs
Budget Officers

Jason Jones
Chief Data Officer
Office of Data and Analytics
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1625
Tallahassee, Florida 32399
(850) 245-0837
(850) 245-0419 FAX
Visit us online at www.flbog.edu



STATE UNIVERSITY SYSTEM OF FLORIDA
Education and General
2017-2018 Operating Budget - Beginning Carryforward Fund Balance Composition
August 2017

		UF	UF-IFAS	UF-HSC	FSU	FSU-MS	FAMU/FSU Engineering	FAMU	Total USF E&G Non-Medical	USF-Tampa	USF-St. Pete	USF-Sar/Man	USF-MC	FAU	FAU-MS	UWE	UCF	UCF-MS	UCF FCSWUA	FIU	FIU-MS	UNF	FGCU	NCF	FPU[1]	SUS Total
A.	**Beginning E&G Carryforward Fund Balance - July 1, 2017 :**																									
	Cash	$ 274,157,931	$ 53,503,673	$ 17,357,195	$ 356,824	$ 108,404	$ 75,634	$ 12,800,000	$ 40,318,240	$ 31,986,809	$ 5,403,432	$ 2,927,999	$ 15,216,086	$ 6,209,411	$ 4,602,728	$ -	$ 173,627,305	$ 14,154,576	$ 7,157,242	$ 69,757,114	$ 9,820,059	$ 28,543,008	$ 30,986,690	$ 919,274	$ 35,560,045	$ 795,231,439
	Investments	$ -	$ -	$ -	$ 208,918,645	$ 18,037,841	$ 3,140,705	$ 20,000,000	$ 153,396,459	$ 122,510,745	$ 18,373,342	$ 12,512,372	$ 47,559,750	$ 30,219,872	$ 6,904,092	$ 51,981,449	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,694,889	$ -	$ 546,853,700
	Accounts Receivable	$ 77,090	$ 2,382	$ 438	$ 9,028,084	$ 270,294	$ 335	$ 4,600,000	$ 13,970,496	$ 12,284,949	$ 1,178,907	$ 506,640	$ 1,001,558	$ 27,449,789	$ -	$ 4,501	$ 1,367	$ -	$ -	$ 8,050,766	$ -	$ 1,935,515	$ 1,218,477	$ 1,865	$ -	$ 67,612,957
	Less: Accounts Payable	$ 6,703,418	$ 2,419,484	$ 2,528,476	$ 43,393,102	$ 5,255,274	$ 746,292	$ 2,800,000	$ 918,360	$ 665,064	$ 154,414	$ 98,882	$ 1,649,295	$ 952,100	$ -	$ 194,530	$ 13,903,292	$ 1,417,170	$ -	$ 6,451,583	$ 897,719	$ 3,946,711	$ 2,613,637	$ 3,541,385	$ -	$ 100,331,828
	Less: Deferred Fees	$ 27,947,105	$ -	$ -	$ 22,652,300	$ 2,583,460	$ -	$ -	$ 23,980,602	$ 18,938,684	$ 3,446,561	$ 1,595,357	$ 10,150,689	$ 7,304,837	$ -	$ -	$ -	$ -	$ -	$ 1,501,853	$ 13,600	$ -	$ -	$ -	$ -	$ 96,134,446
	Beginning E&G Fund Balance Before Encumbrances :	$ 239,584,498	$ 51,086,571	$ 14,829,157	$ 152,258,151	$ 10,577,805	$ 2,470,380	$ 34,600,000	$ 182,786,233	$ 147,178,755	$ 21,354,706	$ 14,252,772	$ 51,977,410	$ 55,622,135	$ 11,506,820	$ 51,791,420	$ 159,725,380	$ 12,737,406	$ 7,157,242	$ 69,854,444	$ 8,908,740	$ 26,531,812	$ 29,591,530	$ 4,074,643	$ 35,560,045	$ 1,213,231,822
B.	**Expenditures to Date :**	$ 14,800,256	$ 3,528,064	$ 1,998,013	$ 11,713,838	$ 2,044,069	$ 173,018	$ 473,851	$ 3,126,560	$ 2,678,230	$ 191,934	$ 256,396	$ 558,367	$ -	$ -	$ 9,811,282	$ 4,957,199	$ 464,546	$ -	$ 2,140,746	$ 1,006,880	$ 747,621	$ 7,536,377	$ 155,772	$ 112,340	$ 65,348,799
C.	**Encumbrances to Date :**	$ 24,830,189	$ 10,834,902	$ 2,343,429	$ 47,079,817	$ 4,137,413	$ 337,467	$ 650,750	$ 13,771,662	$ 10,059,356	$ 2,524,305	$ 1,188,001	$ 2,664,415	$ -	$ -	$ 23,655,589	$ 41,421,985	$ 4,461,910	$ 16,610	$ 15,338,539	$ 920,936	$ 2,445,881	$ 1,626,065	$ 59,568	$ -	$ 196,597,127
D.	**E&G Carryforward Fund Balance - as of August 2017 :**	$ 199,954,053	$ 36,723,605	$ 10,487,715	$ 93,464,496	$ 4,396,323	$ 1,959,895	$ 33,475,399	$ 165,888,011	$ 134,441,169	$ 18,638,467	$ 12,808,375	$ 48,754,628	$ 55,622,135	$ 11,506,820	$ 18,324,549	$ 113,346,196	$ 7,810,950	$ 7,140,632	$ 52,375,159	$ 6,980,924	$ 23,338,310	$ 20,429,088	$ 3,859,303	$ 35,447,705	$ 951,285,896
E.	**Restricted / Contractual Obligations**																									
	5% Statutory Reserve Requirement	$ 39,848,136	$ 8,314,111	$ 7,697,690	$ 30,643,482	$ 2,328,775	$ 719,219	$ 8,542,292	$ 28,306,322	$ 24,194,745	$ 2,829,489	$ 1,282,088	$ 7,091,864	$ 15,657,526	$ 1,228,496	$ 8,747,876	$ 31,439,512	$ 2,110,661	$ -	$ 25,065,650	$ 2,512,578	$ 8,000,813	$ 6,711,771	$ 1,729,478	$ 1,823,095	$ 238,519,347
	Restricted by Appropriations	$ 44,328,418	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,900,614	$ 13,900,614	$ -	$ -	$ 4,059,332	$ 5,226,852	$ -	$ 6,334,539	$ 7,179,903	$ -	$ 7,140,632	$ 4,767,148	$ 2,604,108	$ -	$ -	$ -	$ -	$ 95,561,546
	University Board of Trustees Reserve Requirement	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,542,292	$ 28,306,322	$ 24,194,745	$ 2,829,489	$ 1,282,088	$ 7,091,864	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,138,630	$ -	$ 588,943	$ 2,074,196	$ -	$ -	$ 52,742,247
	Restricted by Contractual Obligations :																									$ -
	Compliance Program Enhancements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 451,593	$ -	$ -	$ -	$ -	$ 159,982	$ -	$ -	$ -	$ 611,575
	Audit Program Enhancements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 243,948	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 243,948
	Campus Security and Safety Enhancements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 482,198	$ -	$ -	$ 521,600	$ -	$ -	$ 149,064	$ -	$ 91,045	$ -	$ 131,452	$ -	$ 1,375,359
	Student Services, Enrollment, and Retention Efforts	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 108,000	$ -	$ -	$ 800,000	$ -	$ -	$ 1,177,229	$ -	$ -	$ -	$ -	$ -	$ 2,085,229
	Student Financial Aid	$ -	$ -	$ -	$ -	$ -	$ -	$ 450,000	$ -	$ -	$ -	$ -	$ -	$ 759,500	$ -	$ -	$ 378,456	$ -	$ -	$ 1,213,185	$ 954,072	$ 558,862	$ -	$ -	$ -	$ 4,314,075
	Faculty/Staff, Instructional and Advising Support and Start-up Funding	$ -	$ -	$ -	$ 22,600,000	$ -	$ -	$ 200,000	$ 235,000	$ -	$ -	$ 235,000	$ -	$ 9,986,839	$ -	$ 478,000	$ 2,643,921	$ -	$ -	$ 250,000	$ -	$ 1,667,692	$ -	$ 290,876	$ -	$ 38,352,328
	Faculty Research and Public Service Support and Start-Up Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,629,852	$ 20,629,852	$ -	$ -	$ 6,021,615	$ 807,488	$ 6,884,516	$ -	$ 11,795,714	$ -	$ -	$ -	$ -	$ 393,107	$ -	$ -	$ -	$ 46,532,292
	Library Resources	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,419,673	$ 4,419,673	$ -	$ -	$ 211,884	$ 1,403,972	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 360,223	$ -	$ 6,395,752
	Infrastructure, Capital Renewal, Roofs, Renovation, Repair	$ -	$ -	$ -	$ 8,800,000	$ -	$ -	$ -	$ 12,777,735	$ 4,360,735	$ 5,842,000	$ 2,575,000	$ -	$ 3,956,022	$ 1,462,572	$ -	$ 5,400,000	$ -	$ -	$ 5,585,028	$ -	$ 8,925	$ -	$ -	$ 5,000,000	$ 42,990,282
	Utilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Information Technology (ERP, Equipment, etc.)	$ -	$ -	$ -	$ 5,000,000	$ -	$ -	$ -	$ 45,000	$ -	$ -	$ 45,000	$ -	$ 11,059,486	$ 120,375	$ -	$ 1,017,276	$ -	$ -	$ 700,000	$ -	$ -	$ -	$ -	$ -	$ 17,942,137
	Total Restricted Funds :	$ 84,176,554	$ 8,314,111	$ 7,697,690	$ 67,043,482	$ 2,328,775	$ 719,219	$ 17,734,584	$ 108,620,518	$ 91,700,364	$ 11,500,978	$ 5,419,176	$ 24,476,559	$ 49,447,883	$ 9,939,907	$ 15,560,415	$ 61,627,975	$ 2,110,661	$ 7,140,632	$ 45,065,934	$ 6,070,758	$ 11,469,369	$ 8,785,967	$ 2,512,029	$ 6,823,095	$ 547,666,117
F.	**Commitments**																									
	Compliance, Audit, and Security																									
	Compliance Program Enhancements	$ 747,000	$ -	$ -	$ 125,000	$ -	$ -	$ 1,000,000	$ -	$ -	$ -	$ -	$ -	$ 1,027,500	$ -	$ -	$ 1,574,198	$ -	$ -	$ 21,997	$ -	$ 676,187	$ -	$ -	$ -	$ 5,171,882
	Audit Program Enhancements	$ 26,315	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 60,000	$ -	$ -	$ -	$ -	$ 6,000	$ -	$ -	$ -	$ 92,315
	Campus Security and Safety Enhancements	$ 329,000	$ -	$ -	$ 125,000	$ -	$ -	$ 1,500,000	$ 325,000	$ -	$ 250,000	$ 75,000	$ -	$ 244,533	$ -	$ 100,251	$ 1,661,000	$ -	$ -	$ 175,774	$ -	$ 200,972	$ 600,000	$ -	$ -	$ 5,261,530
	Academic and Student Affairs																									
	Student Services, Enrollment, and Retention Efforts	$ 781,776	$ -	$ -	$ -	$ -	$ -	$ 1,500,000	$ 3,300,000	$ 3,300,000	$ -	$ -	$ 4,924,906	$ 1,211,127	$ -	$ 235,600	$ 4,159,714	$ -	$ -	$ -	$ -	$ 896,756	$ -	$ 71,398	$ -	$ 17,081,277
	Student Financial Aid	$ -	$ -	$ -	$ 16,000,000	$ -	$ -	$ 2,500,000	$ 3,914,233	$ 3,000,000	$ 714,233	$ 200,000	$ 146,200	$ -	$ 1,566,913	$ -	$ 4,803,277	$ -	$ -	$ -	$ -	$ -	$ 1,000,000	$ -	$ -	$ 29,930,623
	Faculty/Staff, Instructional and Advising Support and Start-up Funding	$ 21,217,784	$ 2,230,000	$ -	$ 2,000,000	$ -	$ -	$ 2,000,000	$ 5,780,000	$ 2,692,651	$ -	$ 3,087,349	$ 7,908,108	$ 1,405,468	$ -	$ 151,200	$ 13,155,151	$ 3,450,289	$ -	$ 2,257,725	$ 48,167	$ 5,496,597	$ 3,000,000	$ 447,328	$ -	$ 70,547,817
	Faculty Research and Public Service Support and Start-Up Funding	$ 37,762,394	$ 21,080,726	$ 1,660,209	$ -	$ -	$ -	$ -	$ 9,878,722	$ 9,878,722	$ -	$ -	$ 5,461,723	$ 555,000	$ -	$ -	$ 20,384,251	$ -	$ -	$ 1,496,328	$ 64,800	$ 363,585	$ -	$ 15,000	$ 4,038,307	$ 102,761,045
	Library Resources	$ 601,487	$ -	$ -	$ -	$ -	$ -	$ 1,000,000	$ -	$ -	$ -	$ -	$ 603,868	$ -	$ -	$ -	$ 120,000	$ -	$ -	$ 83,913	$ -	$ 1,322,256	$ -	$ 73,179	$ -	$ 3,804,703
	Facilities, Infrastructure, and Information Technology																									
	Infrastructure, Capital Renewal, Roofs, Renovation, Repair	$ 8,624,427	$ 4,369,862	$ 466,380	$ -	$ -	$ -	$ 2,500,000	$ 23,996,282	$ 19,269,432	$ 2,000,000	$ 2,726,850	$ 2,477,764	$ 1,334,558	$ -	$ 352	$ 2,855,114	$ -	$ -	$ 3,170,347	$ 294,923	$ 194,270	$ 7,000,000	$ 225,000	$ 15,677,132	$ 73,186,411
	Utilities	$ 1,900,000	$ 250,000	$ -	$ -	$ -	$ -	$ -	$ 3,658,255	$ -	$ 3,558,255	$ 100,000	$ -	$ 252,000	$ -	$ 1,107,365	$ -	$ -	$ -	$ -	$ -	$ 686,350	$ -	$ 325,000	$ -	$ 8,178,970
	Information Technology (ERP, Equipment, etc.)	$ 4,648,282	$ 20,000	$ 117,907	$ 2,000,000	$ -	$ -	$ 3,500,000	$ 6,415,000	$ 4,600,000	$ 615,000	$ 1,200,000	$ 2,755,499	$ 144,066	$ -	$ 1,169,366	$ 2,945,516	$ 2,250,000	$ -	$ 103,142	$ 502,277	$ 1,245,029	$ -	$ 180,563	$ 1,346,107	$ 29,342,754
	Total Commitments :	$ 76,638,465	$ 27,950,588	$ 2,244,496	$ 20,250,000	$ -	$ -	$ 15,500,000	$ 57,267,492	$ 42,740,805	$ 7,137,488	$ 7,389,199	$ 24,278,068	$ 6,174,252	$ 1,566,913	$ 2,764,134	$ 51,718,221	$ 5,700,289	$ -	$ 7,309,226	$ 910,167	$ 11,088,002	$ 11,600,000	$ 1,337,468	$ 21,061,546	$ 345,359,327
G.	**Available E&G Carryforward Balance as of August 2017 :**	$ 39,139,034	$ 458,906	$ 545,529	$ 6,171,014	$ 2,067,548	$ 1,240,676	$ 240,815	$ 1	$ -	$ 1	$ -	$ 1	$ -	$ -	$ -	$ -	$ -	$ -	$ (1)	$ (1)	$ 780,939	$ 43,121	$ 9,806	$ 7,563,064	$ 58,260,452

[1] FPU = Florida Polytechnic University

C:\Users\fjp\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.Outlook\PD5MOU2X\2017-18 EG Beg Carryforward Composition_System_October 2017.xlsx

STATE UNIVERSITY SYSTEM OF FLORIDA
Education and General
2017-18 Operating Budget - Beginning Carryforward Fund Balance Composition
October 2017

		UF	UF-IFAS	UF-HSC	FSU	FSU-MS	FAMU/FSU Engineering	FAMU	Total USF E&G Non-Medical	USF-Tampa	USF-St. Pete	USF-Sar/Man	USF-MC	FAU	FAU-MS	UWF	UCF	UCF-MS	UCF FCSWUA	FIU	FIU-MS	UNF	FGCU	NCF	FPU[1]	SUS Total
A.	**Beginning E&G Carryforward Fund Balance - July 1, 2017 :**																									
	Cash								$ -																	$ -
	Investments								$ -																	$ -
	Accounts Receivable								$ -																	$ -
	Less: Accounts Payable								$ -																	$ -
	Less: Deferred Fees								$ -																	$ -
	Beginning E&G Fund Balance Before Encumbrances :	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
B.	**Expenditures to Date :**								$ -					$ -	$ -											$ -
C.	**Encumbrances to Date :**								$ -					$ -	$ -											$ -
D.	**E&G Carryforward Fund Balance - as of October 2017 :**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
E.	**Restricted / Contractual Obligations**																									
	5% Statutory Reserve Requirement								$ -																	$ -
	Restricted by Appropriations								$ -																	$ -
	University Board of Trustees Reserve Requirement								$ -																	$ -
	Restricted by Contractural Obligations :																									$ -
	Compliance Program Enhancements								$ -																	$ -
	Audit Program Enhancements								$ -																	$ -
	Campus Security and Safety Enhancements								$ -																	$ -
	Student Services, Enrollment, and Retention Efforts								$ -																	$ -
	Student Financial Aid								$ -																	$ -
	Faculty/Staff, Instructional and Advising Support and Start-up Funding								$ -																	$ -
	Faculty Research and Public Service Support and Start-Up Funding								$ -																	$ -
	Library Resources								$ -																	$ -
	Infrastructure, Capital Renewal, Roofs, Renovation, Repair								$ -																	$ -
	Utilities								$ -																	$ -
	Information Technology (ERP, Equipment, etc.)								$ -																	$ -
	Total Restricted Funds :	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
F.	**Commitments**																									
	Compliance, Audit, and Security																									
	Compliance Program Enhancements								$ -																	$ -
	Audit Program Enhancements								$ -																	$ -
	Campus Security and Safety Enhancements								$ -																	$ -
	Academic and Student Affairs																									
	Student Services, Enrollment, and Retention Efforts								$ -																	$ -
	Student Financial Aid								$ -																	$ -
	Faculty/Staff, Instructional and Advising Support and Start-up Funding								$ -																	$ -
	Faculty Research and Public Service Support and Start-Up Funding								$ -																	$ -
	Library Resources								$ -																	$ -
	Facilities, Infrastructure, and Information Technology																									
	Infrastructure, Capital Renewal, Roofs, Renovation, Repair								$ -																	$ -
	Utilities								$ -																	$ -
	Information Technology (ERP, Equipment, etc.)								$ -																	$ -
	Total Commitments :	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
G.	**Available E&G Carryforward Balance as of October 2017 :**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

C:\Users\lfp\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.Outlook\PDSMOU2X\2017-18 EG Beg Carryforward Composition_System_October 2017.xlsx

Subject:	Downtown Cash Transfers
Location:	Christy's Office
Start:	Tue 10/31/2017 12:00 PM
End:	Tue 10/31/2017 12:30 PM
Show Time As:	Tentative
Recurrence:	(none)
Meeting Status:	Not yet responded
Organizer:	Donna DuBuc
Required Attendees:	Christina Tant

From: Christina Tant
Sent: Wednesday, November 01, 2017 12:03 PM
To: Donna DuBuc <Donna.DuBuc@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>; Lea Mignone <Lea.Mignone@ucf.edu>
Cc: Brad Hodum <Brad.Hodum@ucf.edu>; Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>; John Pittman <John.Pittman@ucf.edu>; Rebeca Richards <Rebeca.Richards@ucf.edu>; Megan Diehl <Megan.Diehl@ucf.edu>; Lee Kernek <Lee.Kernek@ucf.edu>
Subject: RE: Downtown Construction Transfers

Lea/ Meghan – Also, please transfer budget of $1,025,000 from 00010710 to 02800703. Then cash from 02800703 to a newly established "Classroom seating" project. This amount represents 5 years of funding for classroom/ ADA seating minor project replacements.

LaShanda – I just spoke briefly with Lee so she may be contacting you shortly.

Let me know if anyone has questions.

From: Donna DuBuc
Sent: Wednesday, November 1, 2017 10:40 AM
To: Meghan Nelson; Lea Mignone
Cc: Brad Hodum; Christina Tant; Lashanda Brown-Neal; John Pittman; Rebeca Richards; Megan Diehl
Subject: Downtown Construction Transfers

Lea/Meghan- please post the following budget and cash transfers from ***as of 10/31***. A budget override will be required in department 00010710. Please let me know if you have any questions.

Description		Dept/Project		Amount
BUDGET TRANSFERS:				
Downtown Chilled Water	From:	00010710	BUD- INTERNAL LOANS CFWD	11,500,000
	To:	02010710	AF VP-CARRY FORWARD	
	From:	02010710	AF VP-CARRY FORWARD	
	To:	02800703	FO-CARRY FORWARD	
Downtown Infrastructure	From:	00010710	BUD- INTERNAL LOANS CFWD	4,800,000
	To:	02010710	AF VP-CARRY FORWARD	
	From:	02010710	AF VP-CARRY FORWARD	
	To:	02800703	FO-CARRY FORWARD	
Downtown Student Service Center	From:	00010710	BUD- INTERNAL LOANS CFWD	2,700,000
	From:	10400710	AAVP-RESERVE CARRY FORWARD	2,700,000
	To:	03010710	SDES-VP CARRY FORWARD	
			TOTAL	21,700,000
CASH TRANSFERS:				
Downtown Chilled Water	From:	02800703	FO-CARRY FORWARD	11,500,000
	To:	92010049	UCF586-DOWNTOWN TRI-GENERATION	
Downtown Infrastructure	From:	02800703	FO-CARRY FORWARD	4,800,000
	To:	92010040	UCF578B - CIVIL, INFRASTRUCTUR	
Downtown Student Service Center	From:	03010710	SDES-VP CARRY FORWARD	5,400,000
	To:	92010051	UCF578C - Downtown Student Center	
			TOTAL	21,700,000

Donna L. DuBuc, CPA
Associate Director
Budget, Planning and Administration



University of Central Florida
Finance and Accounting
12424 Research Pkwy, Suite 300
Orlando, FL 32826-3249
donna.dubuc@ucf.edu
Ph. 407.882.1105
Fax 407.882.1102

E&G Commitments

University of Central Florida
Central Reserve - Planned E&G Budget Allocations
Fiscal 2017-18

UPDATED -11/1

	XREF	Source	Original 2017-18	Start-up	Mid-Year	To-Date 2017-18	Revised 2017-18	5-Year Plan 2018-19	2019-20	2020-21	2021-22
A. Recurring allocations from recurring funds											
STATE FUNDING:				-	-	-	-	-	-	-	-
World Class Faculty and Scholar Program:				-	-	-	-	-	-	-	-
UCF online spring 17 distribution (NR in FY17)	U		1,175,595	1,175,595	-	1,175,595	1,175,595	-	-	-	-
College budget model (new tenure/tenure-track faculty)	T		2,115,705	2,115,705	-	2,115,705	2,115,705	2,063,701	-	-	-
PhD assistantship stipend increase	W		1,066,000	1,066,000	-	1,066,000	1,066,000	-	-	-	-
Protecting controlled unclassified info per DoD requirement	V		1,118,618	1,118,618	-	1,118,618	1,118,618	-	-	-	-
Emerging preeminence funding:					-						
Tenure/tenure-track faculty lines (30)	S		3,810,000	3,810,000	-	3,810,000	3,810,000	-	-	-	-
SDES - Scholarships (residents)	O		1,400,000	1,400,000	-	1,400,000	1,400,000	-	-	-	-
Health insurance and retirement adjustments			-	-		-	-	-	-	-	-
2016-17 salary increase (annualization)	B		2,637,102	2,637,102	-	2,637,102	2,637,102	-	-	-	-
Market increases for lower paid faculty and staff	K		349,426	99,426		99,426	349,426	250,000	250,000	250,000	250,000
Faculty promotions; TIPs, RIAs, SoTLs	C		314,135	14,136		14,136	314,135	300,000	300,000	300,000	300,000
Support staff new faculty	G		1,190,881	515,881	-	515,881	1,190,881	-	-	-	-
Soldier to Scholars - Program Manager	P		55,900	55,900	-	55,900	55,900	-	-	-	-
Soldier to Scholars - Veteran's Housing	P		36,200	36,200	-	36,200	36,200	-	-	-	-
Legislative internships	P		75,880	75,880	-	75,880	75,880	-	-	-	-
Athletic scholarships (to replace waivers)	D		3,453,000	3,453,000	-	3,453,000	3,453,000	-	-	-	-
PBS Partnership	E		800,000	800,000	-	800,000	800,000	-	-	-	-
UCF Branding Campaign	F		785,000	785,000	-	785,000	785,000	-	-	-	-
Performance funding:				-	-	-	-	-	-	-	-
Faculty promotions; TIPs, RIAs, SoTLs	C		1,000,000	-	-	-	1,000,000	-	-	-	-
SDES - Enrollment and registration technology upgrades	N		110,000	110,000	-	110,000	110,000	-	-	-	-
Redistribution of divisional resources	Q		(6,000,000)	(6,000,000)	-	(6,000,000)	(6,000,000)	-	-	-	-
Scholarhips (resident)	O		100,000	100,000	-	100,000	100,000	-	-	-	-
Title IX Positions (4) and training	J		255,026	255,026	-	255,026	255,026	-	-	-	-
Police officers (4) for downtown campus	I		313,000	313,000	-	313,000	313,000	-	-	-	-
Advanced threat protection (phishing emails)	L		252,000	252,000	-	252,000	252,000	-	-	-	-
Market increases for groundskeepers, landscapers, housekeepers	H		540,580	540,580	-	540,580	540,580	-	-	-	-
2016-17 college budget model (discretionary)	R		(1,011,544)	(1,011,544)	-	(1,011,544)	(1,011,544)	(959,540)	-	-	-
Redistribution for composite fringe benefit rate			-	-	-	-	-	-	-	-	-
2017-18 salary increase	A		6,300,000	-	-	-	6,300,000	-	-	-	-
ADI (administrative discretionary increase)	C		750,000	-	-	-	750,000	750,000	750,000	750,000	750,000
Research overhead	X		-	-	-	-	-	(89,644)	(89,644)	(89,644)	(89,644)
Graduate health insurance	M		220,000	-	-	-	220,000	?	?	?	?
Differential tuition for need based aid (FY16)		Tuition-PY	-	-	-	-	-	-	-	-	-
Differential tuition for need based aid (FY17)		Tuition-CY	-	-	-	-	-	-	-	-	-
Tuition - E&G Interest		Tuition-PY	-	-	-	-	-	-	-	-	-
Tuition - Estimated professional/ misc fee collections		Tuition-PY	-	-	-	-	-	-	-	-	-
Tuition - Committed for College Budget Model		Tuition-CY	-	-		-	-	-	-	-	-
Total recurring allocations from recurring funds			***23,212,504***	***13,717,505***	***-***	***13,717,505***	***23,212,504***	***2,314,517***	***1,210,356***	***1,210,356***	***1,210,356***
B. Recurring allocations from nonrecurring funds											
Development enhancement plan	1		5,803,000	5,803,000		5,803,000	5,803,000	5,803,000	5,803,000	5,803,000	5,803,000
Development enhancement plan- UBC Oct 2017	1		562,835	152,118		152,118	562,835	918,122	918,122	918,122	918,122
Development athletics positions	2		470,300	470,300		470,300	470,300	470,300	470,300	470,300	470,300
Athletics compliance positions	3		350,000	350,000		350,000	350,000	350,000	350,000	350,000	350,000
Convocation Center rent	4		1,000,000	1,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Conference entrance fees (5 years through 2016-17)	5		600,000	600,000		600,000	600,000	600,000	600,000	600,000	600,000
Quality Enhancement Plan (QEP)	6		700,000	700,000		700,000	700,000	700,000	700,000	?	?
Undergraduate studies hiring plan	6		300,000	300,000		300,000	300,000	300,000	300,000	300,000	300,000
UCF Knights Success Grant (to enhance graduation rate)	8		150,000	150,000		150,000	150,000	150,000	150,000	150,000	150,000
Finance & Accounting Operations	9		2,500,000	2,500,000		2,500,000	2,500,000	-	-	-	-
PO&M - FSEC	10		373,000	373,000		373,000	373,000	373,000	373,000	373,000	373,000
Health Sciences Campus PO&M	10		252,836	252,836		252,836	252,836	252,836	252,836	252,836	252,836
Health Sciences Campus Boggy Creek assessment	10		45,000	45,000		45,000	45,000	45,000	45,000	45,000	45,000
Health Sciences Campus property taxes	10		2,000	2,000		2,000	2,000	2,000	2,000	2,000	2,000
International and cyber insurance	11		160,000	160,000		160,000	160,000	160,000	160,000	160,000	160,000
Rosen maintenance costs	10		250,000	250,000		250,000	250,000	250,000	250,000	250,000	250,000
Director of Governmental Relations	12		206,000	206,000		206,000	206,000	206,000	206,000	206,000	206,000
Downtown Chilled Water Plant	13		-	-		-	-	2,500,000	2,500,000	2,500,000	2,500,000
Classroom seating	10		270,000	205,000	-	205,000	270,000	270,000	270,000	270,000	270,000
Lake Nona Utilities	14		-	-		-	-	-	-	-	-
PO&M - Osceola			-	-		-	-	?	?	?	?
Total recurring allocations from nonrecurring funds			***13,994,971***	***13,519,254***	***-***	***13,519,254***	***13,994,971***	***14,350,258***	***14,350,258***	***13,650,258***	***13,650,258***

E&G Commitments

UPDATED -11/1

	XREF	Source	Original 2017-18	Start-up	Mid-Year	To-Date 2017-18	5-Year Plan: Revised 2017-18	2018-19	2019-20	2020-21	2021-22
C. Nonrecurring allocations											
UCF online faculty support	15		412,000	412,000	-	412,000	412,000	-	-	-	-
US Tennis Association Complex (due end of 2016) (Project Surface)	16		1,190,000	1,190,000	-	1,190,000	1,190,000	-	-	-	-
Investment in Research (Osceola)	17		3,000,000	3,000,000	-	3,000,000	3,000,000	3,000,000	3,000,000	1,500,000	1,500,000
Athletic scholarships	18		1,000,000	1,000,000	-	1,000,000	1,000,000	1,000,000	1,000,000		
PBS Partnership (excluding purchase price)	19		985,000	400,000	-	400,000	985,000	888,000	400,000	-	-
Contract management software (Legal)	3		61,450	61,450	-	61,450	61,450	69,565	?	?	?
Oracle/ Cisco Contract (5-year payback through 2019-20)	20		(1,529,401)	(1,529,401)	-	(1,529,401)	(1,529,401)	(1,529,401)	(1,529,401)	-	-
Academic advising costs (EAB 5-year contract through 2019-20)	21		150,000	150,000	-	150,000	150,000	150,000	?	?	?
ORC operating budget shortfall	17		2,000,000	2,000,000	-	2,000,000	2,000,000	2,000,000	?	?	?
UCF Branding Campaign	22		640,000	640,000	-	640,000	640,000	?	?	?	?
Alafaya pedestrian project	23	Facility	692,000	692,000	-	692,000	692,000	-	-	-	-
BSBS Lab Decontamination	10		2,380	2,380	-	2,380	2,380	-	-	-	-
Legal fees for Lake Nona Medical Center	3		500,000	500,000	-	500,000	500,000	-	-	-	-
Access control systems (re-key buildings)	11		500,000	500,000	-	500,000	500,000	?	?	?	?
HR Consulting (Chart of Accounts project)	25		300,000	-	-	-	300,000	-	-	-	-
Strategic planning initiatives (consulting)	24		200,000	-	-	-	200,000	-	-	-	-
Foundation support- system upgrade	1		200,000	-	-	-	200,000	-	-	-	-
Downtown Infrastructure	13		-	-		-	-				
Downtown Student Service Center	13		-	-		-	-				
Foundation support	13		-	-		-	-				
Daytona State College - HVAC replacement project			-	-	-	-	-	-	-	-	-
Creative Village start up costs			?	-	-	-	?	?	?	?	?
Boggy Creek Bond Assessment (once development begins)			?	-	-	-	?	?	?	?	?
Health Sciences Campus support (pending but not approved)			?	-	-	-	?	?	?	?	?
Total nonrecurring allocations			***10,303,429***	***9,018,429***	***-***	***9,018,429***	***10,303,429***	***5,578,164***	***2,870,599***	***1,500,000***	***1,500,000***
D. Total Recurring and Non-recurring Allocations:											
Recurring allocations (A)			23,212,504	13,717,505	-	13,717,505	23,212,504	2,314,517	1,210,356	1,210,356	1,210,356
Non-recurring allocations (B + C)			24,298,400	22,537,683	-	22,537,683	24,298,400	19,928,422	17,220,857	15,150,258	15,150,258
Total allocations			47,510,904	36,255,188	-	36,255,188	47,510,904	22,242,939	18,431,213	16,360,614	16,360,614

E&G Commitments

University of Central Florida
Central Reserve - Planned E&G Budget Allocations
Fiscal 2017-18

UPDATED -12/1

	XREF	Source	Original 2017-18	Start-up	Mid-Year	To-Date 2017-18	Revised 2017-18	5-Year Plan 2018-19	2019-20	2020-21	2021-22
A. Recurring allocations from recurring funds											
STATE FUNDING:				-	-	-	-	-	-	-	-
World Class Faculty and Scholar Program:				-	-	-	-	-	-	-	-
UCF online spring 17 distribution (NR in FY17)	U		1,175,595	1,175,595	-	1,175,595	1,175,595	-	-	-	-
College budget model (new tenure/tenure-track faculty)	T		2,115,705	2,115,705	-	2,115,705	2,115,705	2,063,701	-	-	-
PhD assistantship stipend increase	W		1,066,000	1,066,000	-	1,066,000	1,066,000	-	-	-	-
Protecting controlled unclassified info per DoD requirement	V		1,118,618	1,118,618	-	1,118,618	1,118,618	-	-	-	-
Emerging preeminence funding:					-						
Tenure/tenure-track faculty lines (30)	S		3,810,000	3,810,000	-	3,810,000	3,810,000	-	-	-	-
SDES - Scholarships (residents)	O		1,400,000	1,400,000	-	1,400,000	1,400,000	-	-	-	-
Health insurance and retirement adjustments			-	-		-	-	-	-	-	-
2016-17 salary increase (annualization)	B		2,637,102	2,637,102	-	2,637,102	2,637,102	-	-	-	-
Market increases for lower paid faculty and staff	K		349,426	99,426		99,426	349,426	250,000	250,000	250,000	250,000
Faculty promotions; TIPs, RIAs, SoTLs	C		314,135	14,136		14,136	314,135	300,000	300,000	300,000	300,000
Support staff new faculty	G		1,190,881	515,881	-	515,881	1,190,881	-	-	-	-
Soldier to Scholars - Program Manager	P		55,900	55,900	-	55,900	55,900	-	-	-	-
Soldier to Scholars - Veteran's Housing	P		36,200	36,200	-	36,200	36,200	-	-	-	-
Legislative internships	P		75,880	75,880	-	75,880	75,880	-	-	-	-
Athletic scholarships (to replace waivers)	D		3,453,000	3,453,000	-	3,453,000	3,453,000	-	-	-	-
PBS Partnership	E		800,000	800,000	-	800,000	800,000	-	-	-	-
UCF Branding Campaign	F		785,000	785,000	-	785,000	785,000	-	-	-	-
Performance funding:				-	-	-	-	-	-	-	-
Faculty promotions; TIPs, RIAs, SoTLs	C		1,000,000	-	-	-	1,000,000	-	-	-	-
SDES - Enrollment and registration technology upgrades	N		110,000	110,000	-	110,000	110,000	-	-	-	-
Redistribution of divisional resources	Q		(6,000,000)	(6,000,000)	-	(6,000,000)	(6,000,000)	-	-	-	-
Scholarhips (resident)	O		100,000	100,000	-	100,000	100,000	-	-	-	-
Title IX Positions (4) and training	J		255,026	255,026	-	255,026	255,026	-	-	-	-
Police officers (4) for downtown campus	I		313,000	313,000	-	313,000	313,000	-	-	-	-
Advanced threat protection (phishing emails)	L		252,000	252,000	-	252,000	252,000	-	-	-	-
Market increases for groundskeepers, landscapers, housekeepers	H		540,580	540,580	-	540,580	540,580	-	-	-	-
2016-17 college budget model (discretionary)	R		(1,011,544)	(1,011,544)	-	(1,011,544)	(1,011,544)	(959,540)	-	-	-
2016-17 college budget model- Performance	Z		-	-	-	-	-	-	-	-	-
Redistribution for composite fringe benefit rate			-	-	-	-	-	-	-	-	-
2017-18 salary increase	A		6,300,000	-	-	-	6,300,000	-	-	-	-
ADI (administrative discretionary increase)	C		750,000	-	-	-	750,000	750,000	750,000	750,000	750,000
Research overhead	X		-	-	-	-	-	(89,644)	(89,644)	(89,644)	(89,644)
Graduate health insurance	M		220,000	-	-	-	220,000	?	?	?	?
Classroom seating (position)	Y		65,000	-	-	-	65,000	-	-	-	-
Differential tuition for need based aid (FY16)		Tuition-PY	-	-	-	-	-	-	-	-	-
Differential tuition for need based aid (FY17)		Tuition-CY	-	-	-	-	-	-	-	-	-
Tuition - E&G Interest		Tuition-PY	-	-	-	-	-	-	-	-	-
Tuition - Estimated professional/ misc fee collections		Tuition-PY	-	-	-	-	-	-	-	-	-
Tuition - Committed for College Budget Model		Tuition-CY	-	-		-	-	-	-	-	-
Total recurring allocations from recurring funds			***23,277,504***	***13,717,505***	***-***	***13,717,505***	***23,277,504***	***2,314,517***	***1,210,356***	***1,210,356***	***1,210,356***
B. Recurring allocations from nonrecurring funds											
Development enhancement plan	1		5,803,000	5,803,000		5,803,000	5,803,000	5,803,000	5,803,000	5,803,000	5,803,000
Development enhancement plan- UBC Oct 2017	1		562,835	448,452		448,452	546,165	918,122	918,122	918,122	918,122
Development athletics positions	2		470,300	470,300		470,300	470,300	470,300	470,300	470,300	470,300
Development commitments transfer to auxiliary				-		-		-	-	-	-
Athletics compliance positions	3		350,000	350,000		350,000	350,000	350,000	350,000	350,000	350,000
Convocation Center rent	4		1,000,000	1,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Conference entrance fees (5 years through 2016-17)	5		600,000	600,000		600,000	600,000	600,000	600,000	600,000	600,000
Quality Enhancement Plan (QEP)	6		700,000	700,000		700,000	700,000	700,000	700,000	?	?
Undergraduate studies hiring plan	6		300,000	300,000		300,000	300,000	300,000	300,000	300,000	300,000
UCF Knights Success Grant (to enhance graduation rate)	8		150,000	150,000		150,000	150,000	150,000	150,000	150,000	150,000
Finance & Accounting Operations	9		2,500,000	2,500,000		2,500,000	2,500,000	-	-	-	-
PO&M - FSEC	10		373,000	373,000		373,000	373,000	373,000	373,000	373,000	373,000
Health Sciences Campus PO&M	10		252,836	252,836		252,836	252,836	252,836	252,836	252,836	252,836
Health Sciences Campus Boggy Creek assessment	10		45,000	45,000		45,000	45,000	45,000	45,000	45,000	45,000
Health Sciences Campus property taxes	10		2,000	2,000		2,000	2,000	2,000	2,000	2,000	2,000
International and cyber insurance	11		160,000	160,000		160,000	160,000	160,000	160,000	160,000	160,000
Rosen maintenance costs	10		250,000	250,000		250,000	250,000	250,000	250,000	250,000	250,000
Director of Governmental Relations	12		206,000	206,000		206,000	206,000	206,000	206,000	206,000	206,000
Downtown Chilled Water Plant/ Lake Nona Utilities	13		11,500,000	11,500,000		11,500,000	11,500,000	-	-	-	1,000,000
Classroom seating	10		-	-	-	-	-	-	-	-	205,000
Presidents' salaries plus assistants			-	-	-	-	-	?	?	?	?
PO&M - Osceola			-	-		-	-	?	?	?	?
Total recurring allocations from nonrecurring funds			***25,224,971***	***25,110,588***	***-***	***25,110,588***	***25,208,301***	***11,580,258***	***11,580,258***	***10,880,258***	***12,085,258***

E&G Commitments

UPDATED -12/1

	XREF	Source	Original 2017-18	Start-up	Mid-Year	To-Date 2017-18	5-Year Plan: Revised 2017-18	2018-19	2019-20	2020-21	2021-22
C. **Nonrecurring** allocations											
UCF online faculty support	15		412,000	412,000	-	412,000	412,000	-	-	-	-
Development- US Tennis Association Complex(Project Surface)	16		1,190,000	1,190,000	-	1,190,000	1,190,000	-	-	-	-
Development- system upgrade	1		200,000	200,000	-	200,000	200,000	-	-	-	-
Investment in Research (Osceola)	17		3,000,000	3,000,000	-	3,000,000	3,000,000	3,000,000	3,000,000	1,500,000	1,500,000
Athletic scholarships	18		1,000,000	1,000,000	-	1,000,000	1,000,000	1,000,000	1,000,000		
PBS Partnership (excluding purchase price)	19		985,000	400,000	-	400,000	985,000	888,000	400,000	-	-
Contract management software (Legal)	3		61,450	61,450	-	61,450	61,450	69,565	?	?	?
Oracle/ Cisco Contract (5-year payback through 2019-20)	20		(1,529,401)	(1,529,401)	-	(1,529,401)	(1,529,401)	(1,529,401)	(1,529,401)	-	-
Academic advising costs (EAB 5-year contract through 2019-20)	21		150,000	150,000	-	150,000	150,000	150,000	?	?	?
ORC operating budget shortfall	17		2,000,000	2,000,000	-	2,000,000	2,000,000	2,000,000	?	?	?
UCF Branding Campaign	22		640,000	640,000	-	640,000	640,000	?	?	?	?
Alafaya pedestrian project	23	Facility	692,000	692,000	-	692,000	692,000	-	-	-	-
BSBS Lab Decontamination	10		2,380	2,380	-	2,380	2,380	-	-	-	-
Legal fees for Lake Nona Medical Center	3		500,000	500,000	-	500,000	500,000	-	-	-	-
Access control systems (re-key buildings)	11		500,000	500,000	-	500,000	500,000	?	?	?	?
Recruiting	26		393,000	393,000	-	393,000	393,000	-	-	-	-
Recruiting carryforward as of 6/30 return to central	26		?	-	?	-	?	-	-	-	-
Classroom seating	10		1,025,000	1,025,000	-	1,025,000	1,025,000	-	-	-	-
Downtown Infrastructure	13		4,800,000	4,800,000		4,800,000	4,800,000				
Downtown Student Service Center	13		2,700,000	2,700,000		2,700,000	2,700,000				
Transitioning Committee	26		?	-	?	-	?	-	-	-	-
HR Consulting (Chart of Accounts project)	25		300,000	-	-	-	300,000	-	-	-	-
Strategic planning initiatives (consulting)	24		200,000	-	-	-	200,000	-	-	-	-
Daytona State College - HVAC replacement project			-	-	-	-	-	-	-	-	-
Creative Village start up costs			?	-	-	-	?	?	?	?	?
Boggy Creek Bond Assessment (once development begins)			?	-	-	-	?	?	?	?	?
Health Sciences Campus support (pending but not approved)			?	-	-	-	?	?	?	?	?
Total nonrecurring allocations			***19,221,429***	***18,136,429***	***-***	***18,136,429***	***19,221,429***	***5,578,164***	***2,870,599***	***1,500,000***	***1,500,000***
D. Total Recurring and Non-recurring Allocations:											
Recurring allocations (A)			23,277,504	13,717,505	-	13,717,505	23,277,504	2,314,517	1,210,356	1,210,356	1,210,356
Non-recurring allocations (B + C)			44,446,400	43,247,017	-	43,247,017	44,429,730	17,158,422	14,450,857	12,380,258	13,585,258
Total allocations			67,723,904	56,964,522	-	56,964,522	67,707,234	19,472,939	15,661,213	13,590,614	14,795,614

UNIVERSITY OF CENTRAL FLORIDA

Board of Trustees
Finance and Facilities Committee Meeting
President's Boardroom, Millican Hall, 3rd floor
December 13, 2017

MINUTES

CALL TO ORDER

Trustee Alex Martins, chair of the Finance and Facilities Committee, called the meeting to order at 8:30 a.m. Committee member William Self was present. Committee members Robert Garvy and Bill Yeargin attended by teleconference call. Chairman Marcos Marchena was present.

MINUTES APPROVAL

The minutes of the October 18, 2017, and October 26, 2017, Finance and Facilities Committee meetings were approved as submitted.

NEW BUSINESS

UCF Downtown Tri-Generation Facility Update (FFC-1)

William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, and Lee Kernek, Associate Vice President for Administration and Finance, requested approval for the change in facility, revised budget, and renaming of the UCF Downtown Tri-Generation Facility.

Because of the project revision, the facility name is now the UCF Downtown Central Energy Plant. The original funding approved by the Board of Trustees was $10.1 million and had a payback of 10 years for Phase I. After exploring numerous design and modeling scenarios, it was determined the initial budget is not sufficient to build the first phase of the project, and the initial payback schedule did not accurately anticipate the sizing and power generation needs of the planned facilities.

As such, the design and phased construction of a central energy plant will move forward to meet only the chilled water needs of the campus. The UCF Downtown Central Energy Plant will cost $12.3 million and will provide cost avoidance in future years.

In addition to the costs of the UCF Downtown Central Energy Plant, the decision to move from a tri-generation facility to a traditional central energy plant has cost implications for the Dr. Phillips Academic Commons. The design and construction costs for these changes increase the academic building budget by $1.3 million.

The committee unanimously approved the requests as presented.

Direct Support Organizations' 2017-18 First-Quarter Financial Reports (INFO-1)
Merck and John Pittman, Associate Vice President for Administration and Finance, Debt Management, reported that the 2017-18 first-quarter financial reports ended September 30, 2017, for the UCF DSOs were provided as information items.

University Draft Audited Financial Report 2016-17 (INFO-2)
Christy Tant, Controller and Assistant Vice President, reviewed the University Draft Audited Financial Report 2016-17.

UCF Key Financial Ratios (INFO-3)
Tant discussed the key financial ratios for UCF as of June 30, 2017, and the key financial ratios for UCF as compared to the State University System as of June 30, 2016.

University Operating Budget Report Ended September 30, 2017 (INFO-4)
Tant presented the University Operating Budget Report for the quarter that ended September 30, 2017.

UCF Investments Quarterly Report Ended September 30, 2017 (INFO-5)
Tant presented the UCF Investments Quarterly Report for the quarter that ended September 30, 2017.

UCF Facilities Planning and Construction Department Assessment Follow-up (INFO-6)
Rhonda L. Bishop, Chief Compliance and Ethics Officer, and Peter J. Wallace, Senior Vice President for HKA International, reviewed the progress following the assessment that was completed on the UCF Facilities Planning and Construction Department. Chairman Marchena recommended the following.

1. Facilities Planning and Construction notify the Finance and Facilities Committee when the e-Builder software system is fully implemented and present reports that include all project activity to the committee on a regular basis.
2. Provost Whittaker work with Facilities Planning and Construction staff and the deans to implement a Minor Projects priority system for the colleges.
3. Athletics implement a pilot program to hire a program management or owner's authorized representative firm that will manage, implement, and oversee departmental facilities projects. The cost of the firm's services will be split between Athletics and Facilities.

Chair Martins made a motion to approve these recommendations, and the committee unanimously approved them.

Chair Martins adjourned the Finance and Facilities Committee meeting at 10:20 a.m.

Respectfully submitted: William F. Merck II 2-6-18
William F. Merck II
Vice President for Administration and Finance
and Chief Financial Officer
Date

ITEM: FFC-1

University of Central Florida
Board of Trustees
Finance and Facilities Committee

SUBJECT: UCF Downtown Tri-Generation Facility Update

DATE: December 13, 2017

PROPOSED COMMITTEE ACTION

Recommend approval of the change in facility, revised budget, and renaming of the UCF Downtown Tri-Generation Facility.

BACKGROUND INFORMATION

The UCF Downtown Tri-Generation Facility project has been revised and should be renamed the UCF Downtown Central Energy Plant.

The original funding approved by the Board of Trustees was $10.1 million and had a payback of 10 years for Phase I. After exploring numerous design and modeling scenarios, it was determined the initial budget is not sufficient to build the first phase of the project, and the initial payback schedule did not accurately anticipate the sizing and power generation needs of the planned facilities. In addition, the payback period of the power generation component does not reasonably justify the initial and continued operating costs of a campus this size.

As such, the design and phased construction of a central energy plant will move forward to meet only the chilled water needs of the campus. The UCF Downtown Central Energy Plant will cost $12.3 million and will not have a payback.

In addition to the costs of the UCF Downtown Central Energy Plant, the decision to move from a tri-generation facility to a traditional central energy plant has cost implications for the Dr. Phillips Academic Commons. As a result of not self-generating power and hydronic hot water, changes are required, including adding boilers, emergency power generation, emergency circuits, and an external equipment yard. The design and construction costs for these changes increase the academic building budget by $1.3 million.

Supporting documentation: None

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

Minutes
Board of Trustees Meeting
University of Central Florida
January 18, 2018

Chairman Marcos Marchena called the meeting of the Board of Trustees to order at 1:00 p.m. in the *FAIRWINDS* Alumni Center on the UCF Orlando campus.

Marchena reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

WELCOME

He welcomed the board members and called on Rick Schell, Associate Corporate Secretary, to call the roll. Schell determined that a quorum was present.

The following board members attended the meeting: Chairman Marcos Marchena, Vice Chair Robert Garvy, Ken Bradley, Clarence Brown, Joseph Conte, Nicholas Larkins, John Lord, Alex Martins, Beverly Seay, William Self, John Sprouls, David Walsh, and William Yeargin.

PUBLIC COMMENT

Jose Rivera, president and founder of the Puerto Rican Student Association, addressed the board regarding the destruction of Puerto Rico by Hurricane Maria. On behalf of the students, he requested that the board consider extending in-state tuition for one academic year to students displaced by the hurricane.

Alejandro Chardon, a transfer student from Puerto Rico, also asked the board to extend in-state tuition for students displaced by Hurricane Maria.

NEW BUSINESS

Marchena called on Nicholas Larkins, SGA President, who provided a brief update on circumstances in Puerto Rico. Larkins recommended that in-state tuition be extended for the summer 2018, fall 2018, and spring 2019 semesters.

Marchena advised that UCF had received a letter from the governor of Puerto Rico thanking UCF for the accommodations made for Puerto Rican students. The governor also asked that UCF extend waiving out-of-state tuition.

Marchena called on Maribeth Ehasz, Vice President for Student Development and Enrollment Services, who reported 1,135 students from Puerto Rico had applied to UCF, of which 356 were admitted as degree granting students. She reported that UCF has over 200 students enrolled from Puerto Rico who are benefiting from the non-residency fee being waived, as well as those students from Puerto Rico who were attending UCF prior to the hurricane. Ehasz reported that

for the 2018 fall term over 200 enrollment applications have been received for displaced students from Puerto Rico, evidence of continuing interest in UCF. President John C. Hitt stated that this is an opportunity to assist our fellow citizens.

Marchena presented the following item for board approval.

In-State Tuition Eligibility for Displaced Students–A motion was unanimously approved to extend in-state eligibility for students displaced from Puerto Rico and the Virgin Islands for Summer 2018, Fall 2018, and Spring 2019 semesters.

MINUTES

Marchena called for approval of the October 26, 2017; November 3, 2017; and November 8, 2017; meeting minutes, which were approved.

Marchena called on President Hitt for remarks and introductions.

REMARKS

Hitt congratulated Trustee Seay, who was reappointed to the board by the Board of Governors for a five-year term. He thanked her for her service to the board and to the university.

He commended the UCF Knights' football team for completing a perfect season and securing UCF's first national championship with a 34-27 victory over Auburn in the Peach Bowl. He stated that a parade was hosted at Disney World on the Sunday after the game and that the City of Orlando estimated a crowd of 5,000 to 10,000 fans packed Church Street for the Knights' National Championship Celebration.

He announced that UCF's football student-athletes have the highest graduation rate--92 percent--of the 12 teams competing in New Year's six bowl games.

Hitt stated that Fox35 News aired a news clip about the College of Medicine, and he shared a video featuring 18-year old Hannah Culler of Ohio, who suffers from a life-threatening immune disorder. Through the Make-A-Wish Foundation, Deborah German, Vice President for Medical Affairs and Dean of the College of Medicine, UCF med students, and faculty created a special day for Hannah, fulfilling her dream to be a medical student for a day at UCF's College of Medicine.

INTRODUCTIONS

Hitt congratulated the following members of the UCF community.

A. Student

Andrew Aboujaoude was awarded the SUS Florida Campus Compact Student Excellence in Service Award for 2017. In addition to this award, Florida Campus Compact has recognized UCF with an Engaged Campus Award, as well as a Campus-Community Partnership Award.

B. Faculty

Gary Lease, lead dentist at UCF Student Health Services, joined the dental center in 2012. Lease will receive the Academy of General Dentistry Mastership Award at its annual convocation ceremony in June. The Mastership Award is one of the most respected designations within the profession.

Eduardo Mucciolo and Enrique del Barco, professors of physics and, respectively, chair and associate chair of the Physics Department, were selected as Fellows of the American Physical Society. Election to the Fellowship is in recognition for exceptional contributions to research, and it is limited to no more than one-half of one percent of the membership.

C. Employee of the Month

The Employee of the Month for October was James McCully, a 25-year employee and senior broadcast technologist in the Nicholson School of Communication in the College of Sciences.

The Employee of the Month for November was Debra Urban, a 15-year employee and senior administrative assistant in the College of Nursing.

REPORTS

Marchena called on Vice Chair Garvy to provide an update on the presidential transition task force. Garvy introduced Tom Hope, Assistant Vice President of Strategic Initiatives, Communications and Marketing, who reported on communications and event planning and some events. Hope mentioned that an event to honor Hitt will likely take place in the CFE Arena on May 9, 2018. On February 8, Hitt will be the guest of honor at Rollins College, where President Grant Cornwell will interview him about his career. Hitt will be given an honorary degree in May from his alma mater, Austin College. Other events are being considered. Hope then introduced Julie Stroh, Senior Associate Vice President for Alumni Engagement and Annual Giving, who reported on stewardship plans to assure that individuals are appropriately engaged during this transition.

- INFO-1 Transition Task Force Update

Marchena called on Walsh, who provided an update on the following item, and he presented a brief video featuring faculty, staff, and students that showcases UCFs multiple locations.

- INFO-2 Presidential Search Update

Marchena called on Elizabeth Klonoff, Vice President for Research and Dean, College of Graduate Studies, who gave an informational report on the following item.

- INFO-3 BRIDG and NeoCity Update–December 22, 2017

ADVANCEMENT COMMITTEE REPORT

Clarence Brown, Chair of the Advancement Committee, reported the highlights from the committee meeting earlier in the day.

- Karen Cochran, Senior Associate Vice President for Advancement Development, provided an update on behalf of Mike Morsberger. The advancement division has eclipsed its $350 million calendar year-end fund raising target and aims to reach the next campaign milestone of $400 million by the end of the fiscal year. She summarized events during the Peach Bowl to capitalize on the momentum surrounding UCF and the IGNITE campaign. She highlighted the Hitt initiative, a focused effort within the IGNITE campaign to increase endowment and support for academic advancement and faculty excellence.
- Cochran presented a motion to name the Roth Athletics Center (ADVC-1), which was unanimously approved.
- Dan Holsenbeck, Senior Vice President for University Relations, gave an update on legislative activities and the proposed budget being advanced by the 2018 legislature.
- Grant Heston, Vice President for Communications and Marketing, provided an update on UCF's strategy to produce content that will gain "likes" and "shares" on news feeds. He gave a presentation highlighting UCF's presence at the Peach Bowl in Atlanta through the use of creative billboards, social media banners, and other media platforms in the Orlando and Atlanta markets. He reported that UCF license plate sales have advanced from fifth to the third highest among license plates sold by state universities in Florida.

Brown presented the following items for board approval.

- ADV-1 Naming of the Roth Athletics Center–A motion was unanimously approved for the naming of the Roth Athletics Center upon completion of the pledge by the donors.

AUDIT, OPERATIONS REVIEW, COMPLIANCE, AND ETHICS COMMITTEE REPORT

Beverly Seay, Chair of the Audit and Compliance Committee, reported the highlights of the committee meetings of November 30, 2017, and January 12, 2018.

- At the January 12, 2018, meeting, the committee unanimously approved the following items, and Seay noted that they are on the consent agenda.
    - Robert Taft, Chief Audit Executive, reported on the results for the Board of Governors' Performance-based Funding Data Integrity Certification Audit Report (AUD-1).

  - He also provided an update on the Performance-based Data Integrity Certification Form (AUD-2).

- The following information items were presented at the November 30, 2017, meeting.
  - Taft presented the University Audit Report (INFO-1).
  - Rhonda L. Bishop, Chief Compliance and Ethics Officer, provided an overview of the Conflict of Interest and Commitment Initiatives (INFO-2).
  - Bishop reported on the 2017-18 Work Plan Status of All Activities (INFO-3).
  - Bishop provided an overview on the 2016-17 Compliance and Ethics Program Annual Report (INFO-4).
  - Bishop provided an update of the Overview of Title IX (INFO-5).
  - Bishop provided an update on the Compliance, Ethics, and Risk Program and reported on the development of a Youth Protection Committee.

BOARD OF TRUSTEES

Marchena called on German to report on a proposed cancer center for the Sanford Burnham Prebys building at Lake Nona. Prior to the report, Bradley recused himself from voting due to a conflict of interest.

After German's presentation, Marchena stated that the UCF Academic Health board had approved UCF Academic Health's moving forward to pursue obtaining the Sanford Burnham Prebys facility. He noted that the facility was built with contributions from Orange County, the City of Orlando, and Tavistock, and that all three parties must agree on the facility's use when Sanford Burnham Prebys vacates the property. The state's position is that the building's fate is a local decision. Mayor Teresa Jacobs has requested Florida Hospital and UCF Academic Health to make presentations before Orange County Commissioners.

Marchena clarified that the vote is for this board is to approve the recommendation by UCF Academic Health to pursue a lease on the Sanford Burnham Prebys Medical Research Institute at Lake Nona facility in partnership with Provision Health Care and Sarah Cannon, the cancer institute of HCA Health Care, for the purpose of advancing cancer research.

Marchena presented this item for board approval.

- BOT-1 UCF Academic Health Proposal–A motion was passed with a vote of 12 for, with Bradley's recusal, approving the UCF Academic Health Proposal.

COMPENSATION AND LABOR COMMITTEE REPORT

John Sprouls, Chair of the Compensation and Labor Committee, reported the highlights of the committee meeting held on December 12, 2017, and earlier in the day.

- At the December 12, 2017, meeting, Sprouls reported that the committee unanimously approved item CLC-1 The 2017-20 Performance Unit Plan Awards.

- He reported that at the meeting earlier in the day, the committee unanimously approved two items to present to the board.
    - CLC-1 Presidential Compensation Analysis was prepared by Sibson Consulting at the request of the Presidential Search Committee. The analysis provides competitive data of the compensation for the president's job. The study provides data for three groups of presidents: a comparison peer group, an aspirational peer group, and the State University System schools. This document will form the basis for the negotiations with a successful candidate for president.
    - CLC-2 Article 3: UFF Privileges and Article 23: Salaries of the Collective Bargaining Agreement with the United Faculty of Florida, both of which have been approved by the United Faculty of Florida.

Sprouls presented the following items for board approval.

- CL-1 Presidential Compensation Analysis–A motion was unanimously passed approving the Presidential Compensation Analysis.

- CL-2 Article 3: UFF Privileges and Article 23: Salaries of the Collective Bargaining Agreement with the United Faculty of Florida–A motion was unanimously passed ratifying the reopened articles of the Collective Bargaining Agreement between the University of Central Florida Board of Trustees and the United Faculty of Florida.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Robert Garvy, Chair of the Educational Programs Committee, reported the highlights from the committee meeting earlier in the day and recounted several of the informational items presented.

- M. Paige Borden, Assistant Associate Provost for Academic Program Quality and Associate Vice President for Institutional Knowledge Management, reported on the 2015-16 Academic Program Review Recommendation Implementations (INFO-1), which involved the School of Performing Arts, School of Visual Arts and Design, and the Modeling and Simulation Program.
- Elizabeth Dooley, Dean of the College of Undergraduate Studies and Vice Provost for Teaching and Learning, reported on the Status of New Degree Programs implemented by the UCF Board of Trustees (INFO-2). She stated a Bachelor of Arts in Communication and Conflict undergraduate degree program implementation in the fall of 2015 has grown by 65 percent since its inception.
- A. Dale Whittaker, Provost and Executive Vice President, said Hitt's approval of the Academic Health Sciences Center will support health-related programs, research, and clinical services. He reported that UCF moved up 20 spots to number 16 in the *U.S. News & World Report*'s best online bachelor degree programs for 2018. He cited the national media coverage on digital learning and UCF's academic reputation from *The Wall Street Journal* and *The Washington Post*. He announced new deans for the Burnett Honors College and the Rosen College, and he updated the committee on UCF's new research

and commercialization awards. He updated the committee on student success and faculty excellence metrics, including a record 90 percent first-year retention rate.

- Whittaker introduced Zhongzhou Chen, Assistant Professor, Department of Physics, who gave a presentation on 4K Learning Telescope (INFO-3).
- Whittaker reported on 21st-Century Teaching as a "mythbuster" (INFO-4).

FINANCE AND FACILITIES COMMITTEE REPORT

Alex Martins, Chair of the Finance and Facilities Committee, reported highlights from the committee meeting held on December 13, 2017, and earlier in the day.

- Martins recapped highlights of the December 13, 2017, committee meeting.
  - William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, and Lee Kernek, Associate Vice President for Administration and Finance, requested approval for changes in the UCF Downtown Tri-Generation Facility and revision of its budget. Due to the project revision, the facility has been renamed as the UCF Downtown Central Energy Plant. The design and phase construction of the UCF Downtown Central Energy Plant will move forward to meet only the chilled water needs of the campus. The plant will cost $12.3 million and will provide cost avoidance in future years. The design and construction costs for these changes increase the budget for the Dr. Phillips Academic Commons by $1.3 million. Item FFC-1 UCF Downtown Tri-Generation Facility Update was unanimously approved by the committee.
- He noted that the following informational items were presented at the committee meeting.
  - Direct Support Organizations' 2017-18 First-Quarter Financial Reports (INFO-1)
  - University Draft Audited Financial Report 2016-17 (INFO-2)
  - UCF Key Financial Ratios (INFO-3)
  - University Operating Budget Report Ended September 30, 2017 (INFO-4)
  - UCF Investments Quarterly Report Ended September 30, 2017 (INFO-5)
  - UCF Facilities Planning and Construction Department Assessment Follow-up (INFO-6). As a result of the departmental assessment conducted by HKA International, the following were recommended.
    1. Facilities Planning and Construction will notify the Finance and Facilities Committee when the e-Builder software system is fully implemented and present reports that include all project activity to the committee on a regular basis.
    2. Whittaker will work with Facilities Planning and Construction staff and the deans to implement a Minor Projects priority system for the colleges.
    3. Athletics will implement a pilot program to hire a program management or owner's authorized representative firm that will manage, implement, and oversee departmental facilities projects. The cost of the firm's services will be split between Athletics and Facilities.

    Martins stated that this item is presented as FF-2 Facilities Planning and Construction Department Recommendations for board approval.

- Martins reported highlights of the committee meeting held earlier in the day.
  - Item FFC-1 Parking, Housing, and Health Auxiliary Facilities Operating Budgets for 2018-19 were unanimously approved by the committee, and the item is placed on the consent agenda as FF-3 for board approval.
  - Item FFC-2 WUCF TV Channel Sharing Agreement between UCF and Good Life Broadcasting includes minor changes to the contract as requested by the FCC, and the item was unanimously approved by the committee and is placed on the consent agenda as FF-4.
  - Item FFC-3 Lake Nona Incubator Lease Agreement is an amendment to the lease agreement with the Lake Nona Innovation Center I, LLC, for the developing life sciences incubator for UCF at Lake Nona. UCF's obligations, under the 12-year lease with Tavistock, approved by the UCF Board of Trustees on November 17, 2016, remain pending until substantial completion of the build-out of the multi-tenant Lake Nona life sciences incubator. In 2017, the city of Orlando and Florida Hospital amended their agreement to commit funds to one life sciences incubator at Lake Nona Medical City. As a result, Tavistock obtained from Florida Hospital an additional $2,324,223 for the construction and operation of the Lake Nona life sciences incubator. Accordingly, the lease is being revised to include these additional funds, to confirm their intended use, and to set forth the good faith obligations of each party if projected total costs exceed the new total allowance. This was unanimously approved by the committee with the caveat that if the budget for the incubator completion is exceeded, the budget would return to the committee for further review and approval. Martins indicated the item is placed on the consent agenda as FF-5.
  - Item FFC-4 UCF Finance Corporation Line of Credit for UCF Downtown Campus was unanimously passed by the committee approving the UCF Finance Corporation procuring a line of credit up to $14 million to provide the cash flow needed for construction of the UCF Downtown Campus. The item is placed on the consent agenda as FF-6.

Martins presented the following items for board approval.

- FF-1 UCF Downtown Tri-Generation Facility Revision–A motion unanimously passed approving the change in facility, revised budget, and renaming of the UCF Downtown Tri-Generation Facility to the UCF Downtown Central Energy Plant.

- FF-2 Facilities Planning and Construction Department Recommendations–A motion unanimously passed approving the recommendations.

- FF-3 Parking, Housing, and Health Auxiliary Facilities Operating Budgets–A motion unanimously passed approving the 2018-19 operating budgets for the university auxiliary facilities with outstanding revenue bonds.

NOMINATING AND GOVERNANCE COMMITTEE REPORT

William Yeargin, Chair of the Nominating and Governance Committee, reported highlights of the committee meeting held earlier in the day.

- Item NGC-1 Presidential Selection Process (NGC-1) involved modifications to the presidential selection process guidelines. The changes were approved unanimously by the committee and is on the consent agenda as NG-1.
- Item NGC-2 Amendment to University Regulation UCF-3.040 Benefits and Hours of Work made minor changes to regulations related to benefits. Clarifying language about administrative leave was added and is on the consent agenda as NG-2.
- Item NGC-3 Amendments to Chapter 5 University Regulations involves amendments to University Regulations UCF-5.006 (Student Rights and Responsibilities), UCF-5.008 (Rules of Conduct), UCF-5.009 (Student Conduct Review Process; Sanctions), UCF-5.010 (Student Conduct Appeals), UCF-5.013 (Organizational Conduct Review Process; Sanctions; Appeals), and UCF-5.015 (Student Academic Behavior Standards). Since these amendments related to students, 30-days of public notice was given prior to the meeting. There were no significant comments, and Yeargin noted that the item was processed through the Golden Rule Committee with no noteworthy comments. The committee unanimously approved the proposed amendments, and the item is placed on the consent agenda as NG-3.

STRATEGIC PLANNING COMMITTEE REPORT

Clarence Brown, Chair of the Strategic Planning Committee, reported highlights of the meeting held earlier in the day.

- Whittaker and Lisa Jones, Associate Provost for Strategy and Special Assistant to the President, reported on approval of the Collective Impact Strategic Plan by the Florida Board of Governors. Whittaker reported on the metrics that are a part of that plan.

CONSENT AGENDA

A motion was made to accept the consent agenda, and unanimously approved.

- AUD-1 Board of Governors' Performance-based Funding Data Integrity Certification Audit Report—Approval of the University Audit's report on the Board of Governors Performance-based Funding Data Integrity Certification Process

- AUD-2 Performance-based Funding Data Integrity Certification Form—Approval for submission of the Performance-based Funding Data Integrity Certification Form to the Board of Governors

- CL-3 2017-20 Performance Unit Plan Awards—Approval of the plan awards

- FF-4 WUCF TV Channel Sharing Agreement—Approval of the changes to a channel-sharing agreement between WUCF TV and Good Life Broadcasting, Inc.

- FF-5 Lake Nona Incubator Lease Agreement—Approval of an amendment to the lease agreement with the Lake Nona Innovation Center I, LLC, for the developing life sciences incubator at Lake Nona

- FF-6 UCF Finance Corporation Line of Credit for UCF Downtown Campus—Approval for the UCF Finance Corporation to procure a line of credit up to $14 million to provide the cash flow needed for construction of the UCF Downtown Campus

- NG-1 Presidential Selection Process—Approval of the revisions to the Presidential Selection Process

- NG-2 Amendment to University Regulation UCF-3.040 Benefits and Hours of Work—Approval of the amendments to the regulation

- NG-3 Amendments to Chapter 5 University Regulations—Approval of the amendments to the regulations

ANNOUNCEMENTS AND ADJOURNMENT

Marchena announced the following upcoming meetings:

Board of Governors meeting	January 24-25, 2018 (Florida State University)
Board of Governors meeting	February 22, 2018 (Conference call)
Board of Trustees meeting	March 22, 2018 (*FAIRWINDS* Alumni Center)
AGB 2018 National Conference on Trusteeship Please let Rick Schell know if you are interested in attending.	April 22-24, 2018 (San Francisco)

Marchena adjourned the board meeting at 3:05 p.m.

Respectfully submitted: _____ Date: _____

John C. Hitt
Corporate Secretary

FORM 8A MEMORANDUM OF VOTING CONFLICT FOR STATE OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE
Bradley Kenneth Wayne	UCF Board of Trustees
MAILING ADDRESS	NAME OF STATE AGENCY
1612 Elizabeth's Walk	University of Central Florida
CITY / COUNTY	MY POSITION IS:
Winter Park / Orange	☐ ELECTIVE ☑ APPOINTIVE
DATE ON WHICH VOTE OCCURRED	
January 18, 2018	

WHO MUST FILE FORM 8A

This form is for use by any person serving at the State level of government on an appointed or elected board, council, commission, authority, committee, or as a member of the Legislature. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

ELECTED OFFICERS:

As a person holding elective state office, you may not vote on a matter that you know would inure to your special private gain or loss. However, you may vote on other matters, including measures that would inure to the special private gain or loss of a principal by whom you are retained (including the parent or subsidiary or sibling organization of a principal by which you are retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. If you vote on such a measure or if you abstain from voting on a measure that would affect you, you must make every reasonable effort to disclose the nature of your interest as a public record in a memorandum filed with the person responsible for recording the minutes of the meeting, who shall incorporate the memorandum in the minutes. If it is not possible for you to file a memorandum before the vote, the memorandum must be filed with the person responsible for recording the minutes of the meeting no later than 15 days after the vote.

For purposes of this law, a "relative" includes only your father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with you as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

A member of the Legislature may satisfy the disclosure requirements of this section by filing a disclosure form created pursuant to the rules of the member's respective house if the member discloses the information required by this subsection, or by use of Form 8A.

* * * * * * * * * * * * * * * * *

APPOINTED OFFICERS:

As a person holding appointive state office, you are subject to the abstention and disclosure requirements stated above for Elected Officers. You also must disclose the nature of the conflict before voting or before making any attempt to influence the decision by oral or written communication, whether made by you or at your direction.

For purposes of this law, a "relative" includes only your father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with you as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes.
- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION OR VOTE AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF STATE OFFICER'S INTEREST

I, Kenneth W. Bradley, hereby disclose that on January 18, 20 18:

(a) A measure came or will come before my agency which (check one or more)

___ inured to my special private gain or loss;
___ inured to the special gain or loss of my business associate, _____;
___ inured to the special gain or loss of my relative, _____;
✓ inured to the special gain or loss of Adventist Health System dba Florida Hospital, by whom I am retained; or
___ inured to the special gain or loss of _____, which is the parent, subsidiary, or sibling organization of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

The UCF Board was asked to vote on a proposal for UCF Academic Health to negotiate with Orange County to acquire property / building known as the Sanford Burnham property. My employer — Adventist Health System dba Florida Hospital — also is "bidding" on this property. Because of this fact, I recused myself from this vote.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

January 18, 2018
Date Filed

Kenneth W. Bradley
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED $10,000.

CE Form 8A - Effective 11/2013
Adopted by reference in Rule 34-7.010(1)(e), F.A.C.

Page 2

ITEM: FF-1

University of Central Florida
Board of Trustees

SUBJECT: UCF Downtown Tri-Generation Facility Revision

DATE: January 18, 2018

PROPOSED BOARD ACTION

Recommend approval of the change in facility, revised budget, and renaming of the UCF Downtown Tri-Generation Facility.

BACKGROUND INFORMATION

The UCF Downtown Tri-Generation Facility project has been revised and should be renamed the UCF Downtown Central Energy Plant.

The original funding approved by the Board of Trustees was $10.1 million and had a payback of 10 years for Phase I. After exploring numerous design and modeling scenarios, it was determined the initial budget is not sufficient to build the first phase of the project, and the initial payback schedule did not accurately anticipate the sizing and power generation needs of the planned facilities. In addition, the payback period of the power generation component does not reasonably justify the initial and continued operating costs of a campus this size.

As such, the design and phased construction of a central energy plant will move forward to meet only the chilled water needs of the campus. The UCF Downtown Central Energy Plant will cost $12.3 million and will not have a payback.

In addition to the costs of the UCF Downtown Central Energy Plant, the decision to move from a tri-generation facility to a traditional central energy plant has cost implications for the Dr. Phillips Academic Commons. As a result of not self-generating power and hydronic hot water, changes are required, including adding boilers, emergency power generation, emergency circuits, and an external equipment yard. The design and construction costs for these changes increase the academic building budget by $1.3 million.

Supporting documentation: None

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer

From: Mike Kilbride <Mike.Kilbride@ucf.edu>
Sent: Thursday, May 02, 2019 3:59 PM
To: Burby, Joey; Jones, Sakinah
Subject: FW: Updated Talking Points
Attachments: UPDATED - Talking Points - TriGen to CEP.docx

Attached is the updated talking points. – Bill requested a change in the language for source of funds.
Mike

From: Mike Kilbride <Mike.Kilbride@ucf.edu>
Date: Friday, December 8, 2017 at 10:06 AM
To: William Merck <William.Merck@ucf.edu>
Cc: Thad Seymour <Thad.Seymour@ucf.edu>, Allen Bottorff <Allen.Bottorff@ucf.edu>, Angie Carloss <Angie.Carloss@ucf.edu>
Subject: Updated Talking Points

Bill,
Attached are the talking points with a few adjustments we discussed this morning.
Allen and I will be there with you on Wednesday.
Mike

UCF Tri-Gen to Central Energy Plant

Talking Points v2

- The Board originally approved $10.1 million for a Tri-Generation facility to produce electricity, chilled water, and hot water on the downtown campus. The first phase of the project was originally projected to have a 10-year payback period.

- The university engaged Robins & Morton and RLF to design-build the Tri-Generation facility. Through the design process, the team evaluated various lifecycle scenarios using current data and identified the initial budget of $10.1 million is not sufficient and the 10-year payback is no longer achievable.

- The current team identified the cost of a Tri-Generation facility to support the first phase of the campus would total $19.8 million. The delta is driven by construction escalation, increased equipment costs, and exclusions of several key expenses in the initial estimate.

    - IF ASKED: Design and soft costs, project contingencies, and site work expenses were excluded from the original $10.1 million figure.

- Because chilled water is essential to the facilities on the downtown campus and the more efficient cooling method, our team is recommending the change from a Tri-Generation facility to a Central Energy Plant.

- The Central Energy Plant will allow UCF to generate chilled water at a discount to current market rates. The discount is significant enough to justify our first costs over a 10-year period.

- Because the new facility will only generate chilled water, UCF will work with OUC to provide electricity to the downtown campus.

- The total project cost for the Central Energy Plant is $13.6 million dollars. This includes:

    - $12.3 million towards the construction of a Central Energy Plant with N+1 redundancy in phase one.
    - $1.3 million towards the addition of boilers, emergency power generation and circuits, and an external equipment yard for the Dr. Phillips Academic Commons.

- The university will fund the project through central reserves that have been funding district energy facilities on the main campus.

December 13, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
12:34 - 25:49	
MARTINS	Our first order of business today is, uh, the UCF downtown tri-generation facility update and, uh, Bill Merck's going to take it from here…
MERCK	Alright, I want to start off and, um, talk about it a little bit, but we've got several subject matter experts here in the room so if we get into any engineering or any detail that people would like to know, we've got plenty of people here that can answer the questions. But its background is when we started this project we got pretty excited about the idea of doing a tri-generation facility which would have produced, um, our own electricity downtown, um, domestic hot water and chilled for all the air conditioning systems. And we, I was one of the ones that was pretty excited about that. Um, but as we got deeper into the planning and started really checking things out in, in, uh, greater detail, got further along with the design of the buildings and so forth, it showed that the production of the electric part, the electricity was not really that feasible. The payback on it was just beyond what was, um, worth doing for the initial investment. So we decided to drop that piece which also took with it, the waste heat and everything would have created an opportunity for some domestic hot water. But the chilled water still remained, uh, very viable and so we're modifying the project, uh, to accommodate chilled water for the, uh, first building and then have the capacity to structure and add modules to it to take care of the, the, um, future buildings that will come along down there. The, the chilled water for those of you who are not familiar with it, and I'm going to get a little bit over my head here and I'm gonna look to Allen Bottorff to correct me when I start straying, so Allen don't hesitate to jump in. [*Clears throat*] But, um, the alternative that's a little cheaper, first [*inaudible*] are these so-called the direct-exchange units which are mounted on the exterior of the building. They, uh, are noisy, they have some vibration, which in normal circumstances don't matter too much but when you start to get in some, uh, sensitive equipment it can create some problems. It's, um, more [*inaudible, background clearing throat*] and the creature comfort, the human comfort is not quite as great [*Inaudible*] evenness of having chilled water. So, um, we feel like there's, there's no cost savings with any of these approaches because it's all new productions. There's nothing to save from but looking at cost avoidance going down the road with the chilled water, um, about year, was it 7 or 8? Somewhere in there. Allen?
BOTTORFF	It's at year 8.
MERCK	At year 8 we end up with a considerable savings over retail purchase that we would go through as the alternative. So we're going to, uh, um, and not to mention the first cost that we would have to supplement the local utility company for running lines and everything into our building. We'll have to bear that upfront cost as well. So, all in all

December 13, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
	that's where we are. We'll be doing some modifications to the building and the design now to take care of the chilled water, uh, service to the new academic building and the total cost I think was about 12 million or so for the chill-, the chilled water system and about 1.3 something like that additions to the building for, to accommodate chilled water so that's, that's the direction we're going. Without any objection I really think it's the, the thing to do. And I think it probably is helpful too, with OUC. They, I think always wanted to provide us with the electricity so that will be accommodated as well. Allen, did I miss anything?
BOTTORFF	Yes, sir. The OUC has been a true partner and, and helped us along the way.
MARTINS	Overall increase of the academic building budget is $1.3 million, correct?
BOTTORFF	Uh, yes sir. The additional, yeah. [*background throat clearing*]
MARTINS	Questions from the committee? Mr. Chairman.
MARCHENA	Bill, what is the source of funding, uh, for the $12.3 million?
MERCK	We are using and, I'm going to get Christy to correct me if I'm wrong on this. Like I said, I like to have all my subject matter experts here to back me up so if I go astray they can corral me and-. But we're, we're using the same source which is our internal, um, r-, uh, returns on investments, our interest earnings and so forth on, um, our auxiliary accounts and other accounts that are legitimately available for those purposes. And then we let those, we'll, we'll borrow from our cash balances which are enough to handle it and then as those earning come in then we replenish the, the amounts that we took out of the cash that actually belongs to the people the different departments. Is that fair?
TANT	Yes.
MARCHENA	And the, the capacity that we're including in chilled water is it, uh, to accommodate more than just the initial academic building?
MERCK	Sort of. It's going to be a building that'll accommodate the additional units necessary for the future buildings. Right, Allen?
BOTTORFF	Yes sir.
MERCK	So we're building a building with a footprint adequate for the future but we're only going to put in the units necessary for the first.
BOTTORFF	Correct. So what we're doing is we're doing a redundant system instead of what we would need is about 900 tons we're going to build two 900 ton units. That way we have a redundancy [*Inaudible*] out for service or just [*Inaudible*], uh, the land itself [*Inaudible*] add more chillers as we go along [*Inaudible*].
MARCHENA	Thank you. And, and the, uh, my next question, this project is separate from the academic building, uh, project. Is this, you did, uh, [*Inaudible*].
MERCK	Allen, did, did you hear the question?
BOTTORFF	So each, from an electrical standpoint?
MARCHENA	No, [*Inaudible*] the competition for, for building a [*Inaudible*]?
MERCK	Oh, that's, that's…
MARCHENA	Oh, yes sir. That's already been done. So the tri-generation plan has been awarded to [*Inaudible*] to do the design and construction. I got in

December 13, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
	through the [*Inaudible*] process and found out that tri-gen what going to cost us actually more than what the return on the investment. So we've continued with them [*Inaudible*].
MARCHENA	Alright. Thank you.
MARTINS	Other questions from the committee?
YEARGIN	Mr. Chairman, this is, um, Bill Yeargin. I've got, um, three questions and since I'm on the phone, um, I mean, I'll just lay them all three out and then, um, Mr. Merck or others can answer. One is, it seems like a pretty good miss, you know, 10 million that's paid back over 10 years to 12 million with no pay back. So, my first question is, you know, have-, do we really understand just future for benefit, you know, how we had such a, what seems like a significant miss to me in our initial assumptions? Uh, my second question is, and, and I think I know the answer to this having to have read the background information, but just for clarity, does the tri-generation work at any cost? Um, is there, you know, and I'm just throwing out any numbers, would it work at 20 million with a 10 year pay back and was the analysis thoroughly done to see if it will work at any cost? And then my second, or my third question is, are there any other, any other intangible benefits related to technology or anything else that would make sense to continue to pursue that tri-generation facility? Those are my three questions.
MERCK	Again, I'm going to start and, uh, ask, um, the others in the room that know more than I to bail me out when I get to far afield here. But the, uh, looking at going with the full tri-generation, we were approaching 18 million, something in that neighborhood, to pull that off which is getting substantially higher. And, um, the, the electric payback was getting into something like 23 years. Um, it was, it was just not, it was going beyond the bounds of really being feasible. There's, uh, the, the technology, um, applied to anything, the thing that we are approaching right now is the, um, the chilled or if we had done tri-gen, if that, that technology is getting better every day. And so we are constantly looking at that and employing whatever the latest, um, tested proven technology is to improve our efficiency. We've been doing that for a number of years now and that's been really worthwhile to us. And so that'll be, that'll be happening on this project as well. The first part, the miss, is embarrassing. No question about that. There were two or three, maybe four contributing factors to it. One of them was, we, um, in the excitement of talking about tri-gen we got too, uh, too focused on just the construction cost and not the total project cost. So there were a lot of soft costs that were glossed over and not really taken into account at that first, when we first looked at it. Secondly, some of the consultant information that we had provided to us didn't take some of the, the realities into consideration with some of those things. And as we progressed into more detail design it became clear that our original desire for tri-gen was just not going to work. Well, it would work but at an unreasonable cost and with, um, an unreasonable time to receive anything back from it.

December 13, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
YEARGIN	So Mr. Merck, a follow up question if I can. So if the, and I'm not trying to hold you to these numbers, but I assume you've done the discounted cash flow and 12 years, 12 million with no payback is a better investment than 18 million with a 23 year payback when you, when you, um, [*Inaudible*] present value?
MERCK	The, the, the problem to me, the problem with a 23 year payback on anything is it is, uh, too ephemeral. I mean, it's just, there's too many things that can happen in 23 years that change the, change the dynamic. And so I'm just uncomfortable looking at, counting on anything that stretches out that far.
YEARGIN	I totally agree with that logic, but have we done the discounted cash flow on 18 million with a 23 year payback just to, so at least we have that comparative…?
BOTTORFF	Yeah, both, both methods were looked, both a simple payback and discounted payback [*Inaudible*] 5% and 7% discounting factor. We still got into 23, 24 years with tri-gen.
MERCK	Did you hear that?
YEARGIN	No sir. I didn't.
MERCK	Can you come up, Allen?
BOTTORFF	Uh, yes. We did look at the discounting factor on both options for, uh, tri-generation. We looked at simple payback and discounted at 5% to 7%. Uh, we found that we were still in the 23 to 24 year range, uh, for tri-gen, which, with the discounted factor.
YEARGIN	OK, thank you.
MARTINS	Does that answer all your questions Trustee Yeargin? [*clears throat*]
YEARGIN	Yes sir. Thank you.
MARITINS	Great. Others? Trustee Self.
SELF	So, uh, following up on Chair Marchena's question, so we assume, and this, this is before my time on the committee, we bidded out a tri-gen plan. We got a tri-gen, you know, bid. So would it behoove us to look at the construction bid just for the chilled water? Get a bid on that? [*Inaudible*] time frame.
MERCK	We would, well the time frame is beyond the fail but go ahead, Allen.
BOTTORFF	You know, I would say that [*background clearing throat*] the team that we currently have that has helped us get to where we are today would actually have an edge in either, either of the situations because of the time they spent in the job and their, their familiarity with it. The, the time to go back out and do a, a bid on this would probably hurt us in the long run. [*Inaudible, background cough*] opening for this chilled water plant. So I think we take advantage of the, the team that's there, would be a recommendation.
MERCK	And to their credit they didn't push forward on something…
BOTTORFF	Correct.
MERCK	…that was, that they saw as they got into it…
BOTTORFF	Right.
MERCK	… was not really workable. They were involved in saying, wait a minute. I mean, we can do it if you want it, but this is not your best option.
MARTINS	Just let me ask, Scott Cole, I heard him on the phone. Scott, we are

December 13, 2017 Finance and Facilities Committee Meeting Transcript

Speaker	Dialogue
	well within our guidelines to be able to continue moving forward with those that have been awarded the tri-gen plant?
COLE	Oh, yes.
MARTINS	Great. Other questions from the committee? OK, we do not need a vote on this? Is that correct?
UNIDENTIFIED SPEAKER	This is an action item.
MARTINS	This is an action item? Ok.
MARCHENA	This is.
MARTINS	OK. Great. Alright. So could we have a motion to approve FFC-1, uh, the updated plan for the UCF downtown tri-generation facility?
UNIDENTIFIED SPEAKER	So moved.
MARTINS	We have a motion. Do we have a second?
GARVY	Second.
MARTINS	We have a motion and a second. Any further questions or comments? Hearing none, all those in favor please signify by saying “Aye.”
MULTIPLE SPEAKERS	Aye.
MARTINS	Any opposed, like sign? Motion carries. Thank you. Thanks very much.
BOTTORFF	Thank you.
MERCK	Thanks, Allen.
[END OF TRANSCRIPTION]	

January 18, 2018 Board of Trustees Meeting Transcript

Speaker	Dialogue
1:52:31 - 1:54:38	
MARCHENA	Next up is, uh, Finance & Facilities. Trustee Martins.
MARTINS	Thank you, [*clears throat*] thank you, Chairman Marchena. The, uh, Finance & Facilities Committee met both on December the 13th and earlier today. There are a number of items, uh, that we'll bring, bring before the Board for your approval today. Uh, on December the 13th, uh, the first item, uh, which we'll ask for your approval on, is the UCF Downtown Tri-Generation Facility Plant update. Bill Merck, Vice President for Administration and Finance, and Chief Financial Officer, and Lee Kernek, Associate Vice President for Administration and Finance, requested approval for the change in the facility, revised budget, and renaming the UCF Downtown Tri-Generation facility. Because of the project revision, the facility name is now the UCF Downtown Central Energy Plant. The original funding approved by the Board of Trustees was for $10.1 million, and had a payback of 10 years for Phase One. After exploring numerous design and modeling scenarios, it was determined that the initial budget is not sufficient to build the first phase of the project. And the initial payback schedule did not accurately anticipate the sizing and power generation needs of the plant facilities. As such, the design and phase construction of a central energy plant will move forward to meet only the chilled water needs of the campus. The UCF Downtown Central Energy Plant will cost $12.3 million and prov-, will provide cost avoidance in future years. In addition to the cost of the UCF Downtown Central Energy Plant, the decision to move from a tri-generation facility to a traditional central energy plant has cost implications for the Dr. Phillips Academic Commons. The design and construction costs for these changes increase the academic building budget by $1.3 million. The Committee unanimously approved the request as presented, and I move approval on behalf of the Committee.
MARCHENA	There's a motion. Is there a second?
UNIDENTIFIED SPEAKER	Second.
UNIDENTIFIED SPEAKER	[*inaudible*]
MARCHENA	Any questions? Hearing none, all those in favor of approval of FF1, please signify by saying, "Aye."
MULTIPLE SPEAKERS	Aye.
MARCHENA	All those opposed, like sign. The motion carries.
MARTINS	Thank you.
[END OF TRANSCRIPTION]	

From: Tracy Clark
Sent: Friday, October 20, 2017 11:44 AM
To: Curtis Sawyer
Subject: Fwd: Can you send me info
Attachments: Repayment Sched for Internally Financed Cap Projects.xlsx; ATT00001.htm

Sent from my iPad

Begin forwarded message:

> **From:** Christina Tant <Christy.Tant@ucf.edu>
> **Date:** October 19, 2017 at 9:17:48 AM EDT
> **To:** Tracy Clark <Tracy.Clark@ucf.edu>
> **Cc:** Donna DuBuc <Donna.DuBuc@ucf.edu>
> **Subject: RE: Can you send me info**
>
> Here is the construction schedule.
>
> File path:
>
> T:\Budget\Allocation & Reserve Schedules\Capital Projects
>
> -----Original Message-----
> From: Tracy Clark
> Sent: Thursday, October 19, 2017 9:14 AM
> To: Christina Tant
> Cc: Donna DuBuc
> Subject: Re: Can you send me info
>
> Yes in the concession plus the one that shows how much rev we collect vs what we distribute- and the cash balance.
>
> Sent from IPhone
>
> On Oct 19, 2017, at 9:03 AM, Christina Tant <Christy.Tant@ucf.edu> wrote:
>
> > Tracy - I'll send you the construction schedule - this is the one I've been working on correct? And for concessions, are you looking for the distribution/ allocation of concession funds by unit?
> >
> > -----Original Message-----
> > From: Tracy Clark

Sent: Thursday, October 19, 2017 8:57 AM

To: Christina Tant; Donna DuBuc

Subject: Can you send me info

Can you send me the payment for all of the construction schedule and the concession fund schedules? Thanks.

Sent from IPhone

Repayment Schedule for Internally Financed Capital Projects
As of Oct 2017

Internally Financed Capital Project/ Source of Future Repayment	Total Project Cost	Funded as of June 30, 2017	2018	2019	2020	2021	2022	2023	Thereafter
Research I Building & Buildout Costs									
Interest earnings	$ 36,744,659	$ 15,544,659	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 1,200,000		
Units (Provost, FCI, CECS, COS, Nano, F&S)	7,590,000	3,390,000	4,200,000						
Central E&G reserve (F&E, Buildout)	5,300,000	3,000,000	2,300,000						
3% research OH	3,867,956	2,067,956			600,000	600,000	600,000		
Moving Expense	?	-	?						
Total - Research I Building	$ 53,502,615	$ 24,002,615	$ 11,500,000	$ 5,000,000	$ 5,600,000	$ 5,600,000	$ 1,800,000		
New Chiller									
Aux late fees (funding swap)	$ 12,500,000	$ 10,000,000	$ 2,500,000						
Central E&G reserve	1,200,000	1,200,000							
Central Aux reserve	500,000	-	500,000						
Misc utilities	361,896	361,896							
Total - New Chiller	$ 14,561,896	$ 11,561,896	$ 3,000,000	$ -	$ -	$ -	$ -		
CHP Plant - *Utilities savings*	$ 10,853,000	$ 4,300,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 553,000
ICAMR Building - *research OH?*	$ 9,000,000	$ -	?	?	?	?	?	?	?
Bennett Building - *tenant rents*	$ 8,200,000		$ 380,000	$ 394,000	$ 406,000	$ 431,000	$ 444,000	$ 458,000	$ 5,687,000
Lake Nona Land - *research OH?*	$ 7,600,000	$ -	?	?	?	?	?	?	?
UCF Health - *Practice revenue*	$ 7,500,000	$ -	$ -	$ -	$ -	?	?	?	?
Stadium Audio Visual - *KPA sponsorship earnings*	$ 5,400,000	$ -	$ 540,000	$ 540,000	$ 540,000	$ 540,000	$ 540,000	$ 540,000	cont. annually through 2027
CFE Arena Audio Visual - *UCF Convocation Corp*	$ 2,200,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 200,000			
Center for Emerging Media - *Central E&G reserve*	$ 5,000,000	$ 5,000,000							
Downtown Academic Building									
Auxiliary units	$ 12,000,000	$ 8,191,833	$ 2,030,084	$ 1,778,083					
3% incr aux OH	8,000,000	2,132,446	2,300,000	2,300,000	$ 1,267,554				
Appropriations	20,000,000	-	20,000,000						
Donations	18,200,000	3,745,653	5,953,530	2,196,880	2,164,568	$ 1,862,759	$ 1,475,806	$ 800,805	
Donation Shortfall	3,000,000	-	?	?	?	?	?	?	
Moving Expense	?	-	?						
Total - Downtown Academic Building	$ 61,200,000	$ 14,069,932	$ 30,283,614	$ 6,274,963	$ 3,432,122	$ 1,862,759	$ 1,475,806	$ 800,805	
Downtown Garage									
Parking/ Business Services	$ 11,400,000	$ -			$ 11,400,000				
3% incr aux OH	2,100,000	-			1,000,000	1,100,000			
Total - Garage	$ 13,500,000	$ -	$ -	$ -	$ 12,400,000	$ 1,100,000	$ -	$ -	
Downtown Chilled Water Plant - *Central E&G reserve*	$ 11,500,000	$ -		$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 1,500,000	
Downtown Infrastructure - *3% incr aux OH*	$ 4,800,000	$ -				$ 1,200,000	$ 2,300,000	$ 1,300,000	
Downtown Student Service Center									
Housing reserves	$ 2,700,000	$ -	$ 2,700,000						
Provost reserves	2,700,000	-		$ 2,700,000					
Total - Student Service Center	$ 5,400,000	$ -	$ 2,700,000	$ 2,700,000	$ -	$ -	$ -	$ -	
Grand Total	$ 220,217,511	$ 59,434,443	$ 49,903,614	$ 18,908,963	$ 26,378,122	$ 14,433,759	$ 10,059,806	$ 5,598,805	

From: Mike Kilbride <Mike.Kilbride@ucf.edu>
Sent: Friday, November 03, 2017 2:06 PM
To: Tracy Clark; Dorcas Wilkinson
Cc: Thaddeus Seymour; Karen Cochran; Paul Baker; Tamara Smith
Subject: Follow Up - Philanthropy & Repayment Schedule for Downtown Capital Projects

All,
To quickly summarize the outcome of our meeting yesterday, we are setting our next philanthropic goal (capital) for the current phase of the downtown project at **$12 Million**.

As the funds are raised, they will support the three areas below:

- Critical project components that may otherwise be value engineered out of the project but are required to meet our mission/vision for the campus (example: Active Learning Classrooms)
- Additional renovations/facilities not accounted for in current *funded* Downtown Capital Projects (ex. Faculty Research Space Buildout)
- Accelerated repayment of central university resources contributed towards the capital projects in Phase 1

In addition, I am asking Tammy from our team to schedule another meeting for us to get together in late January to discuss our progress. We will make sure that Christy Tant is included in Tracy's absence.

Tracy,
Can you share the updated repayment schedule for Downtown Capital Projects? There were some updates you were going to make following our meeting.

Let me know if I missed anything. –Mike

Mike Kilbride
Managing Director
UCF Downtown
(407) 823-2602

From: Tracy Clark
Sent: Wednesday, September 12, 2018 1:25 PM
To: Misty Shepherd; Christina Tant; Brad Hodum; Hina Behal
Cc: Erick Kepfer
Subject: RE: Downtown Donations
Attachments: Follow Up - Philanthropy & Repayment Schedule for Downtown Capital Projects; DOWNTOWNRepayment Sched for Internally Financed Cap Projects._Nov17xlsx.....xlsx

Misty – the $12 million came from the meeting held in the Foundation offices November 2, 2107 with Dorcas, me, Paul, Thad, Mike and Karen. In that meeting Paul and others confirmed the target and the fact that those additional donations were already needed to support expected downtown costs – and that they should not be seen as new dollars available to the downtown team to expand plans. We reviewed the existing downtown projected costs schedule at that time and agreed that we would meet periodically so that all were on the same page. Attached is Mike's summary of the meeting and the schedule used at that time.

Let me know if you have any other questions.

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

From: Misty Shepherd
Sent: Wednesday, September 12, 2018 11:52 AM
To: Christina Tant <Christy.Tant@ucf.edu>; Brad Hodum <Brad.Hodum@ucf.edu>; Hina Behal <Hina.Behal@ucf.edu>
Cc: Erick Kepfer <Erick.Kepfer@ucf.edu>; Tracy Clark <Tracy.Clark@ucf.edu>
Subject: RE: Downtown Donations

I've had a lot of conversation with the development team working on Downtown fundraising and the recurring question seems to be recollection on how the $12M became the established target for additional philanthropy. Do you have any guidance you can provide?

I can share that we are on the verge of closing a $1M gift but it includes a naming recognition so it will have to go to BOT before we can officially count it. Several others that Paul has informed me are progressing well but not a stage where we could count them yet. He is currently in Michigan attending a funeral and we can sit down to get a more thorough update once he returns, but I don't think it will result in anything at a stage that could be shared or counted yet.

Thanks,
Misty

From: Christina Tant
Sent: Monday, September 10, 2018 3:17 PM
To: Misty Shepherd <Misty.Shepherd@ucf.edu>; Brad Hodum <Brad.Hodum@ucf.edu>; Hina Behal

<Hina.Behal@ucf.edu>
Cc: Erick Kepfer <Erick.Kepfer@ucf.edu>; Tracy Clark <Tracy.Clark@ucf.edu>
Subject: RE: Downtown Donations

Thank you, Misty. I'm copying Tracy so she has this update as well. We will look forward to the update on the $12m target as soon as you get it.

From: Misty Shepherd
Sent: Monday, September 10, 2018 2:36 PM
To: Christina Tant <Christy.Tant@ucf.edu>; Brad Hodum <Brad.Hodum@ucf.edu>; Hina Behal <Hina.Behal@ucf.edu>
Cc: Erick Kepfer <Erick.Kepfer@ucf.edu>
Subject: RE: Downtown Donations

No serious concerns, we did a thorough vetting of all the outstanding balances for year end. The biggest on the list is the Dr. Phillip's gift and they got stalled on the initial payment because of delays in ground breaking but now they are established to make their annual payments in October.

Valencia is the other big one and Mike Kilbride and Paul Baker are in constant contact I think their payment is just timing because of Valencia board approval but given the close partnership there I can't see eventual payment being an issue.

Thanks,
Misty

From: Christina Tant
Sent: Monday, September 10, 2018 1:29 PM
To: Misty Shepherd <Misty.Shepherd@ucf.edu>; Brad Hodum <Brad.Hodum@ucf.edu>; Hina Behal <Hina.Behal@ucf.edu>
Cc: Erick Kepfer <Erick.Kepfer@ucf.edu>
Subject: RE: Downtown Donations

Misty – Is the FY18 outstanding amount due to timing, or are there any serious concerns about collectability? There are two sizable amounts and one that hasn't remitted the FY17 or FY18 installment.

From: Misty Shepherd
Sent: Monday, September 10, 2018 12:38 PM
To: Brad Hodum <Brad.Hodum@ucf.edu>; Hina Behal <Hina.Behal@ucf.edu>
Cc: Christina Tant <Christy.Tant@ucf.edu>; Erick Kepfer <Erick.Kepfer@ucf.edu>
Subject: RE: Downtown Donations

Hi Brad,

We can do our best to get this updated as of August but typically we update this on a quarterly basis because there's typically not a significant amount of variation from a month to month view. Attached is this latest that we sent to John.

Thanks,
Misty

From: Brad Hodum
Sent: Monday, September 10, 2018 11:50 AM
To: Misty Shepherd <Misty.Shepherd@ucf.edu>; Hina Behal <Hina.Behal@ucf.edu>
Cc: Christina Tant <Christy.Tant@ucf.edu>
Subject: Downtown Donations
Importance: High

Hi Misty or Hina,

We are updating some funding schedules for capital projects. Can you please provide an update of the attached as of August 2018? We are looking to provide an update today. Please let me know if that's not possible.

Thanks for your help with this.

Brad

From: Mike Kilbride
Sent: Friday, November 03, 2017 2:06 PM
To: Tracy Clark; Dorcas Wilkinson
Cc: Thaddeus Seymour; Karen Cochran; Paul Baker; Tamara Smith Darby
Subject: Follow Up - Philanthropy & Repayment Schedule for Downtown Capital Projects

All,
To quickly summarize the outcome of our meeting yesterday, we are setting our next philanthropic goal (capital) for the current phase of the downtown project at **$12 Million**.

As the funds are raised, they will support the three areas below:

- Critical project components that may otherwise be value engineered out of the project but are required to meet our mission/vision for the campus (example: Active Learning Classrooms)
- Additional renovations/facilities not accounted for in current *funded* Downtown Capital Projects (ex. Faculty Research Space Buildout)
- Accelerated repayment of central university resources contributed towards the capital projects in Phase 1

In addition, I am asking Tammy from our team to schedule another meeting for us to get together in late January to discuss our progress. We will make sure that Christy Tant is included in Tracy's absence.

Tracy,
Can you share the updated repayment schedule for Downtown Capital Projects? There were some updates you were going to make following our meeting.

Let me know if I missed anything. –Mike

Mike Kilbride
Managing Director
UCF Downtown
(407) 823-2602

Repayment Schedule for Internally Financed Capital Projects
As of Nov 2017

Internally Financed Capital Project/ Source of Future Repayment	Total Project Cost	Funded as of June 30, 2017	2018	2019	2020	2021	2022	2023	TBD
Center for Emerging Media - *Central E&G reserve*	$ 5,000,000	$ 5,000,000	$ -	$ -	$ -	$ -	$ -	$ -	
Downtown Academic Building									
Auxiliary units	$ 12,000,000	$ 8,191,833	$ 2,030,084	$ 1,778,083	$ -	$ -	$ -	$ -	
3% incr aux OH	8,000,000	2,132,446	2,300,000	2,300,000	1,267,554	-	-	-	
Appropriations	20,000,000	-	20,000,000	-	-	-	-	-	
UCF Foundation Donations	18,200,000	3,745,653	5,953,530	2,196,880	2,164,568	1,862,759	1,475,806	800,805	
UCF Foundation Donations ($12m target)	5,000,000	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	
Community Support Donations	3,000,000	-	-	-	-	-	-	-	3,000,000
Moving Expense	?	-	-	-	-	-	-	-	?
Total - Downtown Academic Building	$ 66,200,000	$ 14,069,932	$ 31,283,614	$ 7,274,963	$ 4,432,122	$ 2,862,759	$ 2,475,806	$ 800,805	$ 3,000,000
Downtown Garage									
Parking/ Business Services	$ 11,400,000	$ -	$ -	$ -	$ 11,400,000	$ -	$ -	$ -	
3% incr aux OH	2,100,000	-	-	-	1,000,000	1,100,000	-	-	
Total - Garage	$ 13,500,000	$ -	$ -	$ -	$ 12,400,000	$ 1,100,000	$ -	$ -	
Downtown Chilled Water Plant									
Central E&G reserve	$ 5,000,000	$ -	$ -	$ 2,500,000	$ 2,500,000	$ -	$ -	$ -	
UCF Foundation Donations ($12m target)	6,500,000	-	2,000,000	2,000,000	2,000,000	500,000	-	-	
Total - Chilled Water Plant	$ 11,500,000	$ -	$ 2,000,000	$ 4,500,000	$ 4,500,000	$ 500,000	$ -	$ -	
Downtown Infrastructure									
Central E&G reserve	$ 2,500,000	$ -	$ -	$ -	$ -	$ 2,500,000	$ -	$ -	
3% incr aux OH	2,500,000	-	-	-	-	1,200,000	1,300,000	-	
Total - Infrastructure	$ 5,000,000	$ -	$ -	$ -	$ -	$ 3,700,000	$ 1,300,000	$ -	
Downtown Centroplex									
Business Services? (Police)	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000	$ -	$ -	
UCF Foundation Donations ($12m target)	500,000	-	-	-	-	500,000	-	-	
3% incr aux OH (Research)	1,000,000	-	-	-	-	-	1,000,000	-	
Total - Centroplex	$ 2,000,000	$ -	$ -	$ -	$ -	$ 1,000,000	$ 1,000,000	$ -	
Downtown Student Service Center									
Housing reserves	$ 2,700,000	$ -	$ 2,700,000	$ -	$ -	$ -	$ -	$ -	
Provost E&G reserves	2,700,000	-	-	2,700,000	-	-	-	-	
Total - Student Service Center	$ 5,400,000	$ -	$ 2,700,000	$ 2,700,000	$ -	$ -	$ -	$ -	
Grand Total	$ 108,600,000	$ 19,069,932	$ 35,983,614	$ 14,474,963	$ 21,332,122	$ 9,162,759	$ 4,775,806	$ 800,805	$ 3,000,000

From: Tracy Clark <Tracy.Clark@ucf.edu>
Sent: Friday, November 03, 2017 3:42 PM
To: Dorcas Wilkinson; Thaddeus Seymour; Karen Cochran; Tamara Smith
Cc: Christina Tant
Subject: DOWNTOWNRepayment Sched for Internally Financed Cap Projects._Nov17xlsx.... copy.xlsx
Attachments: DOWNTOWNRepayment Sched for Internally Financed Cap Projects._Nov17xlsx.... copy.xlsx; ATT00001.txt

All - attached is an updated schedule. Christy is up to speed on this. We need to schedule a meeting with Bill Merck, Curt, and anyone else you think is appropriate, to get university support for this decision to use the next $12 million raised this way. Mike - can you have Tammy schedule that meeting? Thanks and let us know if you have any questions or comments on the schedule.

Repayment Schedule for Internally Financed Capital Projects
As of Nov 2017

Internally Financed Capital Project/ Source of Future Repayment	Total Project Cost	Funded as of June 30, 2017	2018	2019	2020	2021	2022	2023	TBD
Center for Emerging Media - *Central E&G reserve*	$ 5,000,000	$ 5,000,000	$ -	$ -	$ -	$ -	$ -	$ -	
Downtown Academic Building									
Auxiliary units	$ 12,000,000	$ 8,191,833	$ 2,030,084	$ 1,778,083	$ -	$ -	$ -	$ -	
3% incr aux OH	8,000,000	2,132,446	2,300,000	2,300,000	1,267,554	-	-	-	
Appropriations	20,000,000	-	20,000,000	-	-	-	-	-	
UCF Foundation Donations	18,200,000	3,745,653	5,953,530	2,196,880	2,164,568	1,862,759	1,475,806	800,805	
UCF Foundation Donations ($12m target)	5,000,000	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	
Community Support Donations	3,000,000	-	-	-	-	-	-	-	3,000,000
Moving Expense	?	-	-	-	-	-	-	-	?
Total - Downtown Academic Building	$ 66,200,000	$ 14,069,932	$ 31,283,614	$ 7,274,963	$ 4,432,122	$ 2,862,759	$ 2,475,806	$ 800,805	$ 3,000,000
Downtown Garage									
Parking/ Business Services	$ 11,400,000	$ -	$ -	$ -	$ 11,400,000	$ -	$ -	$ -	
3% incr aux OH	2,100,000	-	-	-	1,000,000	1,100,000	-	-	
Total - Garage	$ 13,500,000	$ -	$ -	$ -	$ 12,400,000	$ 1,100,000	$ -	$ -	
Downtown Chilled Water Plant									
Central E&G reserve	$ 5,000,000	$ -	$ -	$ 2,500,000	$ 2,500,000	$ -	$ -	$ -	
UCF Foundation Donations ($12m target)	6,500,000	-	2,000,000	2,000,000	2,000,000	500,000	-	-	
Total - Chilled Water Plant	$ 11,500,000	$ -	$ 2,000,000	$ 4,500,000	$ 4,500,000	$ 500,000	$ -	$ -	
Downtown Infrastructure									
Central E&G reserve	$ 2,500,000	$ -	$ -	$ -	$ -	$ 2,500,000	$ -	$ -	
3% incr aux OH	2,500,000	-	-	-	-	1,200,000	1,300,000	-	
Total - Infrastructure	$ 5,000,000	$ -	$ -	$ -	$ -	$ 3,700,000	$ 1,300,000	$ -	
Downtown Centroplex									
Business Services? (Police)	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000	$ -	$ -	
UCF Foundation Donations ($12m target)	500,000	-	-	-	-	500,000	-	-	
3% incr aux OH (Research)	1,000,000	-	-	-	-	-	1,000,000	-	
Total - Centroplex	$ 2,000,000	$ -	$ -	$ -	$ -	$ 1,000,000	$ 1,000,000	$ -	
Downtown Student Service Center									
Housing reserves	$ 2,700,000	$ -	$ 2,700,000	$ -	$ -	$ -	$ -	$ -	
Provost E&G reserves	2,700,000	-	-	2,700,000	-	-	-	-	
Total - Student Service Center	$ 5,400,000	$ -	$ 2,700,000	$ 2,700,000	$ -	$ -	$ -	$ -	
Grand Total	$ 108,600,000	$ 19,069,932	$ 35,983,614	$ 14,474,963	$ 21,332,122	$ 9,162,759	$ 4,775,806	$ 800,805	$ 3,000,000

UCF Foundation Inc.
UCF Downtown Pledges
Prepared by: M Shepherd
Last Updated 9/6/17

	Filtered Total
Constituent ID	**Fund**
1156	PROV000027 - UCF Downtown Building Fund
1829	PROV000022 - UCF Downtown General
3172	PROV000027 - UCF Downtown Building Fund
3363	PROV000027 - UCF Downtown Building Fund
3823	PROV000027 - UCF Downtown Building Fund
7800	PROV000027 - UCF Downtown Building Fund
11112	PROV000027 - UCF Downtown Building Fund
14447	PROV000022 - UCF Downtown General
14588	PROV000022 - UCF Downtown General
16899	PROV000022 - UCF Downtown General
182784	PROV000022 - UCF Downtown General
188275	PROV000022 - UCF Downtown General
222837	PROV000022 - UCF Downtown General
234024	PROV000022 - UCF Downtown General
397270	PROV000022 - UCF Downtown General
56388	PROV000022 - UCF Downtown General
571866	PROV000022 - UCF Downtown General
571867	PROV000022 - UCF Downtown General
573000	PROV000022 - UCF Downtown General
615492	PROV000022 - UCF Downtown General
21699	PROV000027 - UCF Downtown Building Fund
25888	PROV000027 - UCF Downtown Building Fund
26107	PROV000022 - UCF Downtown General
38413	PROV000027 - UCF Downtown Building Fund
45451	PROV000022 - UCF Downtown General
55498	PROV000022 - UCF Downtown General
57062	PROV000027 - UCF Downtown Building Fund
57773	PROV000022 - UCF Downtown General
58911	PROV000022 - UCF Downtown General
59829	PROV000027 - UCF Downtown Building Fund
61536	PROV000027 - UCF Downtown Building Fund
64007	PROV000026 - John & Martha Hitt UCF Downtown Expansion Fund
78806	PROV000027 - UCF Downtown Building Fund
79032	PROV000027 - UCF Downtown Building Fund
80882	PROV000027 - UCF Downtown Building Fund

83426	PROV000027 - UCF Downtown Building Fund
84813	PROV000027 - UCF Downtown Building Fund
85357	PROV000027 - UCF Downtown Building Fund
89044	REGC000024 - UCF Downtown Scholarship Endowment Fund
90203	PROV000029 - Orlando Magic UCF Downtown Building Fund
92383	PROV000027 - UCF Downtown Building Fund
95773	PROV000027 - UCF Downtown Building Fund
104266	PROV000027 - UCF Downtown Building Fund
105980	PROV000022 - UCF Downtown General
115959	PROV000022 - UCF Downtown General
126688	PROV000027 - UCF Downtown Building Fund
176237	PROV000027 - UCF Downtown Building Fund
176402	PROV000022 - UCF Downtown General
176710	PROV000027 - UCF Downtown Building Fund
176920	PROV000027 - UCF Downtown Building Fund
178014	PROV000027 - UCF Downtown Building Fund
178027	PROV000027 - UCF Downtown Building Fund
188733	PROV000027 - UCF Downtown Building Fund
189167	PROV000027 - UCF Downtown Building Fund
190592	PROV000027 - UCF Downtown Building Fund
197472	PROV000027 - UCF Downtown Building Fund
209009	PROV000027 - UCF Downtown Building Fund
209215	PROV000027 - UCF Downtown Building Fund
209215	PROV000027 - UCF Downtown Building Fund
210453	PROV000027 - UCF Downtown Building Fund
211300	PROV000027 - UCF Downtown Building Fund
214059	PROV000027 - UCF Downtown Building Fund
227832	PROV000027 - UCF Downtown Building Fund
228609	PROV000030 - CFE Federal Credit Union UCF Downtown Building Fund
230912	PROV000022 - UCF Downtown General
231373	PROV000027 - UCF Downtown Building Fund
232482	PROV000027 - UCF Downtown Building Fund
234635	PROV000022 - UCF Downtown General
234920	PROV000027 - UCF Downtown Building Fund
234924	PROV000027 - UCF Downtown Building Fund
235588	PROV000031 - Florida Hospital UCF Downtown
239477	PROV000027 - UCF Downtown Building Fund
245527	PROV000027 - UCF Downtown Building Fund
246218	PROV000027 - UCF Downtown Building Fund
246218	PROV000027 - UCF Downtown Building Fund
246601	PROV000027 - UCF Downtown Building Fund
258621	PROV000027 - UCF Downtown Building Fund
25888	PROV000027 - UCF Downtown Building Fund
258885	PROV000027 - UCF Downtown Building Fund
261393	PROV000027 - UCF Downtown Building Fund
285521	PROV000027 - UCF Downtown Building Fund
285633	PROV000027 - UCF Downtown Building Fund

286578	PROV000027 - UCF Downtown Building Fund
286637	PROV000027 - UCF Downtown Building Fund
338589	PROV000022 - UCF Downtown General
309141	PROV000027 - UCF Downtown Building Fund
341752	PROV000027 - UCF Downtown Building Fund
346635	PROV000027 - UCF Downtown Building Fund
349031	PROV000027 - UCF Downtown Building Fund
376749	PROV000027 - UCF Downtown Building Fund
38413	PROV000027 - UCF Downtown Building Fund
386558	PROV000027 - UCF Downtown Building Fund
399657	PROV000027 - UCF Downtown Building Fund
421071	PROV000022 - UCF Downtown General
442988	PROV000022 - UCF Downtown General
458832	PROV000027 - UCF Downtown Building Fund
460819	PROV000022 - UCF Downtown General
463274	PROV000027 - UCF Downtown Building Fund
463574	PROV000027 - UCF Downtown Building Fund
482922	PROV000022 - UCF Downtown General
482922	PROV000027 - UCF Downtown Building Fund
493313	PROV000027 - UCF Downtown Building Fund
493346	PROV000027 - UCF Downtown Building Fund
493432	PROV000027 - UCF Downtown Building Fund
494586	PROV000027 - UCF Downtown Building Fund
495013	PROV000027 - UCF Downtown Building Fund
495115	PROV000022 - UCF Downtown General
499769	PROV000027 - UCF Downtown Building Fund
560227	PROV000027 - UCF Downtown Building Fund
561012	PROV000022 - UCF Downtown General
564025	PROV000027 - UCF Downtown Building Fund
565237	PROV000027 - UCF Downtown Building Fund
622549	PROV000027 - UCF Downtown Building Fund
	Total [(1)]

(1) Community Support from Orange County totaling $3M qualified toward the $
were raised to meet or exceed the $20MM goal.

		18,199,571.00	3,745,653.27	14,453,917.73
Date	**Type**	**Commitment Amount**	**Paid**	**Outstanding Pledge**
01/29/16	Pledge	50,000.00	44,662.11	5,337.89
02/23/16	Cash	100.00	100.00	-
09/07/16	Cash	100.00	100.00	-
04/11/16	Cash	250.00	250.00	-
04/29/16	Cash	10,000.00	10,000.00	-
01/28/16	Cash	100.00	100.00	-
12/24/16	Pledge	2,500.00	500.00	2,000.00
12/31/15	Cash	1,000.00	1,000.00	-
01/15/16	Cash	1,500.00	1,500.00	-
12/30/15	Cash	2,500.00	2,500.00	-
05/04/17	Cash	5,000.00	5,000.00	-
05/04/17	Cash	500.00	500.00	-
05/04/17	Cash	1,500.00	1,500.00	-
05/04/17	Cash	1,500.00	1,500.00	-
05/30/17	Cash	10,000.00	10,000.00	-
02/03/17	Cash	100.00	100.00	-
05/04/17	Cash	1,500.00	1,500.00	-
05/04/17	Cash	2,500.00	2,500.00	-
05/05/17	Cash	2,500.00	2,500.00	-
05/30/17	Cash	2,500.00	2,500.00	-
02/01/16	Cash	5,000.00	5,000.00	-
02/29/16	Cash	1,000.00	1,000.00	-
12/31/15	Cash	4,000.00	4,000.00	-
02/11/16	Cash	5,000.00	5,000.00	-
12/23/15	Cash	100.00	100.00	-
01/06/16	Cash	1,000.00	1,000.00	-
02/26/16	Cash	5,000.00	5,000.00	-
05/11/15	Cash	1,250.00	1,250.00	-
08/11/15	Cash	5,000.00	5,000.00	-
03/01/16	Cash	5,000.00	5,000.00	-
01/20/16	Cash	1,000.00	1,000.00	-
12/18/15	Pledge	100,000.00	60,000.00	40,000.00
01/15/16	Pledge	5,000.00	1,773.00	3,227.00
01/29/16	Cash	5,000.00	5,000.00	-
01/08/16	Pledge	5,000.00	2,000.00	3,000.00

01/07/16	Pledge	5,000.00	5,000.00	-	
06/28/16	Cash	1,500.00	1,500.00	-	
02/03/17	Pledge	500.00	211.53	288.47	
09/18/02	Cash	1,000.00	1,000.00	-	
02/01/16	Pledge	1,500,000.00	-	1,500,000.00	
01/12/16	Pledge	5,000.00	1,500.00	3,500.00	
01/22/16	Cash	100.00	100.00	-	
06/07/16	MG Pledge	500.00	500.00	-	
04/25/16	Cash	1,000.00	1,000.00	-	
12/10/15	Cash	25.00	25.00	-	
02/15/16	Pledge	130.00	55.00	75.00	
01/15/16	Cash	1,000.00	1,000.00	-	
05/11/15	Cash	1,250.00	1,250.00	-	
02/23/16	Pledge	7,000,000.00	750,000.00	6,250,000.00	
07/01/16	Pledge	50,000.00	20,000.00	30,000.00	
01/14/16	Pledge	2,000,000.00	-	2,000,000.00	
04/29/16	MG Pledge	10,000.00	10,000.00	-	
09/14/16	Pledge	25,000.00	5,000.00	20,000.00	
02/02/16	Cash	5,000.00	5,000.00	-	
01/20/16	Cash	2,000.00	2,000.00	-	
02/29/16	Pledge	250,000.00	-	250,000.00	
01/12/16	Cash	100,000.00	100,000.00	-	
01/20/16	Cash	1,000.00	1,000.00	-	
02/08/16	Cash	5,000.00	5,000.00	-	
01/06/16	Pledge	5,000.00	1,640.00	3,360.00	
06/30/16	Pledge	100,000.00	40,000.00	60,000.00	
06/09/16	Pledge	250,000.00	250,000.00	-	
06/30/16	Pledge	150,000.00	150,000.00	-	
06/24/16	Pledge	1,500,000.00	200,000.00	1,300,000.00	
02/23/16	Pledge	500.00	403.83	96.17	
03/26/16	Pledge	50,000.00	25,000.00	25,000.00	
06/10/16	Pledge	100,000.00	50,000.00	50,000.00	
12/09/15	Cash	1.00	1.00	-	
06/09/16	Cash	10,000.00	10,000.00	-	
03/07/16	Cash	2,000.00	2,000.00	-	
06/28/16	Pledge	1,500,000.00	1,500,000.00	-	
01/07/16	Pledge	5,000.00	2,000.00	3,000.00	
04/01/16	Pledge	500,000.00	125,000.00	375,000.00	
06/30/16	Pledge	100,000.00	50,000.00	50,000.00	
07/11/16	Pay-Other	25,000.00	25,000.00	-	
06/26/17	Cash	25,000.00	25,000.00	-	
07/21/16	Cash	5,000.00	5,000.00	-	
02/29/16	Cash	1,000.00	1,000.00	-	
04/04/16	Cash	500.00	500.00	-	
06/26/16	Pledge	5,000.00	1,000.00	4,000.00	
04/11/16	Cash	1,000.00	1,000.00	-	
12/21/15	Pledge	5,000.00	1,749.93	3,250.07	

01/23/16	Cash	1,000.00	1,000.00	-	
02/22/16	Pledge	1,300.00	550.00	750.00	
12/10/15	Cash	10.00	10.00	-	
03/07/17	Cash	100.00	100.00	-	
03/07/16	Cash	100.00	100.00	-	
04/13/16	Pledge	50,000.00	1,388.90	48,611.10	
03/29/16	Stock	25,000.00	25,000.00	-	
01/15/16	Cash	20.00	20.00	-	
02/11/16	Cash	5,000.00	5,000.00	-	
04/05/16	Pledge	100,000.00	25,000.00	75,000.00	
01/19/16	Cash	500.00	500.00	-	
12/10/15	Cash	50.00	50.00	-	
03/21/16	Cash	10.00	10.00	-	
06/30/16	Pledge	10,000.00	-	10,000.00	
03/24/16	Cash	200.00	200.00	-	
01/20/16	Cash	2,000.00	2,000.00	-	
01/06/16	Pledge	5,000.00	2,077.97	2,922.03	
05/20/15	Cash	5,000.00	5,000.00	-	
06/17/16	Pledge	1,000,000.00	-	1,000,000.00	
03/29/16	Pledge	300,000.00	-	300,000.00	
02/10/16	Pledge	500.00	500.00	-	
06/29/16	Pledge	5,000.00	2,000.00	3,000.00	
02/10/16	Pledge	1,000.00	1,000.00	-	
01/06/16	Pledge	5,000.00	-	5,000.00	
02/23/16	Cash	25.00	25.00	-	
03/07/16	Cash	1,000.00	1,000.00	-	
07/15/16	Pledge	25,000.00	5,000.00	20,000.00	
08/17/16	Cash	250.00	250.00	-	
09/15/16	Cash	100,000.00	100,000.00	-	
04/14/16	Pledge	1,000,000.00	-	1,000,000.00	
09/05/17	Pledge	7,500.00	-	7,500.00	
		18,199,571.00	**3,745,653.27**		

20MM state matching requirement. The philanthropic gifts and commitments detailed above

3,947,401.56	2,006,128.78	2,196,879.79	2,164,567.68	1,862,759.09	1,475,805.83
FY 17 Installment Balance	**FY 18 Installment Balance**	**FY 19 Installment Balance**	**FY 20 Installment Balance**	**FY 21 Installment Balance**	**FY 22 Installment Balance**
-	-	-	5,337.89	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	500.00	500.00	500.00	500.00	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-

-	-	-	-	-	-
-	-	-	-	-	-
-	288.47	-	-	-	-
-	-	-	-	-	-
300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	-
-	1,050.00	1,300.00	1,150.00	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	75.00	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
416,666.65	1,166,666.67	1,166,666.67	1,166,666.67	1,166,666.67	1,166,666.67
-	10,000.00	10,000.00	10,000.00	-	-
2,000,000.00	-	-	-	-	-
-	-	-	-	-	-
-	5,000.00	5,000.00	5,000.00	5,000.00	-
-	-	-	-	-	-
-	-	-	-	-	-
50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	920.00	1,040.00	1,040.00	360.00	-
-	-	20,000.00	20,000.00	20,000.00	-
-	-	-	-	-	-
-	-	-	-	-	-
-	200,000.00	250,000.00	250,000.00	200,000.00	200,000.00
96.17	-	-	-	-	-
-	12,500.00	12,500.00	-	-	-
50,000.00	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	1,000.00	1,000.00	1,000.00	-	-
-	125,000.00	125,000.00	125,000.00	-	-
-	25,000.00	25,000.00	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	1,000.00	1,000.00	1,000.00	1,000.00	-
-	-	-	-	-	-
-	749.97	999.96	999.96	500.18	-

-	-	-	-	-	-
-	750.00	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
7,638.82	8,333.28	8,333.28	8,333.28	8,333.28	7,639.16
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	25,000.00	25,000.00	25,000.00	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
1,999.92	1,999.92	1,999.92	1,999.92	2,000.32	-
-	-	-	-	-	-
-	-	-	-	-	-
-	383.47	999.96	999.96	538.64	-
-	-	-	-	-	-
1,000,000.00	-	-	-	-	-
120,000.00	60,000.00	60,000.00	60,000.00	-	-
-	-	-	-	-	-
-	1,000.00	1,000.00	1,000.00	-	-
-	-	-	-	-	-
1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-
-	-	-	-	-	-
-	-	-	-	-	-
-	5,000.00	5,000.00	5,000.00	5,000.00	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	100,000.00	100,000.00	100,000.00	100,000.00
-	1,125.00	1,500.00	1,500.00	1,500.00	1,500.00
3,947,401.56	**2,006,128.78**	**2,196,879.79**	**2,164,567.68**	**1,862,759.09**	**1,475,805.83**

800,375.00	14,453,917.73	
FY 23 Installment Balance	**Total Installments Due**	Check
-	5,337.89	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	2,000.00	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-

-	-	-
-	-	-
-	288.47	-
-	-	-
-	1,500,000.00	-
-	3,500.00	-
-	-	-
-	-	-
-	-	-
-	-	-
-	75.00	-
-	-	-
-	-	-
-	6,250,000.00	-
-	30,000.00	-
-	2,000,000.00	-
-	-	-
-	20,000.00	-
-	-	-
-	-	-
-	250,000.00	-
-	-	-
-	-	-
-	-	-
-	3,360.00	-
-	60,000.00	-
-	-	-
-	-	-
200,000.00	1,300,000.00	-
-	96.17	-
-	25,000.00	-
-	50,000.00	-
-	-	-
-	-	-
-	-	-
-	-	-
-	3,000.00	-
-	375,000.00	-
-	50,000.00	-
-	-	
-	-	
-	-	
-	-	
-	-	-
-	4,000.00	-
-	-	-
-	3,250.07	-

-	-	-
-	750.00	-
-	-	-
-	-	
-	-	-
-	48,611.10	-
-	-	-
-	-	-
-	-	
-	75,000.00	-
-	-	-
-	-	-
-	-	-
-	10,000.00	-
-	-	-
-	-	-
-	2,922.03	-
-	-	-
-	1,000,000.00	-
-	300,000.00	-
-	-	-
-	3,000.00	-
-	-	-
-	5,000.00	-
-	-	-
-	-	-
-	20,000.00	-
-	-	-
-	-	-
600,000.00	1,000,000.00	-
375.00	7,500.00	-
800,375.00	**14,453,917.73**	

Subject:	UCF Downtown Repayment Schedule for Internally Financed Capital Projects
Location:	MH 384
Start:	Mon 11/27/2017 2:00 PM
End:	Mon 11/27/2017 3:00 PM
Show Time As:	Tentative
Recurrence:	(none)
Meeting Status:	Not yet responded
Organizer:	Thad Seymour
Required Attendees:	Thad Seymour; Millican Hall 384; Dorcas Wilkinson; William Merck; Curtis Sawyer; Christina Tant
Optional Attendees:	Angie Carloss; Tracy Clark; Tracy Slavik; Ashley McConnell; Mike Kilbride

Subject:	[Meeting] Philanthropy & Repayment Schedule for Downtown Capital Projects
Location:	MH 384
Start:	Thu 1/25/2018 11:00 AM
End:	Thu 1/25/2018 12:00 PM
Show Time As:	Tentative
Recurrence:	(none)
Meeting Status:	Not yet responded
Organizer:	Mike Kilbride
Required Attendees:	Thad Seymour; Karen Cochran; Paul Baker; Tracy Clark; Dorcas Wilkinson; Christina Tant; Millican Hall 384
Optional Attendees:	Alexandra Persson; Ashley McConnell; Michelle Matthews

From: Mike Kilbride
Sent: Friday, November 3, 2017 2:06 PM
To: Tracy Clark <Tracy.Clark@ucf.edu>; Dorcas Wilkinson <Dorcas.Wilkinson@ucf.edu>
Cc: Thad Seymour <Thad.Seymour@ucf.edu>; Karen Cochran <Karen.Cochran@ucf.edu>; Paul Baker <Paul.Baker@ucf.edu>; Tamara Smith Darby <Tamara.Smith@ucf.edu>
Subject: Follow Up - Philanthropy & Repayment Schedule for Downtown Capital Projects

All,

To quickly summarize the outcome of our meeting yesterday, we are setting our next philanthropic goal (capital) for the current phase of the downtown project at **$12 Million**.

As the funds are raised, they will support the three areas below:

- Critical project components that may otherwise be value engineered out of the project but are required to meet our mission/vision for the campus (example: Active Learning Classrooms)

- Additional renovations/facilities not accounted for in current *funded* Downtown Capital Projects (ex. Faculty Research Space Buildout)

- Accelerated repayment of central university resources contributed towards the capital projects in Phase 1

In addition, I am asking Tammy from our team to schedule another meeting for us to get together in late January to discuss our progress. We will make sure that Christy Tant is included in Tracy's absence.

Tracy,

Can you share the updated repayment schedule for Downtown Capital Projects? There were some updates you were going to make following our meeting.

Let me know if I missed anything. –Mike

Mike Kilbride

Managing Director

UCF Downtown

(407) 823-2602

Downtown Funding Plan
As of Dec 2017

Internally Financed Capital Project/ Source of Future Repayment	Total Project Cost	Excess/ (Deficit)	Total Funding	Funded as of June 30, 2017	Funding Plan 2018	2019	2020	2021	2022	2023
Center for Emerging Media - ***Central E&G reserve***	**5,000,000**	**-**	**5,000,000**	**5,000,000**	**-**	**-**	**-**	**-**	**-**	**-**
Downtown Academic Building										
Auxiliary units			12,000,000	8,191,833	2,030,084	1,778,083	-	-	-	-
3% incr aux OH			8,000,000	2,132,446	2,300,000	2,300,000	1,267,554	-	-	-
Appropriations			20,000,000	-	20,000,000	-	-	-	-	-
UCF Foundation Donations			18,200,000	3,745,653	5,953,530	2,196,880	2,164,568	1,862,758	1,475,806	800,805
Community Support Donations (TBD?)			3,000,000	-	750,000	750,000	750,000	750,000	-	-
Subtotal without UCF Foundation Donations ($12m target)			**61,200,000**	**14,069,932**	**31,033,614**	**7,024,963**	**4,182,122**	**2,612,758**	**1,475,806**	**800,805**
UCF Foundation Donations ($12m target)			5,000,000	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-
Total - Downtown Academic Building	**61,200,000**	**5,000,000**	**66,200,000**	**14,069,932**	**32,033,614**	**8,024,963**	**5,182,122**	**3,612,758**	**2,475,806**	**800,805**
Downtown Garage										
Parking/ Business Services			11,400,000	-	-	-	11,400,000	-	-	-
3% incr aux OH			2,100,000	-	-	-	1,000,000	1,100,000	-	-
Total - Garage	**13,500,000**	**-**	**13,500,000**	**-**	**-**	**-**	**12,400,000**	**1,100,000**	**-**	**-**
Downtown Chilled Water Plant										
Central E&G reserve			12,300,000	-	-	2,500,000	2,500,000	2,500,000	2,500,000	2,300,000
Subtotal without UCF Foundation Donations ($12m target)			12,300,000	-	-	2,500,000	2,500,000	2,500,000	2,500,000	2,300,000
Central E&G reserve			(6,500,000)					(1,700,000)	(2,500,000)	(2,300,000)
UCF Foundation Donations ($12m target)			6,500,000	-	2,000,000	2,000,000	2,000,000	500,000	-	-
Total - Downtown Chilled Water Plant	**12,300,000**	**-**	**12,300,000**	**-**	**2,000,000**	**4,500,000**	**4,500,000**	**1,300,000**	**-**	**-**
Downtown Infrastructure										
Central E&G reserve			2,500,000	-	-	-	-	2,500,000	-	-
3% incr aux OH			2,500,000	-	-	-	-	1,200,000	1,300,000	-
Total - Infrastructure	**5,000,000**	**-**	**5,000,000**	**-**	**-**	**-**	**-**	**3,700,000**	**1,300,000**	**-**
Downtown Centroplex Police/Research										
Business Services			250,000	-	-	-	-	250,000	-	-
3% incr aux OH (Research)			1,000,000	-	-	-	-	-	1,000,000	-
Subtotal without UCF Foundation Donations ($12m target)			1,250,000	-	-	-	-	250,000	1,000,000	-
UCF Foundation Donations ($12m target)			500,000	-	500,000	-	-	-	-	-
Total Downtown Centroplex	**2,000,000**	**(250,000)**	**1,750,000**	**-**	**500,000**	**-**	**-**	**250,000**	**1,000,000**	**-**
Downtown Student Service Center										
Housing reserves			2,700,000	-	2,700,000	-	-	-	-	-
Provost E&G reserves			2,700,000	-	-	2,700,000	-	-	-	-
Total - Student Service Center	**5,400,000**	**-**	**5,400,000**	**-**	**2,700,000**	**2,700,000**	**-**	**-**	**-**	**-**
Grand Total	**104,400,000**	**4,750,000**	**109,150,000**	**19,069,932**	**37,233,614**	**15,224,963**	**22,082,122**	**9,962,758**	**4,775,806**	**800,805**

Summary of Payment Sources	Total Funding	Funded as of June 30, 2017	2018	2019	2020	2021	2022	2023
Appropriations	20,000,000	-	20,000,000	-	-	-	-	-
Auxiliary units	29,050,000	8,191,833	4,730,084	4,478,083	11,400,000	250,000	-	-
3% incr aux OH	13,600,000	2,132,446	2,300,000	2,300,000	2,267,554	2,300,000	2,300,000	-
Central E&G reserve	13,300,000	5,000,000	-	2,500,000	2,500,000	3,300,000	-	-
Community Support Donations	3,000,000	-	750,000	750,000	750,000	750,000	-	-
UCF Foundation Donations	18,200,000	3,745,653	5,953,530	2,196,880	2,164,568	1,862,758	1,475,806	800,805
UCF Foundation Donations ($12m target)	12,000,000	-	3,500,000	3,000,000	3,000,000	1,500,000	1,000,000	-
Grand Total	109,150,000	19,069,932	37,233,614	15,224,963	22,082,122	9,962,758	4,775,806	800,805

Repayment Schedule for Internally Financed Capital Projects
As of Apr 2018

Internally Financed Capital Project/ Source of Future Repayment	Total Project Cost	Funded as of June 30, 2017	2018	2019	2020	2021	2022	2023	2024	Thereafter and TBD
Research I Building - *Various*	$ 53,502,615	$ 24,002,615	$ 11,500,000	$ 5,000,000	$ 5,600,000	$ 5,600,000	$ 1,800,000	$ -	$ -	$ -
CHP Plant - *Utilities savings*	10,853,000	4,300,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	553,000	-
Lake Nona Land - *research OH*	15,000,000	7,400,000	-	-	-	-	-	-	-	7,600,000
ICAMR Building - *research OH*	9,000,000	-	-	-	-	-	-	-	-	9,000,000
Bennett Building - *tenant rents*	9,980,000	1,780,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	4,000,000
UCF Health (Quadrangle Bldg) - *Practice revenue*	7,500,000	-	-	-	-	-	-	-	-	7,500,000
Stadium Audio Visual - *KPA sponsorship earnings*	5,600,000	-	560,000	560,000	560,000	560,000	560,000	560,000	560,000	1,680,000
CFE Arena Audio Visual - *UCF Convocation Corp*	2,200,000	500,000	500,000	500,000	500,000	200,000	-	-	-	-
Downtown Academic Building - *Auxiliaries*	20,000,000	10,324,279	4,330,084	4,078,083	1,267,554	-	-	-	-	-
Downtown Garage - *Parking/Business Svs/AUX OH*	13,500,000	-	-	-	12,400,000	1,100,000	-	-	-	-
Downtown Chilled Water Plant - *Central E&G Reserve/Foundation*	12,300,000	-	2,000,000	4,500,000	4,500,000	1,300,000	-	-	-	-
Downtown Infrastructure - *Central E&G Reserve/AUX OH*	5,000,000	-	-	-	-	3,700,000	1,300,000	-	-	-
Downtown Centroplex - *Business Svs/AUX OH/Foundation*	2,000,000	-	-	-	-	1,000,000	1,000,000	-	-	-
Downtown Student Service Center - *Housing/Provost E&G Reserves*	5,400,000	-	2,700,000	2,700,000	-	-	-	-	-	-
Grand Total	$ 171,835,615	$ 48,306,894	$ 23,190,084	$ 18,938,083	$ 26,427,554	$ 15,060,000	$ 6,260,000	$ 2,160,000	$ 1,713,000	$ 29,780,000

	UCF Executive Budget Committee Meeting **AGENDA**
Date:	March 23, 2018
Time:	2:00 – 3:00 p.m.
Location:	MH-395E
Facilitator:	Provost Dale Whittaker and Vice President William Merck
Voting Members:	Cristina Barreto, Scott Cole, Maribeth Ehasz, Deb German, Grant Heston, Michael Johnson, Elizabeth Klonoff, John Pittman, Rick Schell, Bill Self
Other Invitees:	Tracy, Clark, Lisa Jones, Ronnie Korosec Mike Morsberger, Robert Taft, Christy Tant, Mark Wray

UCF Budget Philosophy: An effective budgeting process transforms strategic goals into achievable operating plans, and:

- ***Properly and continuously aligns resources***
- ***Employs an "all-funds" approach***
- ***Maintains fiscal responsibility with those closest to operational decisions***
- ***Increases communication, transparency, and accountability***

- - - - Agenda Topics - - - - -

1. Update on funding for UCF Downtown Campus (Thad Seymour/ Mike Kilbride)
2. Update on Student Success Investment Model (Lisa Jones)
3. Plan for April meetings (Christy)

UNIVERSITY OF CENTRAL FLORIDA	**University Budget Committee (UBC) Meeting MINUTES**
Date:	March 26, 2018
Time:	2:00 – 3:00 PM
Location:	MH – 395
Facilitator:	Tant
Attendees:	Committee members: Barreto, Cole, Ehasz, German (via phone), Heston, Klonoff, Merck, Pittman. Other invitees: DuBuc, Jones, Morsberger (via phone), Taft
Minutes:	Wray

Discussion Points

Funding for downtown campus – Kilbride and Seymour –

Funding for Phase 1 of downtown project – project is larger than simply the Dr. Phillips Academic Commons; the existing Center for Emerging Media, central energy, parking, retail, and private student housing.

Kilbride outlined plans to pay for each component of the downtown campus and discussed plans for spending any additional funds raised. The Foundation's fundraising effort ($12 million) goal has been allocated as follows:

- $5 million academic enhancements
- $.5 million to Centroplex re-development
- $6.5 million repaymnent of university resources

Efforts are ongoing to value-engineer the downtown academic commons building and increase fundraising.

This spending plan covers facilities – the operating costs are planned to be addressed via exceptional funding requests and the move of organizational budget for the departments that relocate to downtown

Q: is there a Plan B if fundraising does not materialize? Seymour answered there is no real alternative, but stressed that fundraising status is positive. Morsberger seconded this opinion, and Kilbride offered details about how any new philanthropy funding would be allocated if and when it materializes.

Seymour reitereatred that the value-engineering efforts are paying dividends in keeping the project on track. Merck offered advice about monitoring the parking garage construction.

Student success investment model – Lisa Jones reminded the members that the Provost Whittaker charged a work group to develop a budget model that would guide allocations. The workgroup defined a process in which funding requests would occur in 3 areas:

- Undergraduate student advising
- Student engagement efforts
- Graduate student support

The leaders of each area will submit proposals for committee evaluation. Funding will come from growth in undergraduate tuition (approximately $1 million expected for the upcoming academic year). Jones notes she expects a reduction in student success funding requests for less than $1million routing to the UBC because of this model and process. Ehasz noted that scholarships and operations are not included in the model. There are slight differences in the percentage allocations of the undergraduate and graduate tuition dollars (100% for graduate vs 70% for undergraduate, with state-allocated performance funding making up any differences

Planning for April UBC meeting – Tant

3 meetings scheduled for April

April 10 – 2 hour meeting

April 25 – 6 hour meeting

April 30 - 2 hour finalization meeting

Ehasz said keep the April formatting because a student representative can see the entire process through beginning to end.

Perhaps 38 submission requests are scheduled for the April 25 meeting

Meeting adjourned 2:29 p.m.

Downtown Funding Plan
As of Dec 2017

Internally Financed Capital Project/ Source of Future Repayment	Total Project Cost	Excess/ (Deficit)	Total Funding	Funded as of June 30, 2017	Funding Plan 2018	2019	2020	2021	2022	2023
Center for Emerging Media - ***Central E&G reserve***	**5,000,000**	**-**	**5,000,000**	**5,000,000**	**-**	**-**	**-**	**-**	**-**	**-**
Downtown Academic Building										
Auxiliary units			12,000,000	8,191,833	2,030,084	1,778,083	-	-	-	-
3% incr aux OH			8,000,000	2,132,446	2,300,000	2,300,000	1,267,554	-	-	-
Appropriations			20,000,000	-	20,000,000	-	-	-	-	-
UCF Foundation Donations			18,200,000	3,745,653	5,953,530	2,196,880	2,164,568	1,862,758	1,475,806	800,805
Community Support Donations (TBD?)			3,000,000	-	750,000	750,000	750,000	750,000	-	-
Subtotal without UCF Foundation Donations ($12m target)			**61,200,000**	**14,069,932**	**31,033,614**	**7,024,963**	**4,182,122**	**2,612,758**	**1,475,806**	**800,805**
UCF Foundation Donations ($12m target)			5,000,000	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-
Total - Downtown Academic Building	**61,200,000**	**5,000,000**	**66,200,000**	**14,069,932**	**32,033,614**	**8,024,963**	**5,182,122**	**3,612,758**	**2,475,806**	**800,805**
Downtown Garage										
Parking/ Business Services			11,400,000	-	-	-	11,400,000	-	-	-
3% incr aux OH			2,100,000	-	-	-	1,000,000	1,100,000	-	-
Total - Garage	**13,500,000**	**-**	**13,500,000**	**-**	**-**	**-**	**12,400,000**	**1,100,000**	**-**	**-**
Downtown Chilled Water Plant										
Central E&G reserve			12,300,000	-	-	2,500,000	2,500,000	2,500,000	2,500,000	2,300,000
Subtotal without UCF Foundation Donations ($12m target)			12,300,000	-	-	2,500,000	2,500,000	2,500,000	2,500,000	2,300,000
Central E&G reserve			(6,500,000)					(1,700,000)	(2,500,000)	(2,300,000)
UCF Foundation Donations ($12m target)			6,500,000	-	2,000,000	2,000,000	2,000,000	500,000	-	-
Total - Downtown Chilled Water Plant	**12,300,000**	**-**	**12,300,000**	**-**	**2,000,000**	**4,500,000**	**4,500,000**	**1,300,000**	**-**	**-**
Downtown Infrastructure										
Central E&G reserve			2,500,000	-	-	-	-	2,500,000	-	-
3% incr aux OH			2,500,000	-	-	-	-	1,200,000	1,300,000	-
Total - Infrastructure	**5,000,000**	**-**	**5,000,000**	**-**	**-**	**-**	**-**	**3,700,000**	**1,300,000**	**-**
Downtown Centroplex Police/Research										
Business Services			250,000	-	-	-	-	250,000	-	-
3% incr aux OH (Research)			1,000,000	-	-	-	-	-	1,000,000	-
Subtotal without UCF Foundation Donations ($12m target)			1,250,000	-	-	-	-	250,000	1,000,000	-
UCF Foundation Donations ($12m target)			500,000	-	500,000	-	-	-	-	-
Total Downtown Centroplex	**2,000,000**	**(250,000)**	**1,750,000**	**-**	**500,000**	**-**	**-**	**250,000**	**1,000,000**	**-**

Downtown Student Service Center										
Housing reserves			2,700,000	-	2,700,000	-	-	-	-	-
Provost E&G reserves			2,700,000	-	-	2,700,000	-	-	-	-
Total - Student Service Center	**5,400,000**	**-**	**5,400,000**	**-**	**2,700,000**	**2,700,000**	**-**	**-**	**-**	**-**
Grand Total	**104,400,000**	**4,750,000**	**109,150,000**	**19,069,932**	**37,233,614**	**15,224,963**	**22,082,122**	**9,962,758**	**4,775,806**	**800,805**

Summary of Payment Sources	**Total Funding**	**Funded as of June 30, 2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**
Appropriations	20,000,000	-	20,000,000	-	-	-	-	-
Auxiliary units	29,050,000	8,191,833	4,730,084	4,478,083	11,400,000	250,000	-	-
3% incr aux OH	13,600,000	2,132,446	2,300,000	2,300,000	2,267,554	2,300,000	2,300,000	-
Central E&G reserve	13,300,000	5,000,000	-	2,500,000	2,500,000	3,300,000	-	-
Community Support Donations	3,000,000	-	750,000	750,000	750,000	750,000	-	-
UCF Foundation Donations	18,200,000	3,745,653	5,953,530	2,196,880	2,164,568	1,862,758	1,475,806	800,805
UCF Foundation Donations ($12m target)	12,000,000	-	3,500,000	3,000,000	3,000,000	1,500,000	1,000,000	-
Grand Total	109,150,000	19,069,932	37,233,614	15,224,963	22,082,122	9,962,758	4,775,806	800,805

UCF Foundation Inc.
UCF Downtown Pledges
Prepared by: M Shepherd
Last Updated 9/6/17

	Filtered Total			**18,199,571.00**	**3,745,653.27**	**14,453,917.73**		**3,947,401.56**	**2,006,128.78**	**2,196,879.79**	**2,164,567.68**	**1,862,759.09**	**1,475,805.83**	**800,375.00**	**14,453,917.73**
Constituent ID	**Fund**	**Date**	**Type**	**Commitment Amount**	**Paid**	**Outstanding Pledge**		**FY 17 Installment Balance**	**FY 18 Installment Balance**	**FY 19 Installment Balance**	**FY 20 Installment Balance**	**FY 21 Installment Balance**	**FY 22 Installment Balance**	**FY 23 Installment Balance**	**Total Installments Due**	Check
1156	PROV000027 - UCF Downtown Building Fund	01/29/16	Pledge	50,000.00	44,662.11	5,337.89		-	-	-	5,337.89	-	-	-	5,337.89	-
1829	PROV000022 - UCF Downtown General	02/23/16	Cash	100.00	100.00	-		-	-	-	-	-	-	-	-	-
3172	PROV000027 - UCF Downtown Building Fund	09/07/16	Cash	100.00	100.00	-		-	-	-	-	-	-	-	-	-
3363	PROV000027 - UCF Downtown Building Fund	04/11/16	Cash	250.00	250.00	-		-	-	-	-	-	-	-	-	-
3823	PROV000027 - UCF Downtown Building Fund	04/29/16	Cash	10,000.00	10,000.00	-		-	-	-	-	-	-	-	-	-
7800	PROV000027 - UCF Downtown Building Fund	01/28/16	Cash	100.00	100.00	-		-	-	-	-	-	-	-	-	-
11112	PROV000027 - UCF Downtown Building Fund	12/24/16	Pledge	2,500.00	500.00	2,000.00		-	500.00	500.00	500.00	500.00	-	-	2,000.00	-
14447	PROV000022 - UCF Downtown General	12/31/15	Cash	1,000.00	1,000.00	-		-	-	-	-	-	-	-	-	-
14588	PROV000022 - UCF Downtown General	01/15/16	Cash	1,500.00	1,500.00	-		-	-	-	-	-	-	-	-	-
16899	PROV000022 - UCF Downtown General	12/30/15	Cash	2,500.00	2,500.00	-		-	-	-	-	-	-	-	-	-
182784	PROV000022 - UCF Downtown General	05/04/17	Cash	5,000.00	5,000.00	-		-	-	-	-	-	-	-	-	-
188275	PROV000022 - UCF Downtown General	05/04/17	Cash	500.00	500.00	-		-	-	-	-	-	-	-	-	-
222837	PROV000022 - UCF Downtown General	05/04/17	Cash	1,500.00	1,500.00	-		-	-	-	-	-	-	-	-	-
234024	PROV000022 - UCF Downtown General	05/04/17	Cash	1,500.00	1,500.00	-		-	-	-	-	-	-	-	-	-
397270	PROV000022 - UCF Downtown General	05/30/17	Cash	10,000.00	10,000.00	-		-	-	-	-	-	-	-	-	-
56388	PROV000022 - UCF Downtown General	02/03/17	Cash	100.00	100.00	-		-	-	-	-	-	-	-	-	-
571866	PROV000022 - UCF Downtown General	05/04/17	Cash	1,500.00	1,500.00	-		-	-	-	-	-	-	-	-	-
571867	PROV000022 - UCF Downtown General	05/04/17	Cash	2,500.00	2,500.00	-		-	-	-	-	-	-	-	-	-
573000	PROV000022 - UCF Downtown General	05/05/17	Cash	2,500.00	2,500.00	-		-	-	-	-	-	-	-	-	-
615492	PROV000022 - UCF Downtown General	05/30/17	Cash	2,500.00	2,500.00	-		-	-	-	-	-	-	-	-	-
21699	PROV000027 - UCF Downtown Building Fund	02/01/16	Cash	5,000.00	5,000.00	-		-	-	-	-	-	-	-	-	-
25888	PROV000027 - UCF Downtown Building Fund	02/29/16	Cash	1,000.00	1,000.00	-		-	-	-	-	-	-	-	-	-
26107	PROV000022 - UCF Downtown General	12/31/15	Cash	4,000.00	4,000.00	-		-	-	-	-	-	-	-	-	-
38413	PROV000027 - UCF Downtown Building Fund	02/11/16	Cash	5,000.00	5,000.00	-		-	-	-	-	-	-	-	-	-
45451	PROV000022 - UCF Downtown General	12/23/15	Cash	100.00	100.00	-		-	-	-	-	-	-	-	-	-
55498	PROV000022 - UCF Downtown General	01/06/16	Cash	1,000.00	1,000.00	-		-	-	-	-	-	-	-	-	-
57062	PROV000027 - UCF Downtown Building Fund	02/26/16	Cash	5,000.00	5,000.00	-		-	-	-	-	-	-	-	-	-
57773	PROV000022 - UCF Downtown General	05/11/15	Cash	1,250.00	1,250.00	-		-	-	-	-	-	-	-	-	-
58911	PROV000022 - UCF Downtown General	08/11/15	Cash	5,000.00	5,000.00	-		-	-	-	-	-	-	-	-	-
59829	PROV000027 - UCF Downtown Building Fund	03/01/16	Cash	5,000.00	5,000.00	-		-	-	-	-	-	-	-	-	-
61536	PROV000027 - UCF Downtown Building Fund	01/20/16	Cash	1,000.00	1,000.00	-		-	-	-	-	-	-	-	-	-
64007	PROV000026 - John & Martha Hitt UCF Downtown Expansion Fund	12/18/15	Pledge	100,000.00	60,000.00	40,000.00		-	-	20,000.00	20,000.00	-	-	-	40,000.00	-
78806	PROV000027 - UCF Downtown Building Fund	01/15/16	Pledge	5,000.00	1,773.00	3,227.00		-	787.00	1,040.00	1,040.00	360.00	-	-	3,227.00	-
79032	PROV000027 - UCF Downtown Building Fund	01/29/16	Cash	5,000.00	5,000.00	-		-	-	-	-	-	-	-	-	-
80882	PROV000027 - UCF Downtown Building Fund	01/08/16	Pledge	5,000.00	2,000.00	3,000.00		-	1,000.00	1,000.00	1,000.00	-	-	-	3,000.00	-
83426	PROV000027 - UCF Downtown Building Fund	01/07/16	Pledge	5,000.00	5,000.00	-		-	-	-	-	-	-	-	-	-
84813	PROV000027 - UCF Downtown Building Fund	06/28/16	Cash	1,500.00	1,500.00	-		-	-	-	-	-	-	-	-	-
85357	PROV000027 - UCF Downtown Building Fund	02/03/17	Pledge	500.00	211.53	288.47		-	288.47	-	-	-	-	-	288.47	-
89044	REGC000024 - UCF Downtown Scholarship Endowment Fund	09/18/02	Cash	1,000.00	1,000.00	-		-	-	-	-	-	-	-	-	-
90203	PROV000029 - Orlando Magic UCF Downtown Building Fund	02/01/16	Pledge	1,500,000.00	-	1,500,000.00		300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	-	-	1,500,000.00	-
92383	PROV000027 - UCF Downtown Building Fund	01/12/16	Pledge	5,000.00	1,500.00	3,500.00		-	1,050.00	1,300.00	1,150.00	-	-	-	3,500.00	-
95773	PROV000027 - UCF Downtown Building Fund	01/22/16	Cash	100.00	100.00	-		-	-	-	-	-	-	-	-	-
104266	PROV000027 - UCF Downtown Building Fund	06/07/16	MG Pledge	500.00	500.00	-		-	-	-	-	-	-	-	-	-
105980	PROV000022 - UCF Downtown General	04/25/16	Cash	1,000.00	1,000.00	-		-	-	-	-	-	-	-	-	-
115959	PROV000022 - UCF Downtown General	12/10/15	Cash	25.00	25.00	-		-	-	-	-	-	-	-	-	-
126688	PROV000027 - UCF Downtown Building Fund	02/15/16	Pledge	130.00	55.00	75.00		-	75.00	-	-	-	-	-	75.00	-
176237	PROV000027 - UCF Downtown Building Fund	01/15/16	Cash	1,000.00	1,000.00	-		-	-	-	-	-	-	-	-	-
176402	PROV000022 - UCF Downtown General	05/11/15	Cash	1,250.00	1,250.00	-		-	-	-	-	-	-	-	-	-
176710	PROV000027 - UCF Downtown Building Fund	02/23/16	Pledge	7,000,000.00	750,000.00	6,250,000.00		416,666.65	1,166,666.67	1,166,666.67	1,166,666.67	1,166,666.67	1,166,666.67	-	6,250,000.00	-
176920	PROV000027 - UCF Downtown Building Fund	07/01/16	Pledge	50,000.00	20,000.00	30,000.00		-	10,000.00	10,000.00	10,000.00	-	-	-	30,000.00	-
178014	PROV000027 - UCF Downtown Building Fund	01/14/16	Pledge	2,000,000.00	-	2,000,000.00		2,000,000.00	-	-	-	-	-	-	2,000,000.00	-
178027	PROV000027 - UCF Downtown Building Fund	04/29/16	MG Pledge	10,000.00	10,000.00	-		-	-	-	-	-	-	-	-	-
188733	PROV000027 - UCF Downtown Building Fund	09/14/16	Pledge	25,000.00	5,000.00	20,000.00		-	5,000.00	5,000.00	5,000.00	5,000.00	-	-	20,000.00	-
189167	PROV000027 - UCF Downtown Building Fund	02/02/16	Cash	5,000.00	5,000.00	-		-	-	-	-	-	-	-	-	-
190592	PROV000027 - UCF Downtown Building Fund	01/20/16	Cash	2,000.00	2,000.00	-		-	-	-	-	-	-	-	-	-
197472	PROV000027 - UCF Downtown Building Fund	02/29/16	Pledge	250,000.00	-	250,000.00		50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	-	-	250,000.00	-
209009	PROV000027 - UCF Downtown Building Fund	01/12/16	Cash	100,000.00	100,000.00	-		-	-	-	-	-	-	-	-	-
209215	PROV000027 - UCF Downtown Building Fund	01/20/16	Cash	1,000.00	1,000.00	-		-	-	-	-	-	-	-	-	-
209215	PROV000027 - UCF Downtown Building Fund	02/08/16	Cash	5,000.00	5,000.00	-		-	-	-	-	-	-	-	-	-
210453	PROV000027 - UCF Downtown Building Fund	01/06/16	Pledge	5,000.00	1,640.00	3,360.00		-	920.00	1,040.00	1,040.00	360.00	-	-	3,360.00	-
211300	PROV000027 - UCF Downtown Building Fund	06/30/16	Pledge	100,000.00	40,000.00	60,000.00		-	-	20,000.00	20,000.00	20,000.00	-	-	60,000.00	-
214059	PROV000027 - UCF Downtown Building Fund	06/09/16	Pledge	250,000.00	250,000.00	-		-	-	-	-	-	-	-	-	-
227832	PROV000027 - UCF Downtown Building Fund	06/30/16	Pledge	150,000.00	150,000.00	-		-	-	-	-	-	-	-	-	-
228609	PROV000030 - CFE Federal Credit Union UCF Downtown Building Fund	06/24/16	Pledge	1,500,000.00	200,000.00	1,300,000.00		-	200,000.00	250,000.00	250,000.00	200,000.00	200,000.00	200,000.00	1,300,000.00	-
230912	PROV000022 - UCF Downtown General	02/23/16	Pledge	500.00	403.83	96.17		96.17	-	-	-	-	-	-	96.17	-
231373	PROV000027 - UCF Downtown Building Fund	03/26/16	Pledge	50,000.00	25,000.00	25,000.00		-	12,500.00	12,500.00	-	-	-	-	25,000.00	-
232482	PROV000027 - UCF Downtown Building Fund	06/10/16	Pledge	100,000.00	50,000.00	50,000.00		50,000.00	-	-	-	-	-	-	50,000.00	-
234635	PROV000022 - UCF Downtown General	12/09/15	Cash	1.00	1.00	-		-	-	-	-	-	-	-	-	-
234920	PROV000027 - UCF Downtown Building Fund	06/09/16	Cash	10,000.00	10,000.00	-		-	-	-	-	-	-	-	-	-
234924	PROV000027 - UCF Downtown Building Fund	03/07/16	Cash	2,000.00	2,000.00	-		-	-	-	-	-	-	-	-	-
235588	PROV000031 - Florida Hospital UCF Downtown	06/28/16	Pledge	1,500,000.00	1,500,000.00	-		-	-	-	-	-	-	-	-	-
239477	PROV000027 - UCF Downtown Building Fund	01/07/16	Pledge	5,000.00	2,000.00	3,000.00		-	1,000.00	1,000.00	1,000.00	-	-	-	3,000.00	-

245527	PROV000027 - UCF Downtown Building Fund	04/01/16	Pledge	500,000.00	125,000.00	375,000.00	-	125,000.00	125,000.00	125,000.00	-	-	-	375,000.00
246218	PROV000027 - UCF Downtown Building Fund	06/30/16	Pledge	100,000.00	50,000.00	50,000.00	-	25,000.00	25,000.00	-	-	-	-	50,000.00
246218	PROV000027 - UCF Downtown Building Fund	07/11/16	Pay-Other	25,000.00	25,000.00	-	-	-	-	-	-	-	-	-
246601	PROV000027 - UCF Downtown Building Fund	06/26/17	Cash	25,000.00	25,000.00	-	-	-	-	-	-	-	-	-
258621	PROV000027 - UCF Downtown Building Fund	07/21/16	Cash	5,000.00	5,000.00	-	-	-	-	-	-	-	-	-
25888	PROV000027 - UCF Downtown Building Fund	02/29/16	Cash	1,000.00	1,000.00	-	-	-	-	-	-	-	-	-
258885	PROV000027 - UCF Downtown Building Fund	04/04/16	Cash	500.00	500.00	-	-	-	-	-	-	-	-	-
261393	PROV000027 - UCF Downtown Building Fund	06/26/16	Pledge	5,000.00	1,000.00	4,000.00	-	1,000.00	1,000.00	1,000.00	1,000.00	-	-	4,000.00
285521	PROV000027 - UCF Downtown Building Fund	04/11/16	Cash	1,000.00	1,000.00	-	-	-	-	-	-	-	-	-
285633	PROV000027 - UCF Downtown Building Fund	12/21/15	Pledge	5,000.00	1,749.93	3,250.07	-	749.97	999.96	999.96	500.18	-	-	3,250.07
286578	PROV000027 - UCF Downtown Building Fund	01/23/16	Cash	1,000.00	1,000.00	-	-	-	-	-	-	-	-	-
286637	PROV000027 - UCF Downtown Building Fund	02/22/16	Pledge	1,300.00	550.00	750.00	-	750.00	-	-	-	-	-	750.00
338589	PROV000022 - UCF Downtown General	12/10/15	Cash	10.00	10.00	-	-	-	-	-	-	-	-	-
309141	PROV000027 - UCF Downtown Building Fund	03/07/17	Cash	100.00	100.00	-	-	-	-	-	-	-	-	-
341752	PROV000027 - UCF Downtown Building Fund	03/07/16	Cash	100.00	100.00	-	-	-	-	-	-	-	-	-
346635	PROV000027 - UCF Downtown Building Fund	04/13/16	Pledge	50,000.00	1,388.90	48,611.10	7,638.82	8,333.28	8,333.28	8,333.28	8,333.28	7,639.16	-	48,611.10
349031	PROV000027 - UCF Downtown Building Fund	03/29/16	Stock	25,000.00	25,000.00	-	-	-	-	-	-	-	-	-
376749	PROV000027 - UCF Downtown Building Fund	01/15/16	Cash	20.00	20.00	-	-	-	-	-	-	-	-	-
38413	PROV000027 - UCF Downtown Building Fund	02/11/16	Cash	5,000.00	5,000.00	-	-	-	-	-	-	-	-	-
386558	PROV000027 - UCF Downtown Building Fund	04/05/16	Pledge	100,000.00	25,000.00	75,000.00	-	25,000.00	25,000.00	25,000.00	-	-	-	75,000.00
399657	PROV000027 - UCF Downtown Building Fund	01/19/16	Cash	500.00	500.00	-	-	-	-	-	-	-	-	-
421071	PROV000022 - UCF Downtown General	12/10/15	Cash	50.00	50.00	-	-	-	-	-	-	-	-	-
442988	PROV000022 - UCF Downtown General	03/21/16	Cash	10.00	10.00	-	-	-	-	-	-	-	-	-
458832	PROV000027 - UCF Downtown Building Fund	06/30/16	Pledge	10,000.00	-	10,000.00	1,999.92	1,999.92	1,999.92	1,999.92	2,000.32	-	-	10,000.00
460819	PROV000022 - UCF Downtown General	03/24/16	Cash	200.00	200.00	-	-	-	-	-	-	-	-	-
463274	PROV000027 - UCF Downtown Building Fund	01/20/16	Cash	2,000.00	2,000.00	-	-	-	-	-	-	-	-	-
463574	PROV000027 - UCF Downtown Building Fund	01/06/16	Pledge	5,000.00	2,077.97	2,922.03	-	383.47	999.96	999.96	538.64	-	-	2,922.03
482922	PROV000022 - UCF Downtown General	05/20/15	Cash	5,000.00	5,000.00	-	-	-	-	-	-	-	-	-
482922	PROV000027 - UCF Downtown Building Fund	06/17/16	Pledge	1,000,000.00	-	1,000,000.00	1,000,000.00	-	-	-	-	-	-	1,000,000.00
493313	PROV000027 - UCF Downtown Building Fund	03/29/16	Pledge	300,000.00	-	300,000.00	120,000.00	60,000.00	60,000.00	60,000.00	-	-	-	300,000.00
493346	PROV000027 - UCF Downtown Building Fund	02/10/16	Pledge	500.00	500.00	-	-	-	-	-	-	-	-	-
493432	PROV000027 - UCF Downtown Building Fund	06/29/16	Pledge	5,000.00	2,000.00	3,000.00	-	1,000.00	1,000.00	1,000.00	-	-	-	3,000.00
494586	PROV000027 - UCF Downtown Building Fund	02/10/16	Pledge	1,000.00	1,000.00	-	-	-	-	-	-	-	-	-
495013	PROV000027 - UCF Downtown Building Fund	01/06/16	Pledge	5,000.00	-	5,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-	-	5,000.00
495115	PROV000022 - UCF Downtown General	02/23/16	Cash	25.00	25.00	-	-	-	-	-	-	-	-	-
499769	PROV000027 - UCF Downtown Building Fund	03/07/16	Cash	1,000.00	1,000.00	-	-	-	-	-	-	-	-	-
560227	PROV000027 - UCF Downtown Building Fund	07/15/16	Pledge	25,000.00	5,000.00	20,000.00	-	5,000.00	5,000.00	5,000.00	5,000.00	-	-	20,000.00
561012	PROV000022 - UCF Downtown General	08/17/16	Cash	250.00	250.00	-	-	-	-	-	-	-	-	-
564025	PROV000027 - UCF Downtown Building Fund	09/15/16	Cash	100,000.00	100,000.00	-	-	-	-	-	-	-	-	-
565237	PROV000027 - UCF Downtown Building Fund	04/14/16	Pledge	1,000,000.00	-	1,000,000.00	-	-	100,000.00	100,000.00	100,000.00	100,000.00	600,000.00	1,000,000.00
622549	PROV000027 - UCF Downtown Building Fund	09/05/17	Pledge	7,500.00	-	7,500.00	-	1,125.00	1,500.00	1,500.00	1,500.00	1,500.00	375.00	7,500.00
	Total [1]			**18,199,571.00**	**3,745,653.27**		**3,947,401.56**	**2,006,128.78**	**2,196,879.79**	**2,164,567.68**	**1,862,759.09**	**1,475,805.83**	**800,375.00**	**14,453,917.73**

(1) Community Support from Orange County totaling $3M qualified toward the $20MM state matching requirement. The philanthropic gifts and commitments detailed above were raised to meet or exceed the $20MM goal.


STUDENT HOUSING
CENTROPLEX PARKING
UCF POLICE DEPARTMEN
PARKING GARAGE
DR. PHILLIPS ACADEMIC COMMONS
UCF DOWNTOWN
VALENCIACOLLEGE
CENTRAL ENERGY PLANT
CENTER FOR EMERGING MEDIA

UCF Downtown Funding – Phase I

Dr. Phillips Academic Commons	**$61.2 Million**
Center for Emerging Media	**$5 Million**
New Parking Garage	**$13.5 Million**
Chilled Water Plant	**$12.3 Million**
Infrastructure	**$5 Million**
Centroplex (Police and Research)	**$1.25 Million**
Student Services (Housing Building)	**$5.4 Million**
Total Phase I	**$103.65 Million**

UCF Downtown Fundraising

Additional Fundraising - **$12 Million** Dollars

Academic Enhancement	**$5 Million**
Centroplex (Police and Research)	**$.5 Million**
Repayment of UCF Resources	**$6.5 Million**
Total Additional Fundraising	**$12 Million**

UCF Downtown Funding – Phase I

Fundraising

Dr. Phillips Academic Commons	**$66.2 Million**
Center for Emerging Media	**$5 Million**
New Parking Garage	**$13.5 Million**
Chilled Water Plant	**$12.3 Million**
Infrastructure	**$5 Million**
Centroplex (Police and Research)	**$1.75 Million**
Student Services (Housing Building)	**$5.4 Million**
Total Phase I	**$109.15 Million**

	**UCF Executive Budget Committee Meeting** **AGENDA**
Date:	March 23, 2018
Time:	2:00 – 3:00 p.m.
Location:	MH-395E
Facilitator:	Provost Dale Whittaker and Vice President William Merck
Voting Members:	Cristina Barreto, Scott Cole, Maribeth Ehasz, Deb German, Grant Heston, Michael Johnson, Elizabeth Klonoff, John Pittman, Rick Schell, Bill Self
Other Invitees:	Tracy, Clark, Lisa Jones, Ronnie Korosec Mike Morsberger, Robert Taft, Christy Tant, Mark Wray

UCF Budget Philosophy: An effective budgeting process transforms strategic goals into achievable operating plans, and:

- ***Properly and continuously aligns resources***
- ***Employs an "all-funds" approach***
- ***Maintains fiscal responsibility with those closest to operational decisions***
- ***Increases communication, transparency, and accountability***

- - - - Agenda Topics - - - - -

1. Update on funding for UCF Downtown Campus (Thad Seymour/ Mike Kilbride)
2. Update on Student Success Investment Model (Lisa Jones)
3. Plan for April meetings (Christy)

Reply all | Delete Junk | ...

Monday's UBC Meeting

CT

Christina Tant

Fri 3/23/2018, 3:16 PM

William Merck; SGA Vice President; Scott Cole; Maribeth Ehasz; Deborah German; Grant Heston; Michael Jc +4 more

Reply all

Inbox

Label: UCF Delete after 10 Years (10 years) Expires: 3/20/2028 3:16 PM

UBC Agenda_Mar FINAL...
102 KB

Show all 1 attachments (102 KB) Download Save to OneDrive - University of Central Florida

Phish Alert

University Budget Committee,

Attached is the agenda for Monday's meeting (2 – 3pm).
Please note that Dr. Whittaker will not be in attendance due to a calendar conflict.

Thanks, and have a great weekend!

UCF Executive Budget Committee Meeting

AGENDA

Date:	March 23, 2018
Time:	2:00 – 3:00 p.m.
Location:	MH-395E
Facilitator:	Provost Dale Whittaker and Vice President William Merck
Voting Members:	Cristina Barreto, Scott Cole, Maribeth Ehasz, Deb German, Grant Heston, Michael Johnson, Elizabeth Klonoff, John Pittman, Rick Schell, Bill Self
Other Invitees:	Tracy, Clark, Lisa Jones, Ronnie Korosec Mike Morsberger, Robert Taft, Christy Tant, Mark Wray

UCF Budget Philosophy: An effective budgeting process transforms strategic goals into achievable operating plans, and:

- ***Properly and continuously aligns resources***
- ***Employs an "all-funds" approach***
- ***Maintains fiscal responsibility with those closest to operational decisions***
- ***Increases communication, transparency, and accountability***

- - - - Agenda Topics - - - - -

1. Update on funding for UCF Downtown Campus (Thad Seymour/ Mike Kilbride)
2. Update on Student Success Investment Model (Lisa Jones)
3. Plan for April meetings (Christy)

Monday, March 26, 2018

Calendar

March 2018

S	M	T	W	T	F	S
25	26	27	28	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2018

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5

7a

8a

9a **Search Committee Meeting - Chief Compliance, Ethics, and Risk Officer**
MH-360
Heather Simeon

10a

11a

12p

1p

2p **University Budget Committee**
ADM-395E Debra Copertino

Call Barry Goff

3p

Central Florida Clinical Practice Organization (CFCPO) Board Meeting
UCF Health 3400 Quadrangle Blvd Orlando, FL 32817 Room 101

Amanda Leite

Meeting re: BOG Presentation
Chairman Marchena's Office (Please see info below) Scott Cole

4p

5p

From: Donna DuBuc <Donna.DuBuc@ucf.edu>
Sent: Tuesday, March 27, 2018 11:11 AM
To: Christina Tant
Subject: FW: Materials from UCF Downtown Presentation to UBC
Attachments: UCFDT - UBC Update on Campus Funding.pptx; Revised DOWNTOWNRepayment Sched for Internally Financed Cap Projects._De....xlsx

FYI- materials saved in UBC meeting folder.

From: Mike Kilbride
Sent: Tuesday, March 27, 2018 11:05 AM
To: Donna DuBuc
Subject: Materials from UCF Downtown Presentation to UBC

Donna,

Attached is a copy of the presentation and funding plan that was discussed at the UBC meeting yesterday. – I am in meetings most of the day, but I think an introduction would be great. I will try and call tomorrow if that is okay with you.

Mike

--
Mike Kilbride
Managing Director for UCF Downtown
University of Central Florida

Office: 407-823-2106
Mike.Kilbride@ucf.edu


STUDENT HOUSING
CENTROPLEX PARKING
UCF POLICE DEPARTMEN
PARKING GARAGE
DR. PHILLIPS ACADEMIC COMMONS
UCF DOWNTOWN
VALENCIACOLLEGE
CENTRAL ENERGY PLANT
CENTER FOR EMERGING MEDIA

UCF Downtown Funding – Phase I

Dr. Phillips Academic Commons	**$61.2 Million**
Center for Emerging Media	**$5 Million**
New Parking Garage	**$13.5 Million**
Chilled Water Plant	**$12.3 Million**
Infrastructure	**$5 Million**
Centroplex (Police and Research)	**$1.25 Million**
Student Services (Housing Building)	**$5.4 Million**
Total Phase I	**$103.65 Million**

UCF Downtown Fundraising

Additional Fundraising - **$12 Million** Dollars

Academic Enhancement	**$5 Million**
Centroplex (Police and Research)	**$.5 Million**
Repayment of UCF Resources	**$6.5 Million**
Total Additional Fundraising	**$12 Million**

UCF Downtown Funding – Phase I

Fundraising

Dr. Phillips Academic Commons	**$66.2 Million**
Center for Emerging Media	**$5 Million**
New Parking Garage	**$13.5 Million**
Chilled Water Plant	**$12.3 Million**
Infrastructure	**$5 Million**
Centroplex (Police and Research)	**$1.75 Million**
Student Services (Housing Building)	**$5.4 Million**
Total Phase I	**$109.15 Million**

Downtown Funding Plan
As of Dec 2017

Internally Financed Capital Project/ Source of Future Repayment	Total Project Cost	Excess/ (Deficit)	Total Funding	Funded as of June 30, 2017	Funding Plan 2018	2019	2020	2021	2022	2023
Center for Emerging Media - ***Central E&G reserve***	**5,000,000**	**-**	**5,000,000**	**5,000,000**	**-**	**-**	**-**	**-**	**-**	**-**
Downtown Academic Building										
Auxiliary units			12,000,000	8,191,833	2,030,084	1,778,083	-	-	-	-
3% incr aux OH			8,000,000	2,132,446	2,300,000	2,300,000	1,267,554	-	-	-
Appropriations			20,000,000	-	20,000,000	-	-	-	-	-
UCF Foundation Donations			18,200,000	3,745,653	5,953,530	2,196,880	2,164,568	1,862,758	1,475,806	800,805
Community Support Donations (TBD?)			3,000,000	-	750,000	750,000	750,000	750,000	-	-
Subtotal without UCF Foundation Donations ($12m target)			**61,200,000**	**14,069,932**	**31,033,614**	**7,024,963**	**4,182,122**	**2,612,758**	**1,475,806**	**800,805**
UCF Foundation Donations ($12m target)			5,000,000	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-
Total - Downtown Academic Building	**61,200,000**	**5,000,000**	**66,200,000**	**14,069,932**	**32,033,614**	**8,024,963**	**5,182,122**	**3,612,758**	**2,475,806**	**800,805**
Downtown Garage										
Parking/ Business Services			11,400,000	-	-	-	11,400,000	-	-	-
3% incr aux OH			2,100,000	-	-	-	1,000,000	1,100,000	-	-
Total - Garage	**13,500,000**	**-**	**13,500,000**	**-**	**-**	**-**	**12,400,000**	**1,100,000**	**-**	**-**
Downtown Chilled Water Plant										
Central E&G reserve			12,300,000	-	-	2,500,000	2,500,000	2,500,000	2,500,000	2,300,000
Subtotal without UCF Foundation Donations ($12m target)			12,300,000	-	-	2,500,000	2,500,000	2,500,000	2,500,000	2,300,000
Central E&G reserve			(6,500,000)					(1,700,000)	(2,500,000)	(2,300,000)
UCF Foundation Donations ($12m target)			6,500,000	-	2,000,000	2,000,000	2,000,000	500,000	-	-
Total - Downtown Chilled Water Plant	**12,300,000**	**-**	**12,300,000**	**-**	**2,000,000**	**4,500,000**	**4,500,000**	**1,300,000**	**-**	**-**
Downtown Infrastructure										
Central E&G reserve			2,500,000	-	-	-	-	2,500,000	-	-
3% incr aux OH			2,500,000	-	-	-	-	1,200,000	1,300,000	-
Total - Infrastructure	**5,000,000**	**-**	**5,000,000**	**-**	**-**	**-**	**-**	**3,700,000**	**1,300,000**	**-**
Downtown Centroplex Police/Research										
Business Services			250,000	-	-	-	-	250,000	-	-
3% incr aux OH (Research)			1,000,000	-	-	-	-	-	1,000,000	-
Subtotal without UCF Foundation Donations ($12m target)			1,250,000	-	-	-	-	250,000	1,000,000	-
UCF Foundation Donations ($12m target)			500,000	-	500,000	-	-	-	-	-
Total Downtown Centroplex	**2,000,000**	**(250,000)**	**1,750,000**	**-**	**500,000**	**-**	**-**	**250,000**	**1,000,000**	**-**
Downtown Student Service Center										
Housing reserves			2,700,000	-	2,700,000	-	-	-	-	-
Provost E&G reserves			2,700,000	-	-	2,700,000	-	-	-	-
Total - Student Service Center	**5,400,000**	**-**	**5,400,000**	**-**	**2,700,000**	**2,700,000**	**-**	**-**	**-**	**-**
Grand Total	**104,400,000**	**4,750,000**	**109,150,000**	**19,069,932**	**37,233,614**	**15,224,963**	**22,082,122**	**9,962,758**	**4,775,806**	**800,805**

Summary of Payment Sources	Total Funding	Funded as of June 30, 2017	2018	2019	2020	2021	2022	2023
Appropriations	20,000,000	-	20,000,000	-	-	-	-	-
Auxiliary units	29,050,000	8,191,833	4,730,084	4,478,083	11,400,000	250,000	-	-
3% incr aux OH	13,600,000	2,132,446	2,300,000	2,300,000	2,267,554	2,300,000	2,300,000	-
Central E&G reserve	13,300,000	5,000,000	-	2,500,000	2,500,000	3,300,000	-	-
Community Support Donations	3,000,000	-	750,000	750,000	750,000	750,000	-	-
UCF Foundation Donations	18,200,000	3,745,653	5,953,530	2,196,880	2,164,568	1,862,758	1,475,806	800,805
UCF Foundation Donations ($12m target)	12,000,000	-	3,500,000	3,000,000	3,000,000	1,500,000	1,000,000	-
Grand Total	109,150,000	19,069,932	37,233,614	15,224,963	22,082,122	9,962,758	4,775,806	800,805

FW: loan schedules
Brad Hodum
to:
Christina Tant
05/01/2018 06:17 PM
This message may be forwarded to Google recipient(s)
Hide Details
From: Brad Hodum <Brad.Hodum@ucf.edu>
To: Christina Tant <Christy.Tant@ucf.edu>

2 Attachments

DOC050118.pdf Repayment Sched for Internally Financed Cap Projects. Apr18.xlsx

Received the below from Lashanda. There was an increase of $800K for the Downtown Chilled Water Plant to $12.3M (see BOT item). I updated this on the schedule in the format that Tracy put together. The $100K increase for Stadium AV is to be covered by Athletics (per John). We already had Downtown Infrastructure reflected in the schedule at $5M so no update was needed. I'm a little confused by her comment on the Downtown Academic Building. BOT item says it was a $1.3M increase, (original $60M plus $1.3M increase) but we already had a projected total cost of $66.2M in our internal loan schedule. I'll call her about that one tomorrow.

From: Lashanda Brown-Neal
Sent: Tuesday, May 01, 2018 9:11 AM
To: Brad Hodum <Brad.Hodum@ucf.edu>
Cc: Megan Carrigan <Megan.Carrigan@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>; Nester Garcia <Nester.Garcia@ucf.edu>
Subject: RE: loan schedules

Hi Brad,
Sorry for the delay, here's what we have.
Also I have attached the document where the two asterisked projects have been requested/approved by BOT.
Let me know if you have any questions.
Internally Financed Capital Project Total Project Cost
Research I Building & Buildout Costs $ 53,502,615 $53,502,615
New Chiller(District Energy Plant IV) $ 14,561,896 $14,591,896.45
Stadium Audio Visual $ 5,600,000 $5,700,605.79
CFE Arena Audio Visual $ 2,200,000 $2,245,570.13
Center for Emerging Media $ 5,000,000
*Downtown Academic Building $ 61,200,000 $61,300,000
Downtown Garage $ 13,500,000
*Downtown Chilled Water Plant(CEP) $ 11,500,000 $12,300,000
Downtown Infrastructure $ 4,800,000 $5,000,000
Downtown Student Service Center $ 5,400,000

From: Brad Hodum
Sent: Monday, April 30, 2018 4:12 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Cc: Megan Carrigan <Megan.Carrigan@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>
Subject: RE: loan schedules

Hi Lashanda,
Did you happen to get any updates from the project managers today?
Thanks again for your help with this.

Brad

From: Brad Hodum
Sent: Thursday, April 26, 2018 4:17 PM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Cc: Megan Carrigan <Megan.Carrigan@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>
Subject: FW: loan schedules

Hi Lashanda,
I'm sure that you are super busy, but do you think you or someone from your group will get a chance to look at the below today?
Thanks very much for all of your help.
Brad

From: Megan Carrigan
Sent: Thursday, April 26, 2018 4:15 PM
To: Brad Hodum <Brad.Hodum@ucf.edu>
Subject: FW: loan schedules

FYI

Megan Carrigan, CPA | *Assistant Controller* | 407.882.1028| Megan.Carrigan@ucf.edu
University of Central Florida | Finance & Accounting| 12424 Research Parkway, Suite 300 | Orlando, FL 32826

From: Meghan Nelson
Sent: Thursday, April 26, 2018 9:01 AM
To: Lashanda Brown-Neal <Lashanda.Brown-Neal@ucf.edu>
Cc: Megan Carrigan <Megan.Carrigan@ucf.edu>
Subject: FW: loan schedules

Hi LaShanda,
Tracy is asking for the latest total project costs for the projects below. These were as of last October so I know there may have been some changes. Could you provide us updated numbers? The numbers don't have to be exact. We just want to make sure there haven't been any significant changes and if there were, we want to update them.

Internally Financed Capital Project	Total Project Cost
Research I Building & Buildout Costs	$ 53,502,615
New Chiller	$ 14,561,896
Stadium Audio Visual	$ 5,600,000
CFE Arena Audio Visual	$ 2,200,000
Center for Emerging Media	$ 5,000,000
Downtown Academic Building	$ 61,200,000
Downtown Garage	$ 13,500,000
Downtown Chilled Water Plant	$ 11,500,000
Downtown Infrastructure	$ 4,800,000
Downtown Student Service Center	$ 5,400,000

Thanks,
Meghan Nelson, CPA
Accounting Coordinator, Division of Finance & Accounting
12424 Research Parkway, Suite 300, Orlando, FL 32826-3249
Tel 407-882-2236
*I recently changed my name from Meghan Sutter to Meghan Nelson.

From: Brad Hodum
Sent: Wednesday, April 25, 2018 5:43 PM

To: Megan Carrigan <Megan.Carrigan@ucf.edu>; Meghan Nelson <Meghan.Nelson@ucf.edu>
Cc: Christina Tant <Christy.Tant@ucf.edu>
Subject: FW: loan schedules

Hi Megan and Meghan,

Can you look at the current project budgets for the attached to make sure that the values reflected here are still accurate? Don't worry about the funding sources and repayments for now, just looking to make sure first that the Total Project Cost is accurate.

Thanks.

Brad

From: Tracy Clark
Sent: Wednesday, April 25, 2018 5:19 PM
To: Brad Hodum <Brad.Hodum@ucf.edu>; Christina Tant <Christy.Tant@ucf.edu>
Subject: loan schedules

Located in the Budget\Allocation & Reserve Schedules\Capital projects.

Christy – are these the latest?

Tracy Clark, CPA
Associate Provost for Budget, Planning and Administration and Associate Vice President for Finance
UCF Finance and Accounting
12424 Research Parkway, Ste 300
Orlando, Florida 32826
Phone: 407-882-1006
Fax: 407-882-1102
Tracy.Clark@ucf.edu

Internally Financed Cap Projects
Meghan Nelson
to:
Christina Tant
09/10/2018 05:09 PM
This message may be forwarded to Google recipient(s)
Hide Details
From: Meghan Nelson <Meghan.Nelson@ucf.edu>
To: Christina Tant <Christy.Tant@ucf.edu>

1 Attachment



Repayment Sched for Internally Financed Cap Projects. Aug18.xlsx

Hi Christy,
Attached is the updated Internally Financed Cap Projects. Please let me know if you need me to make any changes.
Thanks,
Meghan Nelson, CPA
Coordinator, Accounting
University of Central Florida
Division of Finance & Accounting
12424 Research Parkway, Suite 300
Orlando, FL 32826-3249
Tel: 407-882-2236
Email meghan.nelson@ucf.edu
*I recently changed my name from Meghan Sutter to Meghan Nelson.

Repayment Schedule for Internally Financed Capital Projects
As of August 2018

Internally Financed Capital Project/ Source of Future Repayment	Total Project Cost	Repaid as of 6/30/2018	2019	2020	2021	2022	2023	2024	Thereafter and TBD
Research I Building - *Various*	$ 53,504,853	$ 36,532,058	$ 5,000,000	$ 5,000,000	$ 5,772,795	$ 600,000	$ 600,000	$ -	$ -
New Chiller - *Various*	14,591,896	12,504,316	2,087,580	-	-	-	-	-	-
CHP Plant - *Utilities savings*	10,853,000	5,300,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	553,000	-
Lake Nona Land - *research OH*	15,000,000	7,400,000	-	-	-	-	-	-	7,600,000
ICAMR Building - *research OH*	9,000,000	-	-	-	-	-	-	-	9,000,000
Bennett Building - *tenant rents*	9,980,000	2,160,000	394,000	406,000	418,000	431,000	444,000	458,000	5,269,000
UCF Health (Quadrangle Bldg) - *Practice revenue*	7,500,000	-	-	-	-	-	-	-	7,500,000
Stadium Audio Visual - *KPA sponsorship earnings*	5,759,875	178,746	575,988	575,988	575,988	575,988	575,988	575,988	2,125,204
CFE Arena Audio Visual - *UCF Convocation Corp*	2,246,300	1,000,000	500,000	500,000	246,300	-	-	-	-
Center for Emerging Media Renovations - *Funding Source?*	5,000,000	5,000,000	-	-	-	-	-	-	-
Downtown Academic Building - *Auxiliaries*	67,200,000	32,255,320	19,295,588	4,223,056	4,006,092	2,619,139	1,800,805	-	3,000,000
Downtown Garage - *Parking/Business Svs/AUX OH*	13,500,000	9,000,000	-	3,400,000	1,100,000	-	-	-	-
Downtown Central Energy Plant - *University Resources /Foundation*	12,300,000	11,500,000	4,000,000	(3,700,000)	500,000	-	-	-	-
Downtown Infrastructure - *University Resources /AUX OH*	5,000,000	4,800,000	(2,300,000)	-	1,200,000	1,300,000	-	-	-
Downtown Centroplex - *Business Svs/AUX OH/Foundation*	2,000,000	-	-	-	1,000,000	1,000,000	-	-	-
Downtown Student Service Center - *Housing/ University Resources*	5,400,000	5,400,000	(2,700,000)	2,700,000	-	-	-	-	-
CREOL Expansion - *University Resources /Auxiliary Reserve/CREOL*	6,817,000	6,817,000	-	-	-	-	-	-	-
Sanford-Burnham - *Central E&G Reserves*	10,630,140	-	4,243,380	3,193,380	3,193,380	-	-	-	-
Grand Total	$ 256,283,064	$ 139,847,440	$ 32,096,536	$ 17,298,424	$ 19,012,555	$ 7,526,127	$ 4,420,793	$ 1,586,988	$ 34,494,204

January 13, 2017 Board of Trustees Meeting Transcript

Speaker	Dialogue
37:20 - 42:01	
Merck	We, we were talking primarily about operating budgets today, and we'll, s-, in the interest of time, pretty much cut it off here. But there's also, um, the capital budgeting that we would want to talk about too to help you grant-, get a better understanding of how we go about, um, bond issues and going in the-, how that, that whole process works. Another thing that I know the Chairman, Chair has asked us for before is, is when we talk about, um, borrowing money from ourselves to fund some things like the, the 20 million for the downtown campus or, or some of those kind of things. How do we do that? We want to get into some, some detail about that to let you know what our opportunities are as well as our limitations. Um, and the basic limitation on most all of that is, we've gotta have a plan for replenishing that with some revenue source. So there's some things, if we can't figure out how to pay it back, we can't borrow from ourselves. Then they're other things if we do have plan, and we can go over s-, uh, some examples of those, then we can borrow from ourselves a lot more cheaply than we can go to the private world to do.
Marchena	A-, and as part of that question, Bill, one of the things that I think would be important for the Board to really understand is, since we have what I choose to call, different color of money, um, i-, in what circumstances are we able to borrow from different colors of money, and then replenish?
Merck	Yeah, I …
Marchena	I think it would be important for the Board, not, not necessarily today [*simultaneous speaking*] …
Merch	No, no, I understand, understand.
Marchena	[*simultaneous speaking*] … for us to understand.
Merck	But to …
Marchena	Yeah.
Merck	… just to, to add just a little tiny bit to that, um, and you and I've had this conversation too I think, we were recently talking about, um, the downtown project and building a parking garage. And we have, um, some cash balances built up in parking services, so we had a conversation with Ben Watkins, who's head of Division of Bond Finance, and whose offices we would use to go through to do a bond issue to pay for that. His recommendation, and we're fine with it, his recommendation was to use up all of our accumulated cash against that garage, which would leave us somewhat short, maybe a couple three million dollars short. I said that what we could do to make that up, is Tracy and I would work together to borrow some money from the auxil-, other auxiliary balances, where we have a way to pay that back over time, so we pay cash for that garage, rather than borrowing any money at all. He was totally in favor of that plan, and said in the private sector if you can borrow some internally [*clears throat*] as opposed to going out that's usually the best way to do it. So, that's the kind of thing where we might wanna borrow from ourselves to lower our cost of financing to, to build something like that. But it involves a

January 13, 2017 Board of Trustees Meeting Transcript

Speaker	Dialogue
	lot of conversation and plans for as how that would be repaid. And we'll get into some more depth on that later.
Marchena	Yes, sir.
Garvy	I have one more question. [*clears throat*] To what extent, in the conversations that have taken place thus far, has, uh, maintenance and upkeep of facilities emerged, not only here, but among other universities?
Merck	It's a huge, huge issue that gets discussed quite a bit, and we do make that known to the, uh, Board of Governors' staff, and they know that, that's an issue for us. Um, w-, what hurts I think, and I, I'm, I'm gonna keep this brief, but what hurts I think is, probably pri-, prior to the recession years, um, we were getting money from the State to maintain our facilities on a fairly regular basis. We never thought it was enough, but it was, it was pretty good. A lot of that has dried up, so, our deferred maintenance is increasing, and, on some of the critical deferred maintenance items we're having to dip into our operating budget to pay for some things. Well, that takes away from our teaching and research activity if we're having to use up some of that operating money to take care of, uh, I just make up this, a roof that's leaking or things like that that just have to get done.
Unidentified Speaker	OK.
Merck	So, that's been a, a, a point of, of real concern for us at the State level.
Garvy	And, and it has been for several years.
Merck	Yes.
Garvy	My concern is that nothing seems to happen at the legislative level regarding it, so to what extent and how do we go about changing that?
Merck	We ha-, we need to continue to go through the Board of Governors to make those needs known.
Marchena	That's [*simultaneous speaking*] …
Merck	That's our, that's our avenue.
Marchena	… [*simultaneous speaking*] … point, it's the Board of Governors.
Merck	Other comments or questions regarding this item?
1:16:33 - 1:17:20	
Marchena	Trustee Garvy, I believe you're gonna also provide us with a Finance & Facilities report.
Garvy	Yes, in, uh, Chairman Martin's absence, uh, the Finance & Facilities Committee met on December 7th. Uh, Lee Kernek, Associate Vice President for Administration and Finance, requested approval of a minor amendment to the UCF Campus Master Plan, to modify the urban design and capital improvements map, and the capital improvements list, in order to add six new projects in downtown Orlando, four new projects on the main campus, and one renovation at the Florida Solar Energy Center. The committee unanimously approved the amendment, and this amendment is on today's consent agenda for approval.
[END OF TRANSCRIPTION]	

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
August 28, 2019

SUBJECT: UCF Corrective Actions and Response to Investigative Reports

PROPOSED COMMITTEE ACTION

Information Only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The University of Central Florida's Board of Trustees Audit and Compliance Committee Chair, Ms. Beverly Seay, will describe the university's intended corrective actions in response to multiple investigative reports regarding UCF's misuse of E&G funds beyond those used to construct Trevor Colbourn Hall.

Supporting Documentation Included: Hand-out

Facilitators/Presenters: Ms. Beverly Seay

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
August 28, 2019

SUBJECT: FAMU Misuse of Auxiliary Funds for Athletics, Investigative Report Update

PROPOSED COMMITTEE ACTION

Information only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Florida Agricultural and Mechanical University Board of Trustees Chair, Kelvin Lawson, will provide Committee members with the results of the university's investigation into the discovery of the use of auxiliary funds to support the athletics program, which is in violation of Board of Governors Regulation 9.013. Chair Lawson reported to the Committee at its June 13, 2019 meeting that personnel actions had taken place in response to learning that staff had not been following established procedures implemented over the past few years as part of the 12-year repayment plan.

Supporting Documentation Included: PowerPoint Presentation

Facilitators/Presenters: Mr. Kelvin Lawson

Florida Agricultural and Mechanical University

Athletics Use of Auxiliary Funds

Forensic Report
And Supplementary Information

August 5, 2019



FAMU Athletics Use of Auxiliary Funds
Table of Contents

Executive Summary 1

Forensic Report 3

Supplementary Information

Appendix A – Source Documents 25

Appendix B – 2016 Auxiliary Fund Repayment Schedule 26

Appendix C – Attorney General Opinion 072-193 31

Appendix D – Example Budget Status Report – July 11, 2017 35

Appendix E – FAMU CFO/Controller/Budget Officer Timeline, 2008 – Present 37

Appendix F – FAMU Athletics Directors Timeline, 2008 – Present 38

Appendix G - Key BOT/BOG Athletics Cash Deficit Actions 39

Executive Summary

The Florida Agricultural and Mechanical University's ("University" or "FAMU") Division of Audit and Compliance, on May 14, 2019, became aware of the existence of transfers of University auxiliary funds to the University Athletics Department ("University Athletics"), which are unallowable under Board of Governors regulation 9.013. The University has been actively managing a 2013 corrective action plan regarding University Athletics cash deficits, updated in 2016 to include repayment of prior unallowable fund transfers to University Athletics (the "repayment plan"). Included in the corrective action plan are processes and controls that were implemented to prevent future unallowable fund transfers to University Athletics. Until the recent discovery of unallowable transfers by FAMU Division of Audit and Compliance, the University's Board of Trustees and President were unaware of the existence of improper fund transfers and had represented to the Board of Governors Audit and Compliance Committee (AACC), that the University was following the 2016 corrective action plan and only appropriate funds were being used to support University Athletics.

At the direction of the University President, and in coordination with the Board of Trustees, FAMU Division of Audit and Compliance sought support from independent external forensic professionals to help determine the status of the auxiliary fund repayment plan, investigate the existence of new improper fund transfers to University Athletics, and assist in validating the current total amount due to auxiliaries by University Athletics as of the most current date possible.

Carr, Riggs & Ingram, LLC ("CRI") was engaged by the University to provide the requested financial-related forensic services for the period of July 1, 2015, through June 20, 2019 (the "review period"). CRI's forensic procedures were designed to provide detailed responses to six objectives established by FAMU Division of Audit and Compliance. Also requested were two objectives pertaining to process and control recommendations to University Athletics budget process, to ensure that they are appropriate, correctly managed, and comply with applicable laws, regulations, policies, procedures, and accounting principles.

CRI verified the existence of six transfers not in compliance with Board of Governors regulations. Total transactions processed contrary to Board of Governors regulation 9.013 during the review period totaled $2,687,768.66.

Two of the six verified transfers of auxiliary funds to University Athletics, determined to be contrary to Board of Governors regulation 9.013, and executed outside of normal University administrative processes, totaled $2,234,006. The remaining four of six verified transfers of non-athletic concession auxiliary funds to University Athletics, determined to be contrary to Board of Governors regulation 9.013, and executed within normal University administrative processes, totaled $453,763. CRI notes that University management misapplied Attorney General Opinion 072-193, which resulted in the approval and processing of four transfers contrary to Board of Governors regulations.

FAMU Athletics Use of Auxiliary Funds
Executive Summary

CRI verified the actions taken by the University to repay the liability due to University auxiliaries, in accordance with the repayment plan. During the review period, the University had received funds from FAMU Foundation, Inc. and appropriately remitted those funds to the University auxiliaries, in accordance with the repayment plan. CRI noted the funds received from FAMU Foundation, Inc. and remitted to University auxiliaries totaled $754,904, and exceeded the expected repayment plan amount during the review period by $73,071. The increased repayment amount indicates the repayment plan was being updated for continued unallowable transfers of University auxiliary funds to University Athletics.

Based on the new transfers of funds to University Athletics, and the payments by University Athletics to University auxiliaries, CRI calculated the current liability due to University auxiliaries at June 20, 2019 to be $8,946,899.

CRI determined that the two transfers of auxiliary funds to University Athletics, which were conducted outside of University administrative processes, were transacted through management override of controls. The approval of both the University CFO and President were required to transfer University auxiliary funds to University Athletics. Only the approvals of the CFO and Controller were identified with either of the two transfers.

The primary weaknesses identified by CRI, in the controls over transfers of auxiliary funds to University Athletics, were in oversight and monitoring. Although authorization controls had been implemented to prevent such transfers, no effective mechanism for oversight of the authorization process existed, and the controls simply relied on self-monitoring for compliance.

CRI recommends the design and implementation of system-based controls within the University's PeopleSoft system to better mitigate the risk of unallowable transfers of auxiliary funds to University Athletics. The use of system controls, property designed and implemented, could; limit the ability for an improper transfer to be processed; require system logged approval of all required approvers to conduct a transfer that could potentially be unallowable; or provide automatic notification to pre-determined individuals that a potentially improper transfer was recorded, prompting further oversight or investigation.

CRI CARR RIGGS & INGRAM CPAs and Advisors

Carr, Riggs & Ingram, LLC
2633 Centennial Boulevard
Suite 200
Tallahassee, Florida 32308

(850) 878-8777
(850) 878-2344 (fax)
CRIcpa.com

August 5, 2019

Joseph Maleszewski
Vice President of Audit
Florida Agricultural and Mechanical University

Carr, Riggs & Ingram, LLC was engaged by Florida Agricultural and Mechanical University (the "University" or "FAMU") to provide requested financial-related forensic services for the period of July 1, 2015, through onset of this engagement June 20, 2019 (the "review period") in connection with the transfers of certain University auxiliary funds in support of University Athletics programs contrary to Board of Governors regulations. Attached is our Forensic Report detailing the procedures performed and the results of those procedures. At the University's request, we have also considered recommendations for improvements to specific areas related to the internal controls over fund transfers and the University Athletics' budget process.

We have performed this engagement in accordance with statements on Standards for Consulting Services[1] promulgated by the American Institute of Certified Public Accounts ("AICPA"), Standards for Complaint Handling and Investigations for the State University System of Florida and other applicable professional standards for forensic engagements. While our work involved analysis of accounting records, our engagement did not constitute an audit in accordance with generally accepted auditing standards or any other attestation or review service in accordance with standards established by the AICPA. Had other procedures been performed, other matters may have come to our attention that may have affected the findings and recommendations reported herein.

Objectives

The objectives of this engagement relating to auxiliary fund transfers were to:

1. Compile a timeline of key events related to the transfers of certain University auxiliary funds in support of University Athletics programs contrary to applicable Board of Governors regulations.

2. Identify and schedule pertinent transaction dates and amounts related to the repayment plan presented to the Board of Governors on September 21, 2016. This process includes both the Foundation payments to Auxiliary funds on behalf of University Athletics and auxiliary transfers to University Athletics during the review period.

3. Re-compute and validate the repayment plan based on the work performed in accordance with objective 2.

[1] 2015th Edition.

4. Identify the mechanisms, practices, processes, systems, individuals, and authorizations (verbal and written) which affected the transfers of auxiliary funds in support of University Athletics programs.

5. Evaluate whether these transfers from auxiliary funds to University Athletics complied with applicable laws, regulations, policies and procedures, and accounting policies.

6. Identify weaknesses in University processes related to the accounting and processing of planned repayments from University Athletics to Auxiliary funds to better monitor and prevent future improper auxiliary fund transfers.

As a component of the engagement, we were also asked, based on our work performed, to provide recommendations for the University, which include:

7. Make recommendations for improved controls that will prevent, detect, and correct any further recurrence of improper transfers of University Auxiliary funds to support University Athletics programs.

8. Recommend improvements to University Athletics processes for ensuring that budgets are appropriate, managed, and all related transactions comply with applicable laws, regulations, policies and procedures, and accounting principles.

Scope of Work

Our forensic procedures were to be performed for the period of July 1, 2015, through June 20, 2019, the effective start of our engagement. Our work was limited to the areas identified by FAMU Division of Audit and Compliance as specified in the objectives.

Background Information

FAMU is part of the State University System of Florida, which is governed by the Florida Board of Governors (“Board of Governors”). The University is directly governed by a Board of Trustees (the “Trustees”) which is composed of 13 members. The Board of Governors establishes the powers and duties of the Trustees. The Trustees are responsible for setting University policies and provide governance in accordance with the State law and Board of Governors regulations. The University President is selected by the Trustees and confirmed by the Board of Governors. The University President serves as the Executive Officer and Corporate Secretary of the Trustees and is responsible for administering the policies established by the Trustees for the University.

FAMU Athletics Use of Auxiliary Funds Forensic Report

Auxiliary enterprises are operated by the university or contracted to vendors to provide services and goods to faculty, staff, students, and others. State statute[2] provides that auxiliary enterprises include various activities such as: housing, bookstores, student health services, continuing education programs, food services, operation of vending machines, day care centers, golf courses, and university athletics programs. Board of Governors regulations[3] provides that each university may determine whether its auxiliary services will be self-supporting on an individual or collective basis, with the exception of the university's athletics programs, which must be self-supporting, i.e., not funded by other university auxiliary dollars.

The University accounts for its athletic programs in a separate auxiliary enterprise fund. The University Athletics' program does not produce sufficient cash resources to support its operations without external assistance. University Athletics has experienced annual cash deficits since at least 2008, and has relied on cash transfers from auxiliary funds to support operations. As Board of Governors regulations require a university's athletics program to be self-supporting, these transfers were reported as contrary to Board of Governors regulations by the Auditor General through the operational audit report No. 2014-108 issued in February 2014. Contained in the Auditor General's report No. 2014-108 was a reference to operational audit report No. 2013-103 denoting the existence of continued similar findings.

On September 21, 2016, Kelvin Lawson, Board of Trustees Chair and management provided a presentation to the Board of Governors Audit and Compliance Committee ("AACC") concerning the University's corrective action plan relating to the Auditor General operational audit findings. Within that presentation, the University's then Vice President for Finance and Administration / CFO, Angela Poole, provided the University's plan (See Appendix B) for repayment of auxiliary funds that had been used to support University Athletics' programs contrary to Board of Governors regulations. Included in the corrective action plan was a requirement for the University CFO and President to approve auxiliary transfers to University Athletics, to ensure only allowable sources were used.

As of June 30, 2015, the measurement date of the University's repayment plan presented to the Board of Governors AACC, the University Athletics' program had generated a deficit cash balance of $7,678,203 of which $664,169 was transfers from auxiliary or agency funds investment earnings to University Athletics programs. Transfers of investment earnings from auxiliary funds to a university's athletics program are allowable under Florida Statute[4] with the requirement the transferred balance is used specifically to fund athletic scholarships. Therefore, in accordance with the repayment plan presented to the Board of Governors AACC in 2016, the University committed to a payable of $7,014,034 to University auxiliary funds. Repayment was to be structured over a 12-year period with zero percent interest.

[2] Section 1011.47(1), Florida Statutes.
[3] Board of Governors Regulation 9.013 *Auxiliary Operations*.
[4] Section 1011.43, Florida Statutes.

The repayment plan was based on a funding model of shared resources between University Athletics and the University's Foundation. Beginning in fiscal year 2016/17 the University Foundation would fund the initial payments under the plan while University Athletics would begin contributing to plan payments in fiscal year 2019/20, at which point both organizations would contribute funding through the completion of the repayment plan.

During performance of internal audit functions, William Knight, FAMU Division of Audit and Compliance, Internal Auditor/Investigator, initiated inquiries on April 5, 2019, regarding University Athletics' activities and compliance with the components of an implemented corrective action plan and the auxiliary fund repayment plan. In response to those inquiries, representation was received from Ronica Mathis, Budget Director on May 10, 2019, that there were no transfers of auxiliary funds to University Athletics. On May 14, 2019 Wanda Ford, VP for Finance and Administration/CFO ("CFO") made a correction to the response provided by Ronica Mathis, Budget Director, identifying the existence of auxiliary fund transfers to University Athletics. Through correspondence with Wanda Ford, CFO on May 14, 2019 William Knight, FAMU Division of Audit and Compliance, Internal Auditor/Investigator, received an updated repayment plan prepared by Tiffany Holmes, Controller. This plan had an "as of date" of June 30, 2018, and stated that University Athletics was committed to a repayment of $9,248,040 to University auxiliaries. FAMU Division of Audit and Compliance staff began gathering information to determine why the repayment amount on the schedule provided significantly exceeded the original repayment plan when the expectation was the balance should have declined due to scheduled repayments.

At the direction of President Robinson in coordination with Board of Trustees Chair Lawson, FAMU Division of Audit and Compliance sought support from independent external forensic professionals to help determine the status of the original repayment plan, investigate the existence of new fund transfers to University Athletics, and assist in validating the current total amount due to auxiliaries by University Athletics as of the most current date possible.

Summary of Procedures Performed

General Procedures

At the onset of the engagement, FAMU Division of Audit and Compliance provided the CRI engagement team with relevant internal reports, external audit reports, correspondence, presentations, and internal accounting relating to the identified transfers of auxiliary funds to University Athletics. The documents provided are detailed in the Appendix A of this report. CRI coordinated with FAMU Division of Audit and Compliance to facilitate and support the acquisition of requested documents for support of specific procedures, including detailed supporting documentation from the University's accounting and records management system PeopleSoft. FAMU Division of Audit and Compliance also assisted in facilitating requested interviews with identified persons of interest currently and formerly employed by the University.

CRI requested, and performed, interviews with the following employees;

- Larry Robinson – University President
- Kelvin Lawson – Board of Trustees Chair (non-employee)
- Shawnta Friday-Stroud – FAMU Foundation, Inc. Executive Director
- Jessica Huges – FAMU Division of Audit and Compliance Investigations Administrator
- Nicole Reese – Cloud, Assistant Budget Director
- Erica Wilcox – Assistant Athletics Director of Budget
- Rebecca Brown – Assistance Vice President Administrative Affairs

CRI requested, but was unable to perform, interviews with the following employees:

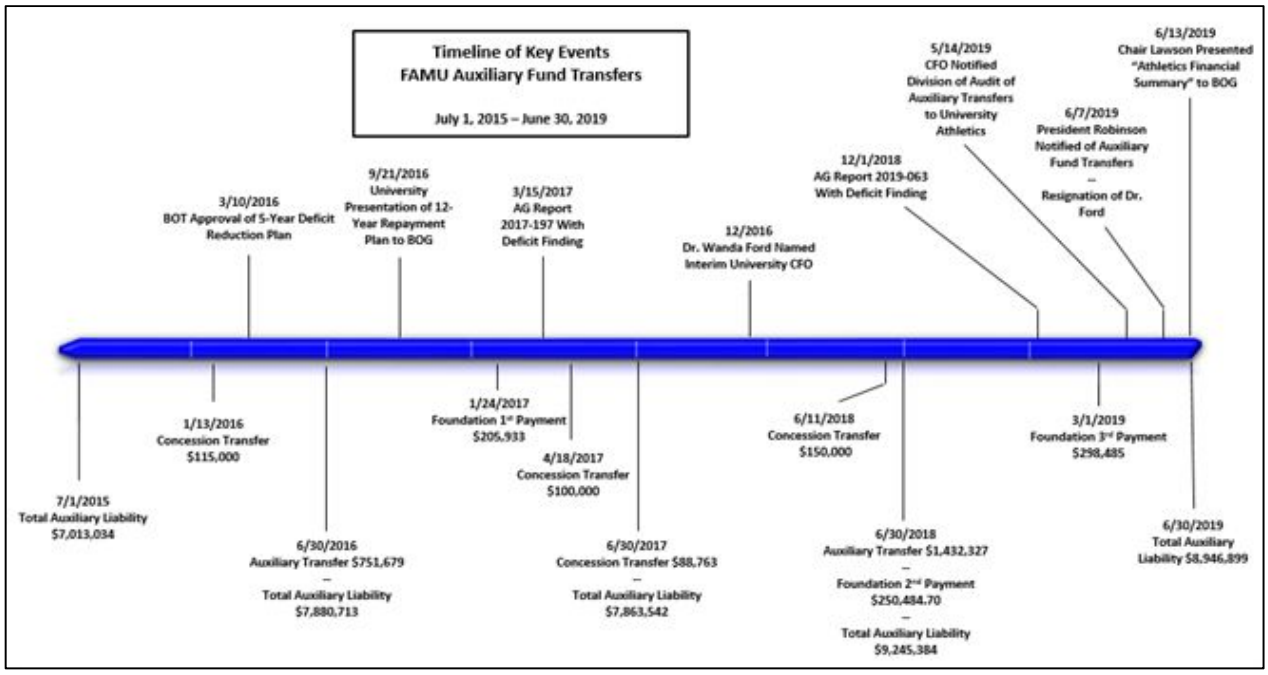
- Wanda Ford – Vice President of Finance and Administration/CFO (Resigned)
- Tiffany Holmes – Controller
- Ronica Mathis – Budget Director

CRI notes that interviews could not be performed with three individuals, as they requested the presence of their personal legal counsel, who could not be made available within the timeframe of CRI's engagement and expected report completion date.

Objective 1 – Compile a timeline of key events related to the transfers of certain University auxiliary funds in support of University Athletics programs contrary to applicable Board of Governors Regulations.

CRI obtained from FAMU Division of Audit and Compliance an established timeline of events related to University Athletic deficits and the identified transfers of Auxiliary funds to University Athletics. CRI validated the information provided by review of supporting records, communications, public statements, account records, payments and receipts. CRI also conducted multiple inquiries with University personnel to support the development of the key event timeline and the other objectives of the forensic engagement. The timeline developed below presents key events that transpired between July 1, 2015, and June 20, 2019.

FAMU Athletics Use of Auxiliary Funds
Forensic Report



Six transfers of auxiliary funds were determined to be contrary to Board of Governors regulations conducted during the review period and is notated on the timeline. Three scheduled payments under the established repayment plan presented by the University to the Board of Governors AACC during the review period are notated on the timeline. Non-financial information notated on the timeline include the date of the University's presentation of the repayment plan to the Board of Governors AACC, Auditor General reports detailing continued finding on University Athletics deficits, key personnel changes, dates of when the existence of improper auxiliary fund transfers were identified and reported to management, and when updates were presented to the Board of Governors AACC by the Board of Trustees regarding University Athletics.

Not included on the timeline are; the University President's weekly meetings; University and University Athletics budget planning meetings; Board of Trustees Athletics Committee meetings; monthly briefings on the status of University Athletics budget with President Robinson, Board of Trustees Chair Lawson, and the Board of Governors AACC staff and Chair; and University Athletics Task Force meetings held at varying times throughout the review period. Representations received from multiple University employees and stakeholders including the University President, Board of Trustees Chair, FAMU Foundation, Inc. President, and FAMU Division of Audit and Compliance Investigator indicate that information regarding the issues surrounding University Athletics budget deficits and the appropriate sources of funding for University Athletics was presented regularly by the University CFO, Controller, and Budget Director. Mention of these meetings or events is relevant to the review period as it serves to support that University leadership was working to maintain a culture of compliance through regular communication of University goals and policy, by having

executive management actively engaged in oversight and addressing issues with the University's operational management team.

Of the non-financial information notated on the timeline, it is important to consider the date of the first two transfers of auxiliary funds (January 13, 2016, and June 30, 2016) during the review period, and the date of the presentation of the University's repayment plan to the Board of Governors AACC (September 21, 2016). As of the presentation date to the Board of Governors AACC, the University had already transferred an additional $866,679 of auxiliary funds to support University Athletics deficits. During interviews, President Robinson and Board of Trustees Chair Lawson, expressed a clear understanding that transfers of auxiliary funds in support of University Athletics was not an allowable activity, and was not authorized nor known by them.

In gathering initial information regarding the repayment plan, CRI reviewed the Board of Governors AACC minutes of the meeting held September 21, 2016. The minutes disclosed the University's update of a 2013 corrective action plan[5], which included the presentation of the repayment plan. CRI noted the language used in the minutes focused primarily on the University's continued management of Athletic program cash deficits and the University's actions to resolve those deficits through unallowable use of auxiliary funds.

CRI reviewed the video recording of the September 21, 2016 Board of Governors AACC meeting to observe all of the information provided by FAMU management representatives and any comments from the AACC members. During the portion of the presentation provided by Angela Poole, CFO, which pertained to the use of auxiliary funds and the repayment plan, she stated; "We also are requiring approval from the CFO and the president for any transfers from auxiliary accounts to be sure that only allowed sources are used and that if they [fund sources] are not allowed we will be reporting that to our Board Representative and adding that on to any amounts that need to be repaid with understanding that these are amounts that need to be repaid." This statement stands in contrast to the PowerPoint slide deck (See Appendix B) accompanying the presentation to the Board of Governors AACC and representations made to CRI by the Board of Trustees Chair Lawson and President Robinson who indicated that transfers of this type were not allowable and not authorized and conflict with Board of Governors regulation.

While the University had attempted to lay out a clear path to resolve cash deficits, prevent unallowable uses of funds, and repay previous improper fund transfers, the process was flawed. Transfer of University auxiliary funds, contrary to Board of Governors regulations, was considered to be a potential option that could be taken by Angela Poole, CFO, as long as the transferred amount was disclosed and eventually repaid. CRI notes there were no pertinent follow-up questions to the Angela Poole, CFO's statement, and also notes that this presentation was part of an information section of the meeting and did not correspond with any action item of the Board of Governors AACC. CRI considers the statement made by Angela Poole, CFO, along with the existence of two new

[5] August 8, 2013 FAMU Board of Trustees 5-year Deficit Reduction Plan.

auxiliary fund transfers made prior to the presentation, to indicate the repayment liability between University Athletics and University auxiliary funds represented an informal line-of-credit to cover University Athletics cash deficits on an ongoing basis, as it had already been utilized for that purpose.

Objective 2 - Identify and schedule pertinent transaction dates and amounts related to the repayment plan presented to the Board of Governors on September 21, 2016. This process will include both the Foundation payments to Auxiliary funds on behalf of University Athletics and auxiliary transfers to University Athletics for during the review period.

At the onset of our engagement, CRI received a schedule of known transfers from auxiliary funds to University Athletics that were identified by FAMU Division of Audit and Compliance. The objectives of our forensic procedures performed on the this schedule were to verify the existence of those transfers, perform a search for other transfers contrary to Board of Governors regulation, and research the existence and treatment of repayment funds received from FAMU Foundation, Inc. in accordance with the repayment plan. CRI obtained the financial general ledger detail from PeopleSoft[6] for University Athletics (fund 115) and University Auxiliaries (fund 116) for the fiscal years ending June 30, 2016, 2017, 2018, and 2019, respectively. With these ledgers, we performed forensic procedures for all transactions posted to both fund 115 and 116 indicating the transaction contained activity or represented an event impacting both funds. CRI reviewed the population of activity impacting both funds 115 and 116 for transactions containing cash activity which would represent the transfer of monies between the funds. During our general inquiries and activities gaining relevant records and documents we were informed that although University Athletics is maintained in its own fund code in the accounting system, its cash is held in the same bank account with all other auxiliary funds of the University. CRI's analysis of these records results in the only evidence of transfer between the University Athletics fund and any other auxiliary fund would be found in the PeopleSoft accounting ledgers.

CRI obtained the supporting documentation for all transactions of funds from Auxiliary fund 116 to University Athletics fund 115 that contained cash activity. Based on the forensic procedures performed over the supporting documentation retained in PeopleSoft including; system review and approval logs, email correspondence, sample ledger entries, and custom excel schedules, CRI verified the existence of six transactions that appeared to not be in compliance with Board of Governors regulation. Five of the six verified by CRI transactions had been initially identified by FAMU Division of Audit and Compliance.

CRI also obtained documentation for three transfers of funds from FAMU Foundation, Inc. that was responsible for providing the initial three payments under the repayment plan presented to the Board of Governors AACC in 2016. CRI verified the receipt of the three payments through review of the PeopleSoft accounting ledger and review of the retained deposited check image. CRI then

[6] An Oracle Enterprise Resource Planning software system utilized by FAMU

reviewed the PeopleSoft accounting ledger for the three transactions, which represented the repayment of funds to auxiliary funds as defined under the repayment plan. CRI noted that the three payments received from the University's Foundation and remitted to the auxiliary funds were in excess of the initial repayment plan amounts by a total of $73,070.59. Variance in the repayment amount will be addressed in the response to Objective 3.

Figure 1

Intercollegiate Athletics Program Auxiliary Enterprise Fund, Auxiliary Fund Liability Rollforward

Date	Description	Amount Owed to Other Auxiliary Enterprises
7/1/2015	Fiscal Year Beginning	**$ 7,014,034.00**
1/13/2016	Auxiliary Transfer (Concession)	115,000.00
6/30/2016	Auxiliary Transfer	751,679.00
6/30/2016	Fiscal Year End	7,880,713.00
1/24/2017	Repayment	(205,933.89)
4/18/2017	Auxiliary Transfer (Concession)	100,000.00
6/30/2017	Auxiliary Transfer (Concession)	88,762.66
6/30/2017	Fiscal Year End	7,863,541.77
6/11/2018	Auxiliary Transfer (Concession)	150,000.00
6/30/2018	Auxiliary Transfer	1,482,327.00
6/30/2018	Repayment	(250,484.70)
6/30/2018	Fiscal Year End	9,245,384.07
3/1/2019	Repayment	(298,485.29)
6/30/2019	Fiscal Year End	**$ 8,946,898.78**

Source: University PeopleSoft Ledgers

Included in the calculated total repayment amount (Figure 1) are four transfers of non-athletic concession[7] funds from auxiliary funds to University Athletics totaling $453,762.66. In its consideration of non-athletic concession funds, the University relied on Attorney General Opinion 072-193 (See Appendix C) supporting the use of non-athletic concession funds for use by a university's athletics program. Subsequent to this issuance of Attorney General Opinion 072-193, the Board of Governors was created and established regulations specifically disallowing proceeds from the sale of foods and goods by an auxiliary fund to support a university's athletics program.

[7] Non-athletic concession funds represent auxiliary funds generated through University vending and concession activities not related to University Athletic events or programming.

Based upon the consideration that Attorney General Opinion 072-193 was still effective the University did not modify its treatment of non-athletic concession funds and utilized those funds by University Athletics when considered necessary. These transfers were contrary to Board of Governors regulation 9.013 and the balance should be repaid to the University's auxiliary funds. If the University's position on these specific fund uses were to be considered allowable then the total repayment amount would be reduced to $8,493,136.12 compared to the calculated balance of $8,946,898.78 presented in Figure 1.

Objective 3 - Re-compute and validate the repayment plan based on the work performed in accordance with objective 2.

The University's repayment plan presented to the Board of Governors AACC was composed of a 12-year repayment period, where the initial three years of payments, starting in fiscal 2016, would be facilitated by the University's Foundation. After the initial three payments under the plan and for the remainder of the plan, the Foundation would continue to make payments at a fixed amount of $269,593.54, and University Athletics would pay an escalating amount annually starting at $51,742.36, which was expected to be generated from proceeds from normal operations. As noted in Objective 2 above, CRI verified the existence of the three scheduled payments from the Foundation which were received and deposited by the University Controllers office. CRI also reviewed the PeopleSoft ledger activity representing the allocation of the repayment amounts across the impacted auxiliary funds, in accordance with the 2016 repayment plan presented to the Board of Governors.

CRI compared the actual payment amounts to the projected plan payments noting each of the three payments were roughly 9.7% greater than the scheduled plan payment amounts. Total payments made to auxiliary funds from University Athletics totaled $754,903.88 while scheduled plan payments totaled $681.833.29. The remainder of the payments to be made by FAMU Foundation, Inc. and University Athletics under the 2016 repayment plan, have yet to become due, therefore no additional payments have been recorded.

The 2019/20 fiscal year is the first year where repayment funds are to be derived from cash generated by University Athletics. University management has not requested CRI address the repayment plan other than calculation of the total repayment balance. Therefore, we have not prepared a revised or updated repayment plan. Due to the continued transfers of auxiliary funds by University Athletics subsequent to the June 30, 2015, repayment plan measurement date, the repayment plan must be re-evaluated based on current factors including: the total balance due to University auxiliary funds, projected budget surplus or deficit for the current fiscal year, the projected funding availability of FAMU Foundation, Inc., and the consideration of the repayment term compared to the original plan. Without modifying the repayment plan, the funding requirement to be generated over the remaining nine years of the repayment plan exceed the original plan by approximately $1,076,000 based on management's original repayment allocation model between FAMU Foundation, Inc. and University Athletics funds. If this additional repayment

amount was simply applied evenly over the repayment period, it would increase University Athletics funding requirements by approximately $119,000 per year.

Objective 4 - Identify the mechanisms, practices, processes, systems, individuals, and authorizations (verbal and written) which effected the transfers of auxiliary funds in support of University Athletics programs.

CRI considers the population of improper transfers of auxiliary funds to University Athletics to be composed of two categories of transfers; unspecified gap funding[8], and non-athletic concession funding.

Unspecified Gap Funding Transfers

CRI verified the existence of two transactions recorded on June 30, 2016, and June 30, 2018, totaling $2,234,006 of auxiliary funds transferred to University Athletics considered to be improper under Board of Governors regulation 9.013 and University administrative processes. These transactions were processed outside of the normal order and flow of the University's established accounting process. Per the supporting documentation obtained which included PeopleSoft approval logs, retained email correspondence, and interviews, no evidence was identified that indicate President Robinson or any member of the Board of Trustees had knowledge or were involved in the approval of these transfers. Persons included in the transfer request process include (in order of seniority) Angela Poole (CFO 3/2016 – 10/2016), Wanda Ford (CFO 12/2016 – 6/2019), Tiffany Holmes (Controller), Keisha Jackson (Assistant Controller), and Jahan Momen (Assistant Controller). Individuals with approval authority who executed that approval authority within the PeopleSoft system for improper auxiliary fund transfers consisted of Tiffany Holmes (Controller). Individuals with approval authority who executed that approval authority outside of the PeopleSoft system for improper auxiliary fund transfers consisted of Angela Poole (CFO 3/2016 – 10/2016) and Wanda Ford (CFO 12/2016 – 6/2019). Per the repayment portion of an ongoing University corrective action plan, in order for the University to transfer auxiliary funds to University Athletics, approval of both the CFO and President must be obtained. In both identified transfers only approval by the CFO or CFO staff was identified.

CRI notes that the occurrence of unspecified gap funding transfers conducted outside of Board of Governors regulation 9.013 and University administrative processes is the result of management override of controls. University administrative processes required authorization from both the CFO and the President to conduct transfers from auxiliary funds to University Athletics, and the transfers identified were processed without the required authorization.

[8] For purposes of this report gap funding are the funds used to cover a shortfall between revenues received or receivable and expenses incurred or projected to balance the budget and eliminate any cash deficit.

Non-Athletic Concession Transfers

CRI also verified the existence of four transactions totaling $453,762.66 of non-athletic concession monies transferred from auxiliary funds to University Athletics. These transfers are considered to be improper under Board of Governors regulation 9.013. As management considered the transfer of non-athletic concession funds from auxiliaries to be an allowable activity based on the University's reliance on Attorney General Opinion 072-193, the fund transfers were treated under the normal budget and finance processes with a budgetary approval being authorized by the University President. Individuals included in the transfer request process include (in order of seniority) Larry Robinson (President), Angela Poole (CFO), Wanda Ford (CFO), Tiffany Holmes (Controller), and Jahan Momen (Assistant Controller). Individuals with approval authority who executed that approval authority within the PeopleSoft system for improper auxiliary fund transfers consisted of Tiffany Holmes (Controller). Individuals with approval authority who executed that approval authority outside of the PeopleSoft system for improper non-athletic concession fund transfers from auxiliaries consisted of Larry Robinson (President), Angela Poole (CFO), and Wanda Ford (CFO). Per the repayment portion of an ongoing University corrective action plan, in order for the University to transfer auxiliary funds to University Athletics, approval of both the CFO and President must be obtained. CRI notes the transfer of non-athletic concession funds from auxiliaries appears to have been conducted in accordance with University administrative processes, but not in compliance with applicable Board of Governors regulation 9.013 as noted above (See Objective 6 for detailed information).

CRI notes that the occurrence of non-athletic concession transfers conducted outside of Board of Governors regulation 9.013 is the result of misapplication of Attorney General Opinion 072-193. University administrative processes required authorization from both the CFO and the President to conduct transfers from auxiliary funds to University Athletics, and the transfers identified were processed with the required authorization.

For all fund transfers identified from auxiliary funds to University Athletics, no additional approval or authorization was required within the PeopleSoft system, beyond the normal single system approval for any transaction posting. CRI notes that no additional reporting measures were established relating to the transfer of auxiliary funds to University Athletics which would have provided notice to designated individuals that a transaction had been processed which requires additional review and oversight.

Objective 5 - Evaluate whether these transfers from auxiliary funds to University Athletics complied with applicable laws, regulations, policies and procedures, and accounting policies.

Based on our review of Board of Governors regulation 9.013 and the University administrative process established by University management in its 2016 presentation to the Board of Governors AACC regarding the use of auxiliary funds by University Athletics, all six transfers identified and verified through our procedures are considered to be unallowable.

Objective 6 - Identify weaknesses in University processes related to the accounting and processing of planned repayments from University Athletics to Auxiliary funds to better monitor and prevent future improper auxiliary fund transfers.

Based on our review of the repayment plan as presented by University management to the Board of Governors AACC on September 21, 2016, the only specific control established was the requirement that any transfers of auxiliary funds to University Athletics be approved by both the University's CFO and President. We identified no evidence where approval of auxiliary fund transfers to University Athletics were authorized by President Robinson, as required by the repayment and corrective action plan presented to the Board of Governors AACC in 2016. Additionally, President Robinson stated that he never provided authorization of transfers, was never requested to provide authorization, nor was the existence of transfers brought to his attention. Through his representations during our interview and review of email correspondence President, Robinson did authorize the transfer of non-athletic concession funds to University Athletics from auxiliary funds, in accordance with the University's position that those specific transfers were allowable, due to the misapplication of Attorney General Opinion 072-193.

For the controls proscribed in the presentation by University Management to the Board of Governors AACC on September 21, 2016, in the absence of the President's approval, the CFO or the Controller are responsible for preventing the transfer of the auxiliary funds to University Athletics. Supporting evidence obtained during our procedures include PeopleSoft approval and posting logs and email correspondence documenting the CFO's approval, and the Controller's approval and transfer of non-concession related auxiliary fund transfers to University Athletics on two occasions during the review period June 30, 2016, and June 30, 2018. CRI notes that no documentation was located that demonstrates the CFO or Controller attempted to obtain approval of these transfers or communicate the existence of the transfers to the University President, except for the transfer of non-athletic concession funds.

A key point identified above is the divergence of practice regarding the transfer approval process followed by the University CFO and Controller. Approval of non-athletic concession transfers to University Athletics was obtained for the four identified transfers, demonstrating the ability for the transfer approval process to be conducted in its entirety. This stands in contrast with the two unspecified gap funding transfers of auxiliary funds, performed without the final required approval of the University President.

CRI notes that contained in Auditor General Operational Audit Report No. 2019-063, issued December 2018, specific mention was provided regarding the University's use of non-athletic concession funds for University Athletics programs. Also contained within the Report was the Auditor General's analysis of the rationale provided by University management regarding the specific use of non-athletic concession funds. The Report noted that the Attorney General Opinion being relied upon by management did not conform to newer regulations established by the Board of Governors regarding the use of non-athletic concession funds, while not specifically listed as

unallowable for use by an athletics program, was an unallowable use of auxiliary funds. Upon receiving and reviewing Auditor General Operational Audit Report No. 2019-063 the University made a change to its administrative processes on the use of non-athletic concession funds. CRI identified no transfers of non-athletic concession funds to University Athletics, subsequent to the Auditor General Report date.

System Controls – Preventative

CRI noted that only one authorized approval was required to effect transfers within the PeopleSoft system, and no other system controls exist that differentiate fund transfers from any other transaction recorded in the PeopleSoft system. All of the controls established by management regarding transfers between auxiliary funds and University Athletics appear to be manual controls, which can be effective when appropriately designed and managed. Manual controls are inherently susceptible to failure or override due to the need for human action to ensure the control operates as designed.

System Controls – Reporting

CRI identified no additional system controls were implemented in regards to fund transfers between auxiliary funds and University Athletics. No control was established to report on the recording in the PeopleSoft accounting system of higher risk transactions like fund transfers to University Athletics. A reporting system control would allow management to more quickly identify the existence of improper activity and more quickly remediate the issue without reliance on human action to initiate the control. CRI notes that University management created several forums where employees could report the existence of transfers of auxiliary funds to University Athletics. This included meetings where Budget Status Reports were presented by Ronica Mathis, Budget Director to update management on the budget status and any identified gap in funding. On October 2, 2018, Wanda Ford, CFO sent Ronica Mathis, Budget Director an Excel file titled “Athletic Deficit FY 18” which contained a PeopleSoft journal entry and a schedule of the 2018 University Athletics detailing the transfer of University auxiliary funds to University Athletics totaling $1,482,327 for the year ended June 30, 2018. This reinforces the weakness of reporting controls based on human action, as even with the direct inquiry sent to Budget Director Mathis by FAMU Division of Audit and Compliance on April 5, 2019, her response on May 10, 2019 indicated there were no transfers of auxiliary funds to University Athletics.

CRI notes that FAMU Division of Audit and Compliance represents on June 21, 2019 a control was implemented in PeopleSoft, to automatically report to defined individuals all transfers to University Athletics.

System Controls – Monitoring

Commonly in accounting and finance, activity of high-risk transaction processes or accounts are subsequently reviewed through a reconciliation or verification process. This process while not able to prevent an improper transaction from being posted, like the reporting process above, allows for potential improper transactions to be more quickly identified and remediated. The performance of system-based controls establish clear and consistent documented evidence of management and oversight of higher-risk activity.

University Athletics Periodic Budgetary Reporting

We received University Athletics budget general ledgers and final approved operating budget documents during the review period to validate if the board-approved budgets were correctly recorded into the budget general ledger. For the two years reviewed (fiscal year 2017/18, and 2018/19), we identified errors in the expenses and revenues recorded to the budget general ledger. For fiscal year 2017/18 expenses recorded to the budget general ledger were $50,000 greater than the governance approved amount. Additionally for the fiscal 2017/18 year; $100,000 for concession revenue was recorded into the budget general ledger which was not contained in the final board-approved budget. This concession budget amount appears to represent the non-athletic concession fund transfers documented in the response to Objective 4 and 6 of this report.

CRI notes that the University's independent auditor for University Athletics reported a significant deficiency regarding supporting documentation not reconciling to the general ledger and the cause of deficiency was the lack of defined control systems over the reconciliation function.[9]

We determined, through interviews of key personnel that University management and governance relied on a specific budget-to-actual and projection report for University Athletics which was manually prepared by the University's Budget office. We obtained copies of this report from FAMU Division of Audit and Compliance for the fiscal years of 2017/18 and 2018/19, noting these reports were not maintained in a specific area and some years during the review period could not be obtained within sufficient time to be included in the report. We compared the available budget review reports to the associated budget ledgers and general ledgers maintained in PeopleSoft to attempt to validate the information being presented. We also compared a sequence of months of the budget report to consider the consistency and accuracy of the information being presented between reported periods.

[9] FAMU Intercollegiate Athletics Program June 30, 2017, Audited Financial Statements, Finding 2017-001.

Based on our procedures we identified the following issues in the presentation of the budget and actual information:

For the monthly budget review data (See Appendix D for an example report) in fiscal year 2017, the reports appear to provide the difference between the total annual budget per account expense to date with the resulting difference being presented in a column titled "Projections." We identified several instances where the figure calculated in the Projections tab included projections as determined by management judgement and not the expected calculated difference of the budget and actual columns. Support or information for these management judgements were not included on the reports. CRI was not able to determine what the numbers represented or their source. We also identified instances where fields in the actual and/or projection columns were blank where a balance would have been expected.

The errors indicate significant issues with the budget management process. The way information being presented to users is not prepared or reconciled in an accurate, consistent, or transparent manner. Due to the budget reports from April to June of 2018 not being readily available and supporting documentation of the University's budget oversight process not being consistently maintained, we were not able to gain further understanding of the budget management and internal reporting processes. It is likely that additional findings may be identified upon reviewing of these documents.

Objective 7 - Make recommendations for improved controls that will prevent, detect, and correct any further recurrence of improper transfers of University Auxiliary funds to support University Athletics programs.

University management should seek to establish controls that prevent the transfer of auxiliary funds to University Athletics that do not conform with Board of Governors regulations.

These controls should include a mix of automated controls and manual controls including, but not limited to, the following:

- System requirement for the authorization of more than one person to post transfers over a certain dollar threshold or from/too particular funds.
- System restriction of auxiliary transfers to University Athletics without authorization provided by the University President.
- System generated notification to the University CFO, President, and FAMU Division of Audit and Compliance of all transfers to University Athletics.
- System requirement for authorization by a specific person, potentially outside of the accounting function, for transfers to University Athletics.
- Manual reconciliation process performed monthly or quarterly of all fund transfers, or absence of transfers to University Athletics from any source that must be reviewed, approved by financial management staff, and approved and retained by the President's office.

- Require documented review by signature of University Policies and Procedures, relevant Board of Governors regulations, and State and Federal laws by employees involved in the processing, reconciliation or oversight of financial activity.

Within the limitations of our objectives, we determined the unallowable transfers were influenced by issues involving the development, management, and oversight of University Athletics budget. We were not specifically engaged to consider fraud, however, based on the procedures performed, we found no evidence of individual personal gain from the transfers received by University Athletics during the review period. The controls presented above seek to address a risk associated with the authorization or restriction of certain transfers. The perceived need for those transfers was a result of underlying pressures and issues of the financial and operational management of University Athletics. The annually occurring operating and cash deficits of University Athletics and the associated Auditor General findings have created an environment where in the event the initial plan or budget begins to break down, effective and measured decision making becomes overshadowed by the perceived need to prevent continued cash deficits. Threats to effective management and decision making are also impacted by limited financial and human resources. Organizations as large and complex as the University are structured to spread responsibility across the organization as all of the needs of the University cannot be effectively carried out by a few individuals. As resources become scarce but the obligations of the University are not adjusted, pressures are created that would not exist under ideal circumstances. These pressures often result in the shifting of responsibility from the business structure onto key employees in an attempt to maintain the activities of the University at a consistent level. These pressures are an entry point for poor decision making or decision making that becomes narrowed and does not appropriately reflect the needs of the University as a whole beyond the immediate issue being addressed.

Objective 8 - Recommend improvements to University Athletics processes for ensuring that budgets are appropriate, managed, and all related transactions comply with applicable laws, regulations, policies and procedures, and accounting principles.

University Athletics stands out from all other departments of the University in that it has a regulatory mandate to be self-supporting and not utilize other auxiliary funds. University Athletics is also faced with the limitation of annual revenue being subject to large potential swings based on various external factors including, the popularity and attendance of sporting events, interest or investment of season ticket holders, athletic program success in a given sport increasing or decreasing the number of games. Variability in revenues results in management having to predict current year trends based on historical activity and expectation of the current year's program success and expected game attendance. A strong potential for overestimation of revenues exists as the persons responsible for developing the budget may be subject to bias created by their desire for the athletic programing to succeed, inflating their perception of the revenues that could potentially be generated.

Conversely, in development of the expense portion of the budget, management should have available a historical detail of expense incurred at the lowest available level of programing or activity. With this information management could then build the budget up from each event based on historical actual costs. Management should also consider the impact of participation in extra games and events due to program success, tournament appearances, etc. that may not be a part of the standard program calendar. Participation in these events are the goals of the student athletes, coaches, student body, affiliate groups and fans, and not including the potential impact of participating in these events in the budget process creates the likely situation of the University having to react to covering additional program costs that could have been projected and budgeted in the initial budget process.

Based on interviews with representatives of the University's Board of Trustees, Division of Audit and Compliance, management and operations staff, multiple examples were provided where the lack of complete or timely information created opportunities for decision making contrary to University policies and procedures.

The budget process should be driven by accurate historical information and an informed needs-based assessment of expected operations. Management should determine what information is needed to create a complete and accurate schedule of prior year University Athletics activity. What steps need to be taken to develop and obtain historical information, and what changes need to be made to existing processes to efficiently record and retain that information. Currently, information retained in the financial general ledger and budget ledgers reflect the total activity of University Athletics, but are not designed to accurately reflect the net or gross activity of individual programs, sports, or major events.

Development of the University Athletics' budget should involve the University Athletics' accounting and budget staff throughout the entire process including final reconciliation and approval. Employees who have the institutional knowledge of University Athletics at the program and sport level, can best represent those activities when discussion of cuts to various budget line items are considered. The budget development process should also take into account the actual ability for University Athletics to cut costs without impacting program delivery at the expected level. University Athletics has incurred a funding deficit annually since at least 2008 and this could be attributed to the difference between management's expectation of University Athletics' ability to reduce costs, and the operational realities of delivering the athletics program at its current size.

Establishing a consistent budget development process that is data driven and aligns with University goals can help to alleviate the impact of change in athletic administration. The University has experienced frequent changes in the Athletic Director position during the review period and earlier (See Appendix F), which traditionally is accompanied by significant turnover in an athletics department staff. Frequent turnover of these positions can hinder the ability for University Athletics to establish a culture that is fully aligned with University goals. Development of a University Athletics culture that is structured on the University's guiding principles of quality, integrity,

transparency, accountability, core values, and outstanding customer service, can create an environment that is more financially stable in the face of frequent change in administration.

Effective management of the budget throughout the year is contingent on the appropriate individuals within the offices of the Controller, Budget, and University Athletics having accurate and timely information on the obligations, expenses, and fund availability of University Athletics. Through our procedures we identified the existence of expenditures outside of the normal procurement process. This results in the potential delay or recognition of liabilities payable to vendors. The existence of numerous expenditures outside of the normal procurement process represents a disconnect between the control structure of the normal procurement process and the perceived operational demands of University Athletics staff. Management should evaluate whether some processes need to be modified to ensure University procurement policies can be followed while supporting the activities of University Athletics programs, which may significantly differ from the activities of the rest of the University. By working to reduce the occurrence of expenses outside of the normal procurement process, the information contained in the PeopleSoft general ledger becomes more timely and useful for effective decision making.

University Procurement Process

During interviews with key individuals, several statements were made regarding the existence of payments for goods or services where those activities were solicited or obtained outside of the University's defined procurement process. According to the University's procurement policy, departments are required to submit to the Office of Procurement Services a purchase requisition with the required documentary support and approvals. Submitted purchase requisitions then go through a verification process and budget check verifying existence of available funds in the budget and review for completeness of the requisition documentation in accordance with University policies. Once approved, a purchase order is created to be submitted to the external vendor as supporting authorization for the vendor's services to the University. Once goods or services are rendered an invoice would be submitted by the vendor referencing the purchase order number at which point the University's disbursement/payment process would begin.

After receiving several comments about goods and services being received by the University outside of the University's normal procurement process, we inquired of the Office of Procurement Services how transactions processed outside of the normal procurement process were handled. We also inquired if the University had reports or data available on transactions processed outside of the normal procurement process. We spoke with the Director of Purchasing, Mattie Hood, and she explained how the University handles the identification of the University receiving goods or services without an authorized purchase order. When an invoice is obtained for goods and services already received by the University, the Office of Procurement requires an after-the-fact justification form to be completed to; state the reason(s) a purchase order or contract was not executed before acquiring the goods or services, justification of why the payment should be made to the vendor, and what corrective action will take place to ensure compliance with University

policies and procedures. She noted that the Office of Procurement will accept the provided invoice and create a voucher in the system to begin formal tracking of the activity. When a completed after-the-fact justification form and support needed to validate the expenditure for appropriate coding and budget check is provided, the Office of Procurement moves the voucher through the normal procurement validation process. When the purchase order is issued, the invoice and support would be submitted to the University Controller's office to begin the standard disbursement process.

The Director of Procurement indicated that she was not aware of any reporting that captured the volume of these types of transactions or any other attributes that may be common to the transactions identified outside of the standard procurement process. To obtain information on the population of transactions where goods or services were likely received prior to obtaining a purchase order, we were directed to University Office of Information Technology to have a custom report created. CRI requested and obtained a series of reports for the fiscal years 2016 - 2019 based on the date of the invoice received, which also included the purchase order number and date, invoice amount, check amount and date, and the journal ID. With this data, we were able to run a series of analytics to understand this specific population of transactions over the review period. Figure 2 represents a high level review of the information obtained by year and total.

Figure 2

Description	2015/16	2016/17	2017/18	2018/19	Total
Number of invoices dated before the PO date	121	182	94	80	477
Total number of invoices received during the period	1,044	822	863	768	3,497
Percentage of invoices dated prior to the PO date to total invoices received during the period	12%	22%	11%	10%	14%
Dollar amount of invoices dated before the PO date	$ 130,612.82	$ 266,382.87	$ 122,103.07	$ 140,663.17	$ 659,761.93
Total dollar amount of invoices received during the period	$ 2,302,486.52	$ 1,988,233.80	$ 3,263,369.80	$ 2,663,448.71	$ 10,217,538.83
Percentage of dollar amount of invoices dated before the PO date to total invoices received during the period	6%	13%	4%	5%	7%
Average dollar amount of invoices dated before the PO date	$ 1,079.44	$ 1,463.64	$ 1,298.97	$ 1,758.29	$ 1,383.15
Average number of days between invoice and PO dates when the invoice is dated before the PO date	117.7	169.5	86.8	69.5	110.9
Average number of days between the check date and the PO date when the invoice is dated before the PO date	16.3	19.2	14.1	12.6	15.5

The table above, developed by CRI from data provided by the University Office of Information Technology, was created with an emphasis on the invoice date, not the purchase order date or the check date. For this reason, the information presented does not reflect how many transactions requiring after-the-fact justification were processed within a fiscal year, but show when those invoices originated. With that in mind, the analysis above primarily compares the two types of invoices to show the volume of transactions requiring remediation. Based on the information provided for the four-year period, 477 invoices totaling $659,761.93 were received

by the University without reference to a purchase order and requiring after-the-fact justification of the activity. This indicates that 14% of all invoices and 7% of the dollar amount of all invoices received during the review period were connected to goods or services not procured through the regular procurement process. The average dollar amount of these invoices was $1,383.15. Over the four year period, the average number of days between the invoice date and the date of a subsequently obtained purchase order was 110.9 days. The average number of days to issue checks for these invoices, once a purchase order is approved, is 15.5 days. This is compared to the average 50.6 day timeframe between traditional approval of purchase orders and issuance of payment, which account for the time for goods or services to be provided and validated by the University. The largest invoice identified requiring after-the-fact justification was dated in October of 2016 for $75,000. The longest period between invoice date and subsequent purchase order approval date was 583 days.

We note the analysis above represents information captured in the system for analysis of the prevalence of processing of invoices being identified without an associated purchase order, and is not a reflection of the appropriateness of the actual processing or the ultimate disbursement. The University and University Athletics may have justifiable reasons why some activity cannot be processed through the standard procurement process due to the circumstances. Additionally, the population of invoices above could contain expenditures that if processed through the normal procurement process could have been delayed, disallowed, or renegotiated to better obtain greater cost savings in consideration of the University Athletics' budget. We were not directed by management to consider those issues in detail and our procedures were not designed to evaluate those issues to reach a conclusion. The goal of performing our analysis was to present the type of analysis that can and likely should be performed to gain a better understanding of the exceptions that may exist to the University's intended processes, to provide more data-driven and fact-based information to better inform management's decision making.

The University's existing budget and procurement policies appear to reflect typical industry practices. This statement includes consideration of the identified transactions where goods and services were received before an approved purchase order was created. The University has an established process for handling those issues when identified to ensure compliance with University policies and applicable Board of Governors regulations and State statute, and has demonstrated the ability to apply those policies when needed. Execution of any process may be improved and University management should set aside time to review the processes and associated record keeping that support eventual decision making, including development of the budget. Specifically to the budget process, a completed budget year or series of years should be reviewed to identify where the budget process was successful and where improvements could be made based on actual results. This should be documented and incorporated into new policies or guidelines to ensure implementation in future budget development.

Subsequent Events

During preparation of our report, we were informed on July 29, 2019, by FAMU Division of Audit and Compliance, that information was presented to the University President and University staff that appeared to contain material errors in the presentation of revenues and the calculated University Athletics' budget deficit for the year ended June 30, 2019. The email correspondence from the Interim VP for Finance and Administration/CFO to the University President and the other staff present was provided to CRI, including an attached amended University Athletics Budget report. That email clearly summarized the information that was found to not be correct or up-to-date and the impact on the information originally provided to the President and staff on July 26, 2019.

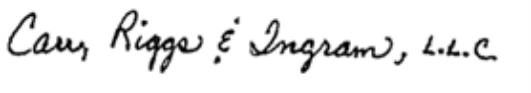
This information was provided specifically to inform CRI that included in the misstatements identified in the presented information, the third payment made by FAMU Foundation, Inc. under the 2016 repayment plan presented to the Board of Governors AACC, was being presented as a contribution to University Athletics and not reflected as a pass through payment to the University auxiliary funds. This misstatement contributed to the understatement of the fiscal 2018/19 University Athletics' budget deficit.

CRI considers the existence of the identified error to represent the continued impact of inadequate information management and reliance on manually created reports that do not appropriately reconcile to the general ledger or budget general ledger. CRI also considers the way the revised information was presented to the University President, including; identification of the specific misstatements in information previously reported, presentation of the corrected information with a description of its overall impact, and disclosure of how that information was obtained and validated, was a very effective demonstration of how clear, transparent, data driven financial reporting can quickly add value to management's decision making process. We also want to note that the misstatements identified were researched, resolved, and reported to the University President within one business day, and along with the corrected information a new format was presented for consideration for future use to help ensure information is consistently and accurately reported for decision making.

Restrictions

This report is intended solely for the use of Florida Agricultural & Mechanical University Board of Trustees and should not be used for any other purpose without prior permission from CRI. We have no obligation, but reserve the right, to update this report for information that comes to our attention after the date of this report.

Sincerely,



Carr, Riggs & Ingram, LLC

FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix A – Source Documents

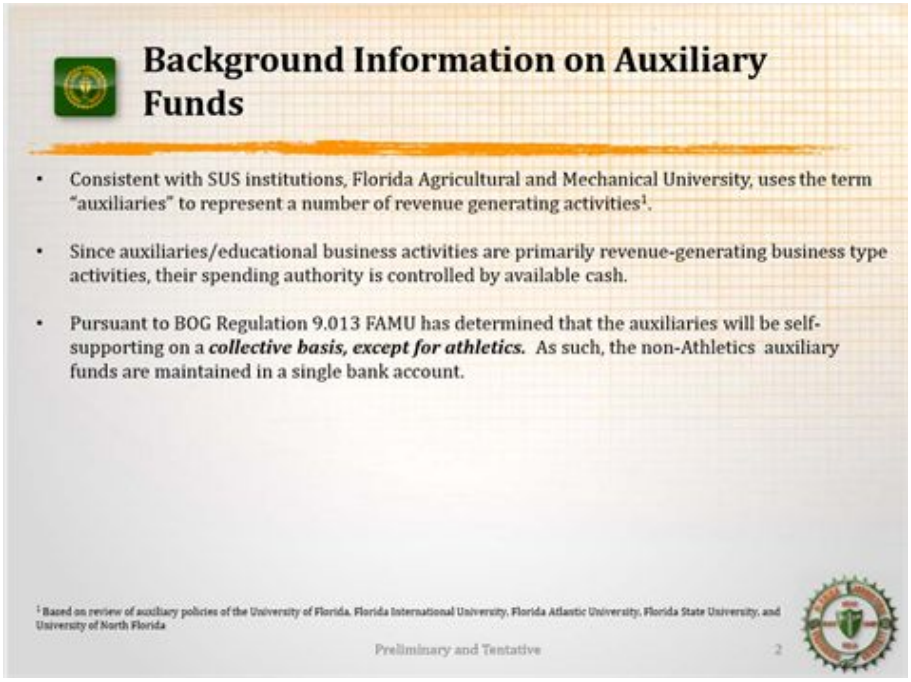
Source Documents

We reviewed and relied upon the following documents during the performance of our procedures:

- Financial General Ledgers, Fiscal 2015/16 – Fiscal 2018/19;
- Budget General Ledgers, Fiscal 2015/16 – Fiscal 2018/19;
- Budget Policy Manual;
- Procurement Policy Manual;
- P-card Policy Manual;
- Board of Governors Regulations;
- Pertinent Florida Statute;
- Athletic Budget Review Reports, Fiscal 2016/17 – Fiscal 2018/19 (as available);
- Various Athletic deficit funding reports and projections;
- Retained authorization and system posting support for all improper auxiliary fund transfers;
- Retained authorization and system posting support for all repayment plan payments;
- Available support for a selection of transactions processed outside of the defined procurement process;
- Historical Attorney General Opinion 072-193;
- FAMU Auditor General Operation Audit Reports issued in 2014, 2017, and 2018;
- Board of Governors meeting minutes and video recordings of September 21, 2016 meeting;
- Board of Trustees March 12, 2018 response to JLAC letter dated January 16, 2018;
- Board of Governors Summary of Research Memorandum to FAMU dated February 4, 2016;
- FAMU Division of Audit and Compliance prepared timelines of pertinent activity relating to auxiliary fund transfers;
- FAMU Division of Audit and Compliance prepared timeline of Athletic Director Turnover;
- FAMU Division of Audit and Compliance prepared timeline of University Executive Staff Turnover;
- Available emails.

FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix B – 2016 Auxiliary Fund Repayment Schedule





FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix B – 2016 Auxiliary Fund Repayment Schedule

Findings and Approach for Determining Auxiliary Funds used to Support Athletics

- No records are available to indicate which specific fund was used to fund athletics expenses during 2008-2012 as individual transactions were not recorded as payables.
- The 2013 and 2014 Auditor General Operational Audits noted auxiliary funds were used to provide for Athletics Expenses.
- Available cash balances from 2008-2015 were reviewed for 89 auxiliary funds
- In order to determine the amount to be replenished to each auxiliary fund, reasonable estimates were calculated based on a pro-rata allocation method from available cash balances from revenue generating auxiliaries during each year from 2008-2015 and a comparison of cash balances available to transfer as of the date of the analysis, excluding funds with bond requirements.

Preliminary and Tentative 3

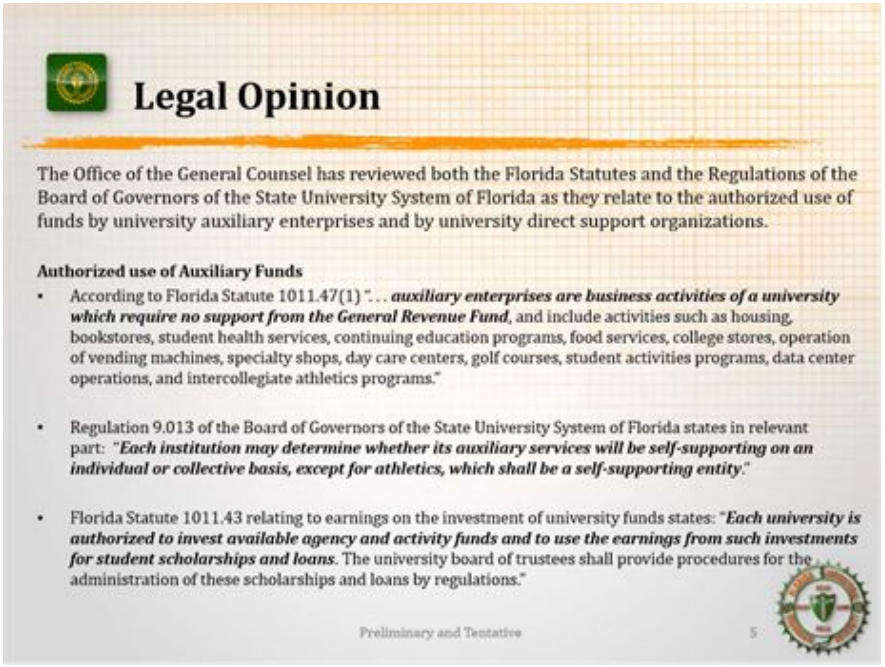
Allocation of Pooled Auxiliary Balances Used to Fund Athletics Deficits 2008-2015

Fund	Fund ID/Dept. ID/Account No	7/31/2008	6/30/2009	6/30/2010	6/30/2011	6/30/2012	6/30/2013	6/30/2014	6/30/2015	Total
University Bookstore	116/603150/112000	30,116	19,417	108,505	76,227	258,412	-	-	-	492,677
University Commons	116/603170/112000	2,048,500	174,740	860,041	710,874	722,655	-	-	-	4,516,811
Auxiliary/Agency Investment Earnings	116/603191/112000/143000	-	-	-	-	-	3,491	606,589	54,089	664,169
Multipurpose Center	116/635010/112000	-	1,220	14,618	13,757	38,648	-	-	-	70,244
Copy Center	116/603410/603411/112000	152,031	-	-	-	-	-	-	-	152,031
FAMU Child Care Center	116/604480/112000	125,021	12,669	-	-	-	-	-	-	137,690
University Libraries/Copy	116/630010/112000	-	-	1,891	3,592	10,413	-	-	-	15,895
Auxiliary Reserves	116/603190/112000	-	-	-	-	-	-	-	-	-
Transcript Fee	116/604370/112000	102,587	-	-	-	-	-	-	-	102,587
Procurement Contracts	116/603405/112000	119,158	515	2,368	1,819	8,031	-	-	-	131,891
Health Clinic	116/604790/112000	1,394,208	-	-	-	-	-	-	-	1,394,208
Total		3,971,621	208,562	989,422	806,269	1,038,160	3,491	606,589	54,089	7,678,203
Cumulative Totals			4,180,183	5,169,605	5,975,874	7,014,034	7,017,525	7,624,114	7,678,203	

Funds noted in RED are identified as disallowed sources of funds to support Athletics based on BOG Regulation 9.013, Florida Statute 1011.47(1), and Florida Statute 1011.43.

Preliminary and Tentative 4

FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix B – 2016 Auxiliary Fund Repayment Schedule



Legal Opinion

The Office of the General Counsel has reviewed both the Florida Statutes and the Regulations of the Board of Governors of the State University System of Florida as they relate to the authorized use of funds by university auxiliary enterprises and by university direct support organizations.

Authorized use of Auxiliary Funds

- According to Florida Statute 1011.47(1) "... ***auxiliary enterprises are business activities of a university which require no support from the General Revenue Fund***, and include activities such as housing, bookstores, student health services, continuing education programs, food services, college stores, operation of vending machines, specialty shops, day care centers, golf courses, student activities programs, data center operations, and intercollegiate athletics programs."
- Regulation 9.013 of the Board of Governors of the State University System of Florida states in relevant part: "***Each institution may determine whether its auxiliary services will be self-supporting on an individual or collective basis, except for athletics, which shall be a self-supporting entity.***"
- Florida Statute 1011.43 relating to earnings on the investment of university funds states: "***Each university is authorized to invest available agency and activity funds and to use the earnings from such investments for student scholarships and loans***. The university board of trustees shall provide procedures for the administration of these scholarships and loans by regulations."

Preliminary and Tentative 5



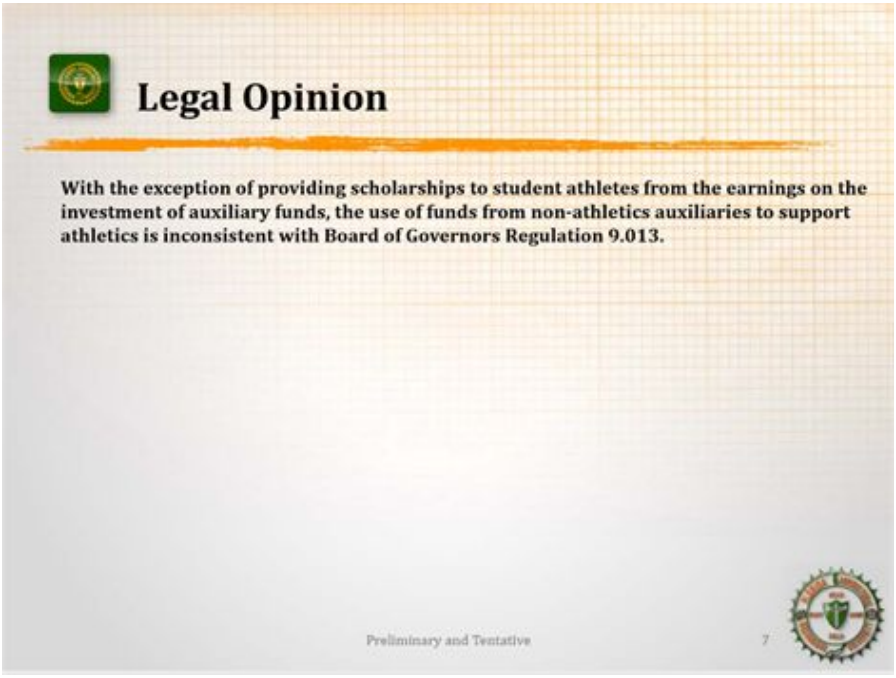
Legal Opinion

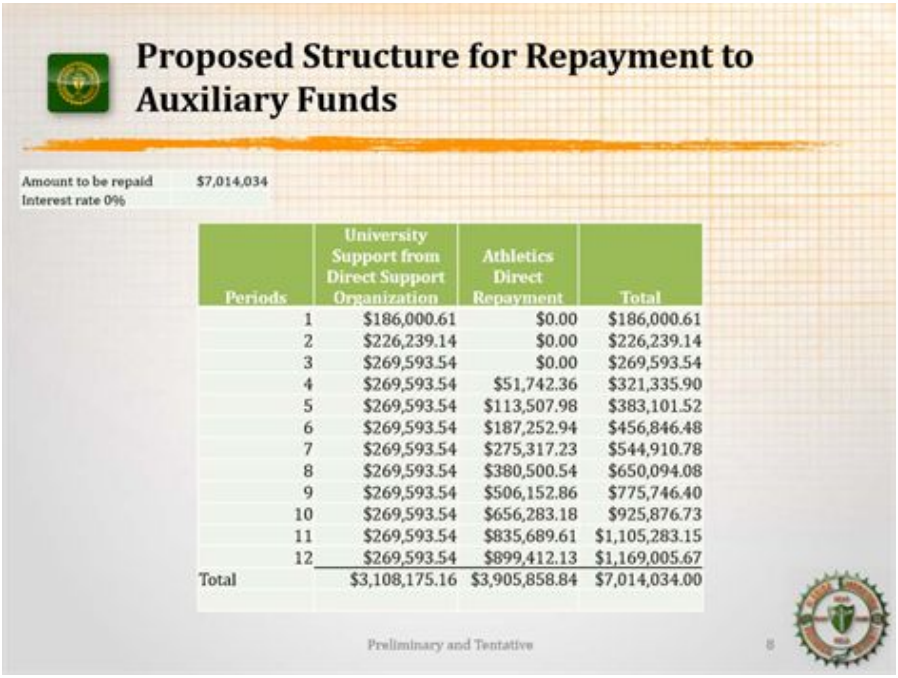
Authorized use of Funds by Direct Support Organizations:

- Pursuant to Florida Statute 1004.28(1)(a)2 a Direct Support Organization is: "Organized and operated exclusively to receive, hold, invest, and administer property and to make expenditures to or for the benefit of a state university in Florida . . .". The Board of Governors Regulation 9.011(1) mirrors the purposes of direct support organizations when it states:
- "Such support organizations shall be organized and operated to serve the best interests or missions of the university, including a university's research, education and service missions, and may receive, hold, invest, and administer property and make expenditures to or for the benefit of the university or for the benefit of a research and development park or research and development authority affiliated with a university."

Preliminary and Tentative 6

FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix B – 2016 Auxiliary Fund Repayment Schedule

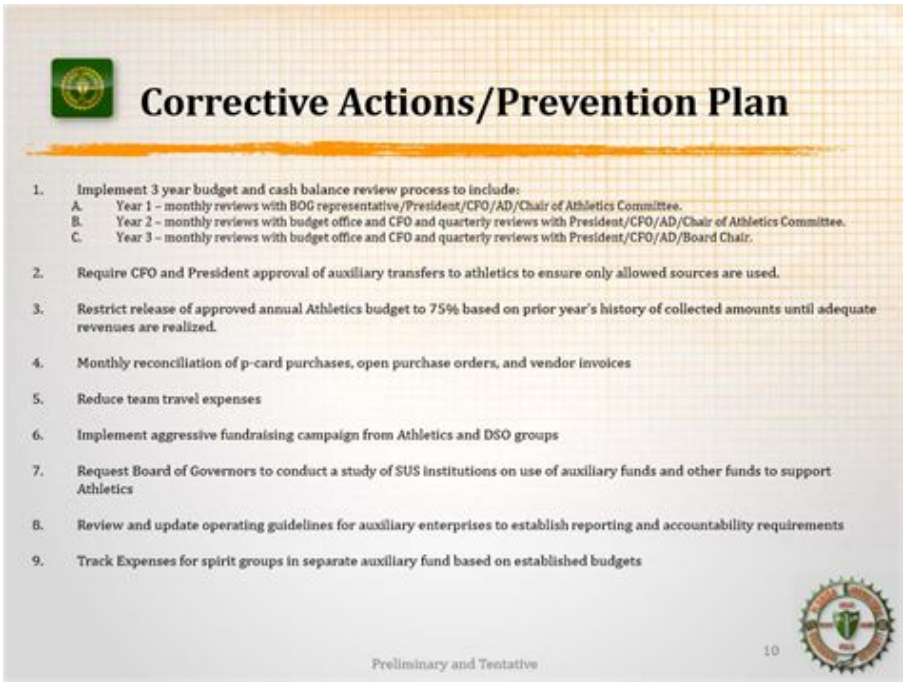




Periods	University Support from Direct Support Organization	Athletics Direct Repayment	Total
1	$186,000.61	$0.00	$186,000.61
2	$226,239.14	$0.00	$226,239.14
3	$269,593.54	$0.00	$269,593.54
4	$269,593.54	$51,742.36	$321,335.90
5	$269,593.54	$113,507.98	$383,101.52
6	$269,593.54	$187,252.94	$456,846.48
7	$269,593.54	$275,317.23	$544,910.78
8	$269,593.54	$380,500.54	$650,094.08
9	$269,593.54	$506,152.86	$775,746.40
10	$269,593.54	$656,283.18	$925,876.73
11	$269,593.54	$835,689.61	$1,105,283.15
12	$269,593.54	$899,412.13	$1,169,005.67
Total	$3,108,175.16	$3,905,858.84	$7,014,034.00

FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix B – 2016 Auxiliary Fund Repayment Schedule





FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix C – Attorney General Opinion 072-193

forbid voluntary disclosure by public employees of the welfare bureau but was never intended to prevent the disclosure of the contents of official documents pursuant to the compulsion of a subpoena where the contents of such documents were pertinent to a legal inquiry.

The same principle was enunciated by the use of different words that convey a message of like import in the case of Andrews v. Cacchio, 35 N.Y.S.2d 259 (1942). The statute involved prohibited the use of records of the Division of Placement and Unemployment Insurance, State Department of Labor, unless the industrial commissioner is a party to the action or proceeding. Therefore, in a personal injury action a motion to produce such records was denied. In denying the motion the court said:

> While the act does not disclose the object of the Legislature, it undoubtedly was to prevent exposure to public gaze on the names of applicants who are receiving the benefits under the auspices of the statute and under which the employer bears the burden. This is a reasonable objective.

Of like import is the case of Hahnl v. Catherwood, 225 N.Y.S.2d 568 (1962), where the petitioner, having been indicted for larceny, was entitled to a return of books and records he had produced before the Industrial Commission pursuant to subpoena.

You are advised, therefore, that the records referred to are not available except insofar as they are needed in the proper administration of the Unemployment Compensation Act with the exception, nevertheless, that such records may be available in response to an appropriate order issued from a court of competent jurisdiction. In such case the court issuing the order gives a judgment whether the information sought is pertinent to any legal inquiry.

072-193—June 14, 1972

UNIVERSITY FUNDS

DISPOSITION OF NONSTATE FUNDS RECEIVED BY INSTITUTIONS IN UNIVERSITY SYSTEM

To: L. K. Ireland, Jr., Secretary, Department of Administration, Tallahassee

Prepared by: Rebecca Bowles Hawkins, Assistant Attorney General

QUESTIONS:

1. Must the funds expressly exempted from the requirements of §240.095, F. S., be budgeted only for purposes specifically authorized by law?

2. What restrictions, if any, are imposed upon the expenditures of these funds?

SUMMARY:

Pending legislative or judicial clarification, campus concession and other nonstate funds collected by our state universities that are not required to be deposited in the state treasury may be budgeted for entertainment and other purposes that would serve the interests of the program of higher education in this state, even though not specifically authorized by law.

Section 240.095, *supra*, requires all funds received by any institution or agency in the state university system to be deposited in the state treasury and disbursed "in such manner and for such purposes as the legislature may by

FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix C – Attorney General Opinion 072-193

law provide." However, the statute expressly exempts certain funds, fees and deposits such as student activity funds and vending machine collections, from this requirement and authorizes such funds to be deposited "outside of the state treasury" with the approval of the board of regents. These are the funds referred to in your first question. Also relevant here is §240.082, F. S., which expressly appropriates "to the use of the state board of regents, for the respective institutions collecting same" all moneys received by such institutions, other than from state and federal sources, "to be expended as the state board of regents may direct ...." A proviso requires such moneys to be budgeted and the budget approved by the Department of Administration prior to their expenditure.

These statutes were enacted in 1953 in substantially their present form. However, even prior to their enactment, one of my predecessors in office had ruled in AGO 045-353, Nov. 7, 1945, Biennial Report of the Attorney General, 1945-1946, p. 363, that similar funds of the institutions of higher learning then under the supervision of the State Board of Control were not within the purview of the so-called Five Fund Act (Ch. 22833, 1945, Laws of Florida) requiring, among others, that all moneys collected by all state officials, agencies and institutions should be deposited in the state treasury to the credit of the appropriate fund and disbursed only as provided by the general appropriations bill "or as otherwise provided by law." (This provision of the Five Fund Act now appears in substantially its original form as §215.31, F. S.) The 1945 opinion of this office listed "Soda Shop" funds, the Students' Activity Fund, the Athletic Association Fund, and the Entertainment and Lyceum Fund of one or the other of the state universities as not being within the purview of the Five Fund Act and thus not required to be deposited in the state treasury. And Ch. 28315, 1953, Laws of Florida (now §240.095, *supra*), included these and similar funds, fees and deposits (except the "Entertainment and Lyceum Fund") in the list of some eleven items of university revenue that were exempt from the requirement that university funds be deposited in the state treasury.

Shortly after the statutes in question were enacted in 1953, the funds listed therein were characterized in AGO 053-210, Aug. 16, 1953, Biennial Report of the Attorney General, 1953-1954, p. 338, as "nonstate" funds that are to be deposited in a "private account." And it is not unreasonable to conclude that, in adopting the statutes in question, the legislature recognized the "nonstate" character of such funds and intended to dispel any doubts as to the authority of the State Board of Control to use or authorize the use of such funds for any purpose that would serve the interest of the university system as a whole or of a particular university—subject, of course, to prior budgetary approval by the appropriate official (now by the Department of Administration)—without regard to whether any statute *specifically* referred to such a purpose and expressly authorized one or more of such funds to be used for that purpose. The provisions of §§240.082 and 240.095, *supra*, referred to and quoted above, are certainly susceptible to that interpretation; and I understand that they have been so interpreted in budgeting such funds for a great many years, and that such interpretation has been confirmed by the General Counsel for the State Board of Education in an opinion rendered on August 5, 1969, in holding that campus concession funds could be budgeted for entertainment purposes.

On the other hand, the auditor general has disapproved expenditures of campus concession funds for such items as luncheons, dinners, and refreshments. The basis for this conclusion was that the university is not *specifically* authorized by law to expend its funds for entertainment and that the attorney general's office has uniformly ruled, with respect to *other governmental units*, that public funds may not be expended for entertainment in the absence of specific statutory authority. Attorney General Opinion 071-28 was especially relied upon in support of his view. This opinion amply supports the auditor gen-

FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix C – Attorney General Opinion 072-193

eral's conclusion in this respect insofar as "state" funds within the purview of §215.31, *supra*, and other applicable provisions of constitutional and statutory law are concerned. See, for example, Art. IV, §4, State Const., designating the treasurer as the keeper of "state" funds and authorizing their disbursement only upon the order of the comptroller, countersigned by the governor; and Art. VII, §1(c), *id.*, providing that no money shall be drawn from the treasury "except in pursuance of appropriation made by law." It was that type of "state" fund with which AGO 071-28 was concerned.

Here, however, the funds in question are not "state" or "public" funds in the classical sense of the term as defined in 81 C.J.S. *States* §132, p. 1146, as follows:

> "Public funds" are funds of the state, such as taxes, customs, moneys, etc., *raised by operation of general law* and appropriated by the government for the discharge of its obligations or some public purpose. (Emphasis supplied.)

None of the funds here in question is from a state or federal source; all are from outside sources, such as from vending machine sales, alumni association funds, bequests and gifts, and the like. They are nonstate funds which the legislature expressly appropriated to the use of the State Board of Control [State Board of Regents] and which are to be spent "as the state board . . . may direct"—subject, of course, to prebudgetary approval by the Department of Administration. They are nonstate funds that are expressly exempt from the requirement that university system funds must be deposited in the state treasury and disbursed in such manner and for such purposes as the legislature may by law provide.

These statutory provisions are, of course, presumptively valid; and any question as to their validity must be decided by the courts in an appropriate proceeding. However, it might be noted that it appears to be well settled that the legislature may validly provide for the collection and administration of certain funds without making them state or public funds subject to constitutional and statutory requirements respecting such funds. See 81 C.J.S. *States* §154, p. 1190; and State *ex rel* Watson v. Caldwell, Fla. 1945, 23 So.2d 855. In that case the court upheld Ch. 22821, 1945, Laws of Florida, creating the State Improvement Commission and authorizing certain of its funds to be disbursed on warrants signed by the chairman of the commission and countersigned by its secretary, as against attacks on various constitutional grounds. In holding that the statute did not violate constitutional requirements respecting the disbursement of state funds, the court distinguished between moneys appropriated to the commission from the state treasury, and revenues derived from rentals on projects it constructed, grants from Congress and other sources. It said that the moneys appropriated to the commission from the state treasury must be drawn in the manner provided by law but that the revenues of the commission are held in trust for the state to be used as Ch. 22821 directs and may be withdrawn as provided by the act. It ruled also that such revenues were not "funds from the treasury" within the purview of Art. IX, §4, State Const. 1885, providing that "no money shall be drawn from the treasury except in pursuance of appriations made by law." The court said that the state treasurer was the custodian of such revenues but did not hold them as state treasurer, and that "[t]he Mayor of Tallahassee could have as appropriately been designated." Similarly, the major portion of the funds used for the operation of the university system of this state is appropriated by the legislature for that purpose and must be drawn from the state treasury in accordance with applicable constitutional requirements respecting state funds. But the nonstate funds that are collected incident to the operation of the university system never become state treasury funds; and, presumably, the court would hold, as in the *Caldwell* case, that these nonstate funds are not subject to such requirements.

FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix C – Attorney General Opinion 072-193

It was noted in the auditor general's report that it has been the long-standing practice at universities to use the university's campus concession funds for entertainment purposes—apparently with the approval of the State Budget Commission or its successor in this respect, the Department of Administration. While a long-standing practice should not be approved if clearly erroneous (*cf.* Hialeah Race Course, Inc. v. Gulfstream Pk. R. Ass'n, Fla. 1971, 245 So.2d 625, stating that "the continued enactment by the Legislature of an unconstitutional statute [does not have] the effect of validating it"), our Florida Supreme Court is also committed to the rule that the contemporaneous administrative construction of a statute by those charged with its enforcement and interpretation is entitled to great weight, and "the courts generally will not depart from such construction unless it is clearly erroneous or unauthorized." Gay v. Canada Dry Bottling Co. of Florida. Fla. 1952, 59 So.2d 788. 790.

In light of the nature of the funds in question as nonstate funds and the express legislative mandate that they shall be kept outside the treasury and disbursed as the board of regents may direct, it seems clear that it is the *Caldwell* decision, *supra*, that is authoritative here, and not AGO 071-28, which was concerned with *state treasury* funds. As noted above, the statutes in question have long been interpreted as authorizing the expenditure of the nonstate funds in question for entertainment and other purposes not specifically authorized by law, and the General Counsel of the State Board of Education has confirmed this interpretation. As also noted, the statutes are certainly susceptible to that interpretation; and they are presumptively valid. In all of these circumstances, I am inclined to the view that, unless and until this matter should be legislatively or judicially clarified, your first question should be answered in the negative.

Answering your second question: Even though the funds in question are so-called nonstate funds, they are held in trust to be used as the State Board of Regents may direct, §240.082, *supra*—presumably, in accordance with the board's rules and regulations establishing the overall policies for the university system as authorized by §240.001, *supra*. *Cf.* State v. Caldwell, *supra*. The expenditures must be for uses that are consistent with that trust and, to that extent, are restricted. The requirement that the expenditures of such funds may be made only in pursuance of detailed budgets filed with and approved by the Department of Administration, §240.082, *supra*, is an additional restriction which operates as a check on such expenditures to insure that the funds will not be used for a purpose outside the scope of the trust. (No question is presented as to whether the use of such funds for entertainment—or other purposes for which they have customarily been used in the past—would be consistent with that trust. See, however, AGO 071-160, in which it was ruled that state funds appropriated to the governor's discretionary contingency funds and specifically authorized by law [§216.231, F. S.] to be expended by him at his discretion to promote general government and intergovernmental cooperation and to enhance the image of the state may be used for, among others, entertainment for visiting dignitaries and refreshments to be served to guests in the office of the governor.)

072-194—June 14, 1972

TAXATION

EXEMPTIONS FOR DISABLED VETERANS

To: David C. Lane, Senator, 36th District, Fort Lauderdale

Prepared by: Zollie M. Maynard, Jr., Assistant Attorney General

QUESTION:

May a veteran totally disabled due to stomach wounds qualify for the real property tax exemption granted by §196.081, F. S.?

FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix D – Example Budget Status Report

Part 1

Florida A&M University
Athletics Division
Budget Status Report as of 07/11/2017

Revenues:	Budgeted	2016-17 Collected				
	8,585,775	8,195,772	95%			
	Budgeted	**Actual**	**Projections**	**%**	**Account**	
Breakdown of Revenues Collected:	3,652,683	3,800,887	(148,204)	104.06%	601000	Fees
	289,517	291,626	(2,109)	100.73%	602130	Football Gate Receipts
	1,100,000	994,529	-	90.41%	602131	Game Guarantees
	352,712	280,377	62,623	79.49%	602131	Other Game Guarantees
	104,500	73,777	-	70.60%	602132	Athletic Concession Sales
	5,600	5,581	-	99.66%	602133	Athletic Program Sales
	337,500	305,740	-	90.59%	602134	Football Season Tickets
	325,800	126,200	32,300	38.74%	602136	Athletic Advertising Sales
	150,000	110,609	14,391	73.74%	602139	Royalty
	450,000	669,567	180,433	148.79%	602141	NCAA Revenues
	18,000	13,290	-	73.83%	602143	Ticket Sales Away Games
	400,000	119,198	-	29.80%	602153	MEAC Revenue
	800,000	727,216	122,784	90.90%	602152	Florida Classic Consortium
	583,188	226,789	-	38.89%	602150	Other Auxiliary Revenue***
	18,000	6,736		37.42%	602144	Basketball Receipts
	-	691	-		604075	Cash Over or Short
	250,000	442,959	(195,829)	177.18%		Athletic Fundraising
	100,000	-		0.00%	615001	Transfers
	8,937,500	8,195,772	66,389			

FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix D – Example Budget Status Report

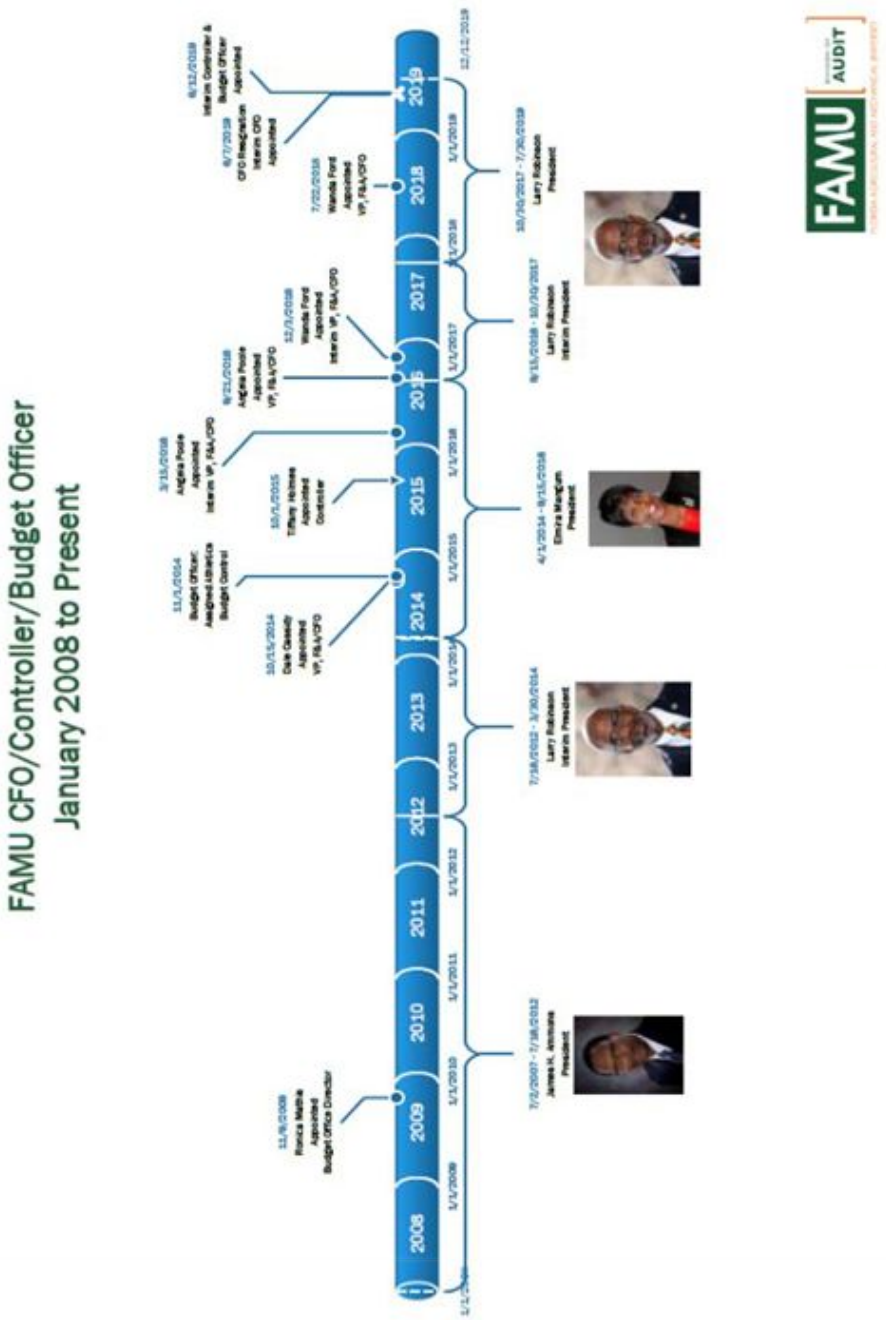
Part 2

Projected Expenditures		Budgeted	Encumbrances	Expenditures	Projection	Balance
	Salary	3,674,392	156,876	3,524,654	-	(7,138)
	OPS	389,734	11,352	412,828	-	(34,446)
	Expense	2,871,649	16,457	2,943,411	-	(88,219)
	Scholarship	1,450,000	114	2,379,250	-	(929,364)
	Mandatories	200,000	-	155,686	-	44,314
		8,585,775	184,799	9,415,829	-	(1,014,853)

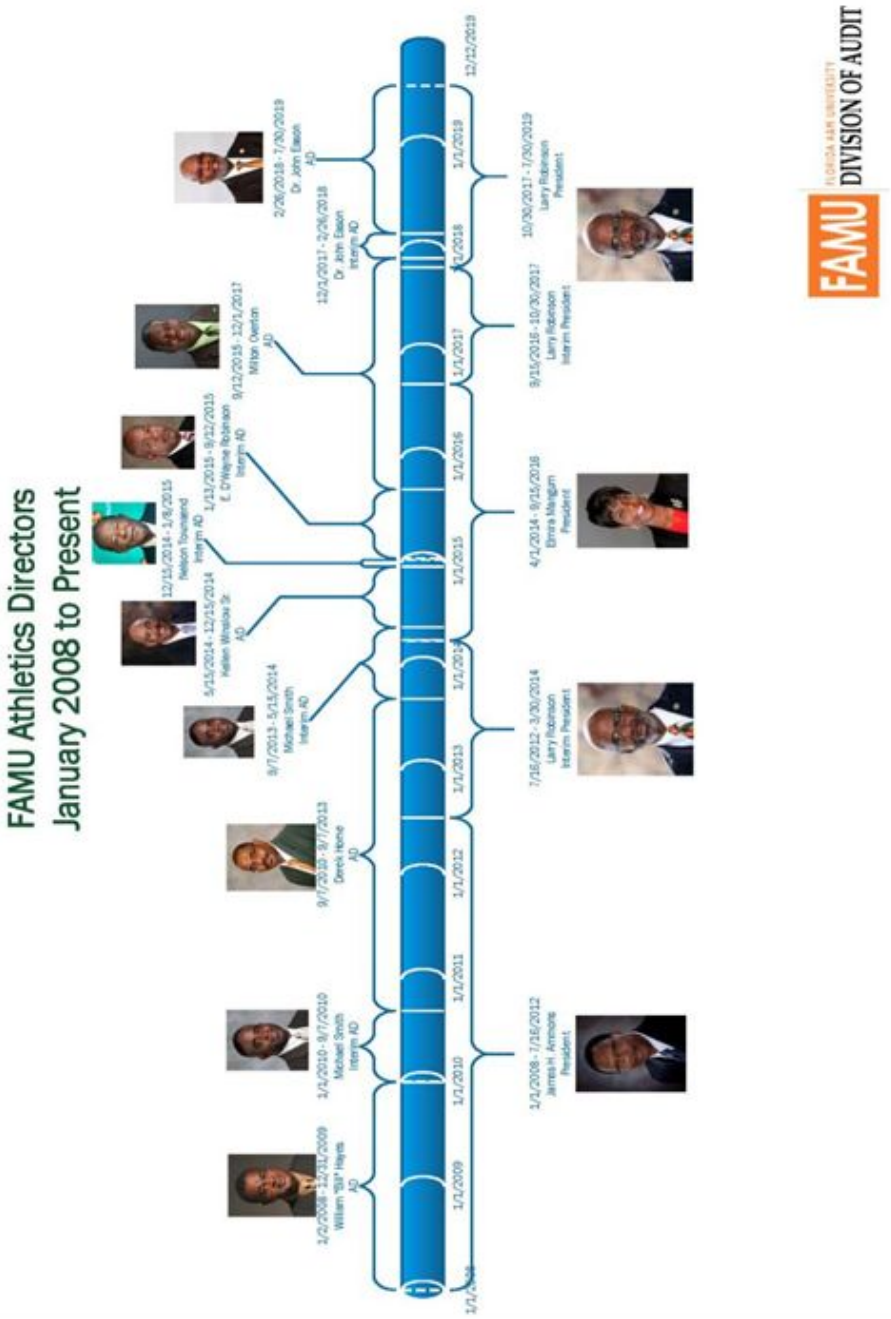
Revenue Collected	8,195,772
Projections	412,531
Estimated Collections	8,608,303
Budgeted Revenue	8,585,775
Revenue Shortfall	22,528

Revenue Collected	8,195,772
Projections	412,531
Estimated Collections	8,608,303
Expenditures	9,600,628
Total Deficit	(992,325)
Monies from Foundation	500,000
	(492,325)
Outstanding P-card Purchases	(52,522.70)
	(544,847.96)

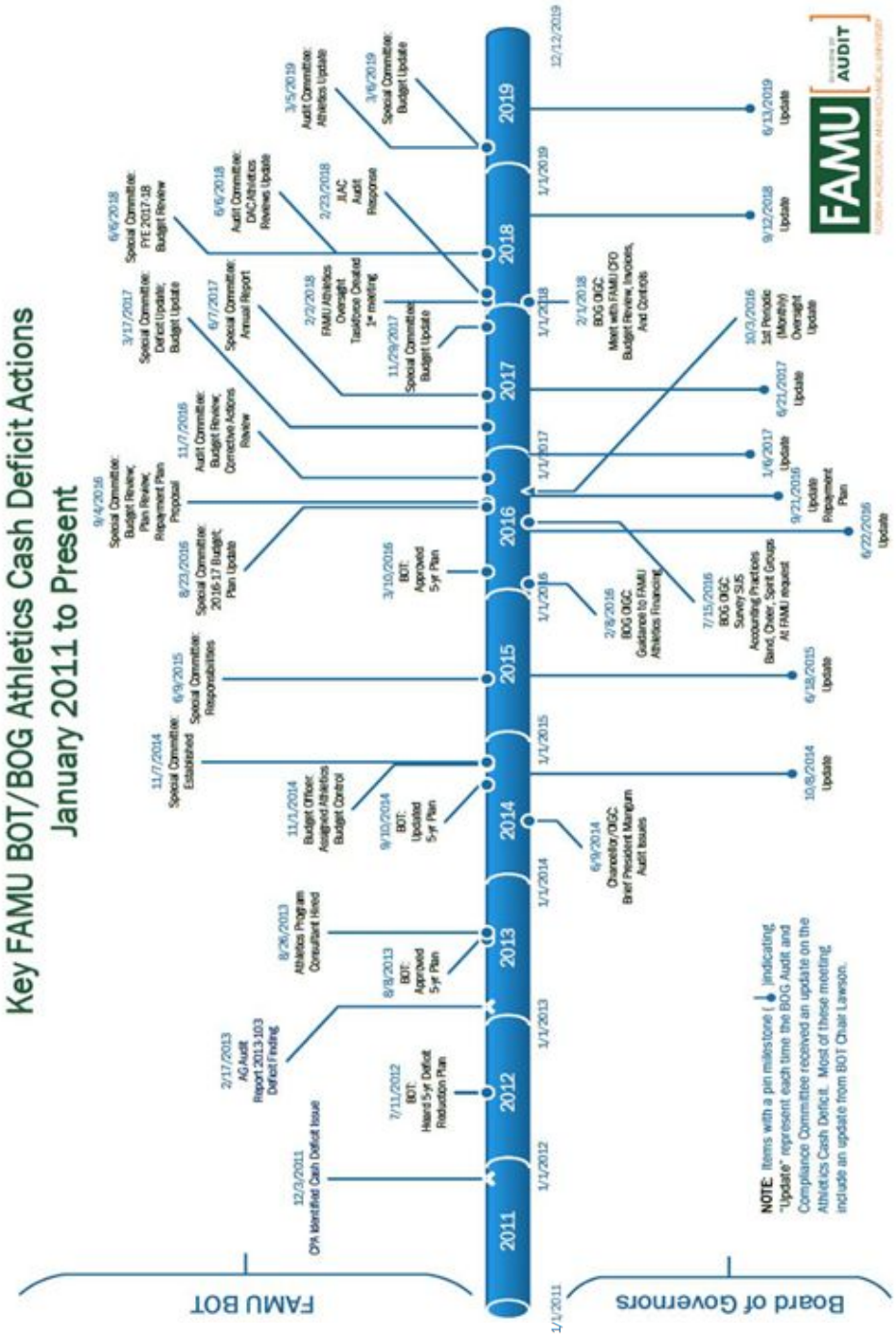
FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix E – FAMU CFO/Controller/Budget Officer
January 2008 - Present



FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix F – FAMU Athletics Directors
January 2008 - Present



FAMU Athletics Use of Auxiliary Funds
Supplementary Information
Appendix G – Key BOT/BOG Athletics Cash Deficit Actions
January 2011 - Present



STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
August 28, 2019

SUBJECT: FAMU Intercollegiate Athletics Cash Deficit Update

PROPOSED COMMITTEE ACTION

Information only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Florida Agricultural and Mechanical University Board of Trustees Chair, Kelvin Lawson, will provide Committee members with an update of the university's most recent progress in addressing the long-standing cash deficit for the intercollegiate athletics program.

Supporting Documentation Included: PowerPoint Presentation

Facilitators/Presenters: Mr. Kelvin Lawson

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
August 28, 2019

SUBJECT: NCF Admissions Practices Investigative Report

PROPOSED COMMITTEE ACTION

Information only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Board of Governors Inspector General and Director of Compliance, Julie Leftheris, will provide Committee members with the results of a recently completed Office of Inspector General and Director of Compliance investigation into New College of Florida's admissions practices.

Supporting Documentation Included: Investigative Report

Facilitators/Presenters: Ms. Julie Leftheris

REPORT OF INVESTIGATION
OIGC CASE NO. 2019-072

FINAL REPORT
August 20, 2019

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS
OFFICE OF THE INSPECTOR GENERAL AND DIRECTOR OF COMPLIANCE
325 WEST GAINES STREET
TALLAHASSEE, FL 32399

OFFICE (850) 245-0466

www.flbog.edu

State University System of Florida Board of Governors
Office of the Inspector General and Director of Compliance

TABLE OF CONTENTS

EXECUTIVE SUMMARY 1
INTRODUCTION 2
GOVERNANCE 2
BACKGROUND 3
OBJECTIVE, SCOPE, AND METHODOLOGY 6
MATTERS INVESTIGATED 7
ALLEGATION 1: DISCRIMINATORY DIRECTIVES 8
ALLEGATION 2: DISCRIMINATORY PROCESSES 11
RECOMMENDATIONS 14
ACKNOWLEDGEMENTS 14
DISTRIBUTION AND ATTESTATION 15
APPENDIX A: OFFICE OF ENROLLMENT MANAGEMENT ORG CHART 16
APPENDIX B: INTERVIEW LIST 17
APPENDIX C: UNIVERSITY RESPONSE 18

OIGC No. 2019-072

State University System of Florida Board of Governors
Office of the Inspector General and Director of Compliance

EXECUTIVE SUMMARY

On April 19, 2019, at the direction of the Chancellor of the State University System of Florida, the Office of the Inspector General and Director of Compliance (OIGC) initiated an investigation related to New College of Florida (New College). The scope of this investigation was limited to the following allegations:

1. Whether Dr. Joy Hamm[1] instructed admissions staff to engage in admissions practices that were discriminatory against applicants who disclosed mental health or disability related issues in the personal essay portion of their applications;[2] and

2. Whether New College's current admissions process[3] was discriminatory against applicants who discussed mental health or disability related issues in the personal essay portion of their applications.

Based on the testimonial and documentary evidence gathered and reviewed during the course of the investigation, we determined it is highly and substantially more probable to be true than not true that violations of governing directives occurred concerning both allegations. Therefore, we found both allegations to be supported.

Based on those findings, we made four recommendations related to aligning student admissions practices with applicable governing directives; taking appropriate personnel action; conducting a review of the application files that may have been negatively impacted by the inappropriate admissions practices; and providing a copy of this report alongside a copy of the university's internal investigative report for any public records requests made for that document.

In response to the report, New College President Donal O'Shea noted the institution is working diligently to follow the recommendations. He indicated New College has already taken action to change the leadership of the enrollment management department and is implementing a comprehensive review of their admissions processes to ensure that all applicants, including those who disclose a disability or a mental illness, are treated fairly and equitably in accordance with transparent admissions criteria.

[1] Hired in 2017 as the Dean of Admissions and Financial Aid; her title later changed to Dean of Enrollment Management.
[2] Since this allegation was part of the initial complaint received by New College in April 2018, we interpreted this to mean the instruction took place before or during the 2018 Admissions Cycle.
[3] Since this allegation was part of the complaint received by the OIGC in March 2019, we interpreted this to mean the 2019 Admissions Cycle.

INTRODUCTION

On March 11, 2019, the Board of Governors' OIGC was forwarded a complaint containing concerns about New College's handling of an investigation into allegations against Dr. Joy Hamm regarding discriminatory practices within the institution's student admissions processes. In general, the complaint alleged the institution's investigation was inadequate and the final report was incorrect. The complaint further alleged New College was still engaging in discriminatory student admissions practices.

The OIGC conducted a preliminary inquiry of the complainant's concerns, which included a review of the initial complaint[4] that led to the internal investigation, as well records of the internal investigation. The scope of New College's internal investigation focused on whether admissions processes at New College were discriminatory, rather than a focusing on whether Dr. Hamm promoted or engaged in discriminatory practices as alleged. Based on the preliminary inquiry, it was determined additional investigative action was needed.

On April 19, 2019, State University System of Florida Chancellor Marshall Criser signed a letter informing New College President Donal O'Shea that the OIGC would be conducting an investigation into the initial complaint regarding alleged discriminatory practices within New College's student admissions processes. The OIGC initiated an investigation in accordance with Board of Governors Regulation 4.004 *Board of Governors Oversight Enforcement Authority*, which states, in pertinent part, "(3) In addition to OIGC investigative responsibilities outlined in the OIGC charter, the chancellor may determine that allegations of material non-compliance with any law or Board of Governors regulations warrant an investigation. The Board of Governors' inspector general shall provide direction for, supervise, and coordinate such investigations…."

GOVERNANCE

In 2003, the Board of Governors was constitutionally created to operate, regulate, control, and be fully responsible for the management of the State University System of Florida.[5] The State University System of Florida is comprised of the 12 public universities located throughout the state. The Board of Governors implements its constitutional regulatory authority through the adoption of regulations, which are statements of general applicability to guide the conduct or action of universities, constituents or the public, adopted by the Board of Governors that implement its powers and duties.[6]

[4] Received by New College on April 6, 2018.
[5] Article IX, Section 7 of the Florida Constitution
[6] Regulation Development Procedure, adopted by the Board of Governors in March 2006

Each of the 12 public universities is administered by a board of trustees, whose powers and duties are established by the Board of Governors. New College is the 11th member of the State University System of Florida. It is a liberal arts honors college and is located in Sarasota, Florida. It was founded as a private college in 1960, but joined the State University System of Florida as part of the University of South Florida in 1975. In 2001, it achieved independence from the University of South Florida and became an autonomous member of the State University System of Florida. New College is home to more than 800 students and 75 full-time faculty engaged in interdisciplinary research and collaborative learning. Its mission is to offer a liberal arts education of the highest quality in the context of a small, residential public honors college with a distinctive academic program which develops the student's intellectual and personal potential as fully as possible; encourages the discovery of new knowledge and values while providing opportunities to acquire established knowledge and values; and fosters the individual's effective relationship with society.[7]

BACKGROUND

ADMISSION STANDARDS

Admission into Florida's public universities is competitive. Board of Governors Regulations 6.001[8], 6.002[9], and 6.008[10] contain minimum eligibility standards for first-time-in-college (FTIC) students seeking admission to an undergraduate degree program in the State University System of Florida. These minimum standards include, but are not limited to, 1) high school graduation, 2) a grade point average between 2.5 and 4.0 in academic core courses, 3) placement test scores, and 4) course distribution requirements (i.e., a certain amount of credits in courses such as English/language arts, mathematics, natural science, social science, foreign language, and electives).

Although the Board of Governors has established minimum standards for admission, each university may establish higher standards and include other factors into their admissions decisions. New College practices selective admission, seeking students who are able and eager to take responsibility for their own education, and who will benefit from the institution's demanding academic program and flexible curriculum.[11] New College's selection process takes into consideration factors such as grades, test scores[12], pattern of courses completed, class rank, educational objectives, past conduct, school letters of recommendation, personal letters of recommendation, and personal records of

[7] Approved by the New College Board of Trustees on January 3, 2014 and the Board of Governors on March 20, 2014.
[8] *General Admissions*
[9] *Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshman*
[10] *Postsecondary College-Level Preparatory Testing, Placement, and Instruction for State Universities*
[11] As noted in the *New College of Florida General Catalogue 2018-2019.*
[12] New College uses a higher standard for the mathematics portion of the SAT and ACT Exams.

involvement in activity outside the curriculum.[13] Meeting minimum admission requirements does not guarantee admission. Likewise, not meeting minimum admissions requirements does not guarantee denial.[14] For students who do not meet the minimum requirements, New College may consider whether they possess special attributes, talents, or unique circumstances that may contribute to a representative and diverse student body. In those instances, New College may offer admission if it is determined that the applicant can reasonably be expected to do satisfactory work at the institution.

Federal and state laws[15], Board of Governors regulation[16], and university regulations[17] prohibit New College from excluding persons from participation in, denying benefits to persons, or subjecting persons to discrimination under any program or activity because of a disability.

GENERAL ADMISSIONS PROCESS

To apply for admission at New College, students must submit their application online through the Common Application[18]. The Common Application includes a writing sample ("essay") as part of the application, as well as an additional information section to provide any other pertinent information the applicant thinks necessary. For the essay, applicants may select to respond to one of seven prompts. In addition to the information submitted through the Common Application, applicants must also submit a letter of recommendation, their self-reported student academic record, their standardized test results, and an application fee or fee waiver. Student admissions decisions are made within the Office of Enrollment Management[19], under the general supervision of the Associate Dean of Admissions and Financial Aid. After a student submits all of their application materials, the application file is considered complete and goes through a multi-step review process, in accordance with the procedures outlined in the *New College of Florida Undergraduate Application Review Handbook* for the given year.

---

[13] New College of Florida Regulation 5-1002 *Undergraduate Admissions*
[14] Board of Governors Regulation 6.002 *Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen* and New College of Florida Regulation 5-1002 *Undergraduate Admissions*
[15] Title II of the Americans with Disabilities Act of 1990 (42 United States Code Sections 12131-12134) and Section 504 of the Rehabilitation Act of 1973 (29 United States Code Section 794); and Section 1000.05, Florida Statutes
[16] Board of Governors Regulation 2.003 *Equity and Access*
[17] New College of Florida Regulation 3-4027 *Discrimination/Harassment* and New College of Florida Regulation 5-1002 *Undergraduate Admissions*
[18] The Common Application is an undergraduate college admission application that applicants may use to apply to any of more than 800 member colleges and universities in the United States and abroad.
[19] See Appendix A for an organizational chart of the Office of Enrollment Management.

Designated admissions staff members (aka "readers") conduct an initial evaluation of the application files and route them to one of five decision bins: *Deny Bin, Hold Bin, Misconduct Bin*, *Committee Bin*, and *Admit Bin*. During the initial evaluation, the reader reviews and scores various components of the application (i.e., grade point average, course rigor, test scores, essay, etc.) and determines the overall application score by adding each of the component scores together. Any applications that receive an overall score less than 85 points are routed to the *Deny Bin*; unless additional grades or scores might improve the application score, in which case the application would be routed to the *Hold Bin* and additional materials are requested from the applicant. Any applications with an overall score of 85 points or more containing information pertaining to student misconduct are routed to the *Misconduct Bin*. Any applications with an overall score between 85 and 114 points are routed to the *Committee Bin* for consideration. Any applications with an overall score of 115 points or greater are routed to the *Admit Bin*. However, applications with an overall score of 115 points or greater can also be routed to the *Committee Bin* for consideration if the application contains a "red-flag[20]."

While the *New College of Florida Undergraduate Application Review Handbook* does not provide a definition for the term "red-flag," it does provide a list of potential "red-flag" issues, which includes, but is not limited to, concerns with the letter of recommendation, essay, test scores, academic units, or grade point average. If a reader identifies a "red-flag" issue, they indicate that by noting that the application file contains a "red-flag" in the initial evaluation record and then routing that application file to the *Committee Bin*.

The Admissions Review Committee evaluates the application files that were routed to the *Committee Bin*. The Admissions Review Committee is comprised of multiple members: the readers, a faculty representative, a student affairs representative, the Director of Financial Aid, the Director of Student Recruitment, and the Associate Dean of Admissions and Financial Aid. The Associate Dean of Admissions and Financial Aid chairs the Admissions Review Committee. The committee meets as regularly as necessary throughout the year to review the application files that were routed to the *Committee Bin*. Each of the committee members has the ability to review the entire application file and provide their admissions decision recommendation in advance of the committee meeting. During the committee meeting, members discuss any application files wherein there was not a majority recommendation and make a final admissions decision. Once the final admissions decision is reached, the application file is routed to the appropriate decision bin for further processing.

[20] This first appears in the handbook for the 2018 Admissions Cycle (updated January 2018).

OBJECTIVE, SCOPE, AND METHODOLOGY

The objective of this investigation was to assess two allegations related to discrimination and violations of laws, regulations, and university policies based on testimonial and documentary evidence. The conclusions of fact (aka "findings") used by the OIGC are categorized and defined as follows:

1. Not Supported - a conclusion of fact indicating that the case supporting materials obtained in the course of the investigation establish that it is highly and substantially more probable to be not true than true that a violation of governing directives has occurred;
2. Supported - a conclusion of fact indicating that the case supporting materials obtained in the course of the investigation establish that it is highly and substantially more probable to be true than not true that a violation of governing directives has occurred;
3. Unfounded - a conclusion of fact indicating that the case supporting materials obtained in the course of the investigation establish that the allegation is not supported by facts and is clearly false; and
4. Policy Matter - a conclusion of fact indicating that the case supporting materials obtained in the course of the investigation establish that the alleged action(s) by the organization or employee were consistent with governing directives; however, the governing directives were deficient or non-existent.

Investigative fieldwork was conducted from approximately April 22, 2019 through July 1, 2019. This investigation reviewed admissions information related to the 2017, 2018, and 2019 Admissions Cycles[21]. To achieve the investigative objective, the OIGC performed the following activities:

- Researched, compiled, and reviewed relevant governing directives which served as criteria against which to evaluate the allegations;
- Conducted sworn witness and subject interviews;
- Requested pertinent information from New College based upon the reported allegations and subsequent investigative activities; and
- Reviewed the information provided by New College (including, but not limited to, the *New College of Florida Undergraduate Application Review Handbook* and admissions training materials for the 2017, 2018, and 2019 Admissions Cycles, as well as student admissions data for the 2018 and 2019 Admissions Cycles).

The OIGC conducted this administrative investigation in accordance with Board of Governors regulations, OIGC policies and procedures, and the *Principles and Standards for Offices of Inspectors General* as published by the Association of Inspectors General.

[21] Students primarily seeking admission for the Fall 2017, Fall 2018, and Fall 2019, respectively.

MATTERS INVESTIGATED

CRITERIA:

The following criteria are relevant to both of the allegations under investigations:

- Title II of the Americans with Disabilities Act of 1990 (Title II);
- Section 504 of the Rehabilitation Act of 1973 (Section 504);
- Florida Educational Equity Act;
- Board of Governors Regulation 2.003;
- New College of Florida Regulation 3-4027; and
- New College of Florida Regulation 5-1002.

Both Title II and Section 504 prohibit discrimination based on disability, stating that no qualified individual with a disability shall, solely by reason of her or his disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination. Both of the implementing Codes of Federal Regulation (CFR), 28 CFR Part 35 and 34 CFR Part 104, respectively, prohibit the use of criteria or methods of administration that have the effect of subjecting qualified individuals with disabilities to discrimination on the basis of disability. Additionally, the implementing regulation for Title II does not allow the application of eligibility criteria that screen out or tend to screen out an individual with a disability from fully and equally enjoying any service, program, or activity, unless such criteria can be shown to be necessary for the provision of the service, program, or activity being offered. Under these federal laws, disability is to be construed in favor of broad coverage and can mean any of the following:

- A physical or mental impairment that substantially limits one or more major life activities of an individual;
- A record of such an impairment; or
- Being regarded as having such an impairment.

An individual meets the requirement of "being regarded as having such an impairment" if the individual establishes that he or she has been subjected to an action prohibited under Title II because of an actual or perceived physical or mental impairment whether or not the impairment limits or is perceived to limit a major life activity.

The Florida Educational Equity Act echoes the prohibitions in Title II and Section 504, disallowing discrimination against a student in the state system of public K-20 education on the basis of certain protected classes, to include disability.[22] It also includes the prohibition of using criteria for admission to a program or course that has the effect of restricting access by persons of a particular race, ethnicity, national origin, gender, disability, or marital status. The Board of Governors adopted Regulation 2.003

[22] Section 1000.05(2)(a), Florida Statutes

Equity and Access to implement the Florida Educational Equity Act and reinforce the prohibitions against discrimination as stated in the law.

New College has two regulations that address discrimination. Regulation 3-4027 *Discrimination / Harassment* promotes an environment free from discrimination and harassment based on various factors, to include disability. Regulation 5-1002 *Undergraduate Admissions* states the institution does not discriminate in admissions based upon the applicant's race, color, religion age, disability, sex, sexual orientation, gender expression, gender identity, national origin, marital status, veteran status, or any other protected characteristic under the law.

ALLEGATION 1: DISCRIMINATORY DIRECTIVES

ALLEGATION: Dr. Joy Hamm instructed admissions staff to engage in admissions practices that were discriminatory against applicants who disclosed mental health or disability related issues in the personal essay portion of their applications.

OBSERVATIONS:

All of the "readers" for the 2018 Admissions Cycle provided testimony indicating that Dr. Hamm expressed to admissions staff, during meetings held in preparation for that admissions cycle, that she wanted them to "red-flag" admissions applications if the applicant disclosed certain information in their application file. Some witnesses stated Dr. Hamm wanted them to "red-flag" applications for any mention of mental or physical disability, or mental illness; while others noted that references to a history of abuse, violence perpetrated against or by the applicant, or anything that might lead the reader to believe the applicant is difficult or has problems with respecting others could also be "red-flagged." The witness testimony indicated these disclosures could be included in any part of the application file; however, they most often occurred in the essay or additional information sections of the applicant's Common Application. Most of the readers admitted to "red-flagging" application files for mental health or disability-related disclosures because of the instructions they received from Dr. Hamm. They expressed discomfort with the process and indicated they discussed their concerns with one another, as well as with their immediate supervisors in most cases. None of them felt comfortable bringing their concerns to Dr. Hamm directly, expressing there was a strict expectation of following the chain-of-command.

Two of the Admissions Review Committee members for the 2018 Admissions Cycle that were interviewed, who were not also readers, expressed there were applicants that went to the committee for an admissions decision even though they met the admissions criteria. Both of them expressed they noticed that applicants who wrote about struggles with mental health issues or disabilities consistently came before the committee. One of

those members expressed they had a hard time identifying why that applicant was "red-flagged" if not for their mental health or disability-related disclosure. The committee members, who were not also readers for this cycle, could not confirm whether Dr. Hamm gave the alleged instructions to the readers; however, they indicated they have heard Dr. Hamm explain she wanted to improve the school's metrics, and they needed students who were college ready and could be successful at New College.

Readers and committee members alike explained that Dr. Hamm's expressed reasoning for why they should "red-flag" those applications was because New College's Counseling and Wellness Center was underfunded and struggled to support the current student body; therefore, they needed to be able to screen for students who could be successful without the need for heavy reliance on such services.

Dr. Hamm emphatically denied providing the alleged instructions. During her interview, as well as through additional correspondence to the OIGC[23], she indicated she came into a broken system wrought with student conduct issues, wasteful or inefficient admissions recruitment practices, unclear admissions decision processes, and unprofessional behavior and policy violations by various admissions staff. She indicated she had to make changes quickly, in terms of stricter policies and oversight, physical reorganization of staff, and increased accountability, which were not well accepted by staff and earned her "fast hatred."

Dr. Hamm explained the application review process and admissions decisions for the 2017 Admissions Cycle had already been completed by the time she was hired in July 2017. After she was hired and became aware of the problems facing the student population and admissions department, changes to the way in which application files were evaluated and scored were made for the 2018 Admissions Cycle. She explained she put a mathematical formula in place, with the help of data analytics, to calculate and weight some of the application file components (i.e. grade point averages, course rigor, and test scores). She said she also asked the Writing Center to develop a rubric to help readers grade different aspects of the essay in a more objective manner; the essay score was added to the formula as a raw score. The new system also incorporated the "red-flagging" of certain issues; however, she expressed the term "red-flagging" was not coined by her. She stated the operations team came up with the term "red-flagging" when they were updating the readers' scoring sheets. To her, if some aspect of the application file was "red-flagged," it meant the file just needed "a second look" by the Admissions Review Committee.

Dr. Hamm explained the Admissions Review Committee always existed; however, in the past the members consisted of her predecessor and the Associate Dean of

[23] Received on May 12, 2019, via email.

Admissions and Financial Aid, who only considered application files if the readers could not make an admissions decision. She did not think this was fair to students and put too much control in the hands of an individual reader. She explained she changed the composition of the committee to be more representative of the campus; therefore, she included members from other departments. She indicated application files should have a second look if there was something in the essay that was of concern; however, she denied ever expressing that application files should be "red-flagged" for disclosing a mental health issue or disability. She explained that her guidance has focused on whether the applicant "closed the loop" in their essay, meaning, if they answered all of the parts of the essay prompt they selected. She also explained that she spoke with the Admissions Review Committee members about college readiness, noting that included characteristics of resiliency, and whether or not all of the materials in the application file demonstrated a level of college readiness that would be needed for a student to succeed at New College.

Dr. Hamm denied having discussions with staff about decreasing the number the students who might require services for such things as mental health or disability-related issues. She expressed that whether a student needs services or accommodations should not be considered as part of the admissions decision process. She indicated she had participated in conversations about being more honest and realistic about the services available when providing information to potential students or their family members.

The admissions data reviewed for the 2018 Admissions Cycle showed there were 58 application files, out of 1,088 total application files, that received an overall score greater than 85 points, but noted a "red-flag" or comment regarding the essay. Based on the general admissions processes described previously, 21 of those 58 application files should have been automatically routed to the *Committee Bin* regardless of the essay "red-flag" or comment because they received an overall score between 85 and 114 points. Another eight of those 58 application files would also have been automatically routed to the *Committee Bin* even though they received an overall score of 115 or greater because they noted multiple "red-flag" issues. The remaining 29 of those 58 application files would have been automatically routed to the *Admit Bin* based on their overall score (≥ 115 points); however, they were routed to the *Committee Bin* because they contained a single "red-flag" for essay. Twenty-two of those 29 application files self-disclosed a disability, mental health issue, or history of abuse; of those, thirteen were admitted to New College, whereas the other nine were denied admission[24]. The reader's scoring sheet for some of those application files noted the applicant self-disclosed a mental illness, disability, or an experience or history involving abuse.

[24] One of the nine was denied as a result of a misconduct issue.

Additionally, since one of the explanations about "red-flagging" for essay was that essays were to be "red-flagged" if the applicant did not answer all of the parts of the essay prompt, we reviewed all of the "red-flagged" essays to determine whether applicants answered all of the parts of the essay prompt. Our review found that all 58 applicants answered all parts of the essay prompt.

FINDING: Supported

Despite Dr. Hamm's denial, witness testimony indicated the admissions staff, particularly the readers, received instructions and/or guidance from Dr. Hamm to "red-flag" application files that contained disclosures related to a mental health issue or a disability so that the Admissions Review Committee could review the files and make an admissions decision. Readers admitted to "red-flagging" application files with such disclosures based on the instructions/guidance they received from Dr. Hamm. The readers' scoring sheets for the 2018 Admissions Cycle demonstrated that the reasons for some of the essay "red-flags" were for self-disclosures of specific mental illnesses or disabilities. Although offered as a reason, a review of the admissions data did not support that essays were "red-flagged" because the applicant did not thoroughly respond to all of the parts of the essay prompts.

ALLEGATION 2: DISCRIMINATORY PROCESSES

ALLEGATION: New College's current admissions process is discriminatory against applicants who discuss mental health or disability related issues in the personal essay portion of their applications.

OBSERVATIONS:

Since at least the 2017 Admissions Cycle, student applications have been subject to a multi-step review process at New College. In general, "first readers" were responsible for evaluating the application files and recommending the initial admissions decision. They followed the *New College of Florida Undergraduate Application Review Handbook* (dated December 2016), as well as any other guidance or reference material provided by the Associate Dean of Admissions and Financial Aid, to make their recommendation. The application review handbook for the 2017 Admissions Cycle did not reference a "red-flagging" system.

The application review handbook noted there was no absolute formula for admission; however, it did prescribe certain ratings for each of the components of the application file (i.e. course selection, high school core units, grade point average, class rank, test scores, essay, etc.). Taking all of the components into consideration, application files rated 1-3 would generally be admissible, while those rated 6-8 were rarely admissible.

If the "first readers" were unsure about an admissions decision, the application file could be reviewed by a "second reader," identified in the application review handbook as the chair; however, it did not specify who fulfilled that role. The third step in the process was the "Decision."

As noted under Allegation 1, Dr. Hamm made changes to the way in which application files were evaluated and scored for the 2018 Admissions Cycle; those changes were also in place for the current 2019 Admissions Cycle. Two of the most prominent changes to the review process were the institution of the mathematical formula and the development of the essay scoring rubric in order to make the scoring more quantitative and objective. The incorporation of the list of "red-flag" issues was another prominent change to the review process. Dr. Hamm explained the previous review process included an option for a secondary review, although the reasons for a secondary review were not always clear, it was not phrased as being the result of "red-flagging" an application file, and it was usually conducted by her predecessor and/or the Associate Dean of Admissions and Financial Aid. Under the new review process, the secondary review would be conducted by the Admissions Review Committee, and it would be warranted if the application file had an overall score between 85 and 114 points, or if the application had an overall score of 115 points or greater and also contained a "red-flag" for one of the issues listed in the application review handbook.

Most of the readers for the 2018 Admissions Cycle admitted to "red-flagging" application files because of a disclosure related to mental illness or a disability (as described under Allegation 1). There were only two readers for the 2019 Admissions Cycle. One of the readers expressed there was an expectation to "red-flag" application files if the applicant mentioned they had a mental disability or disclosed an issue that might affect their ability to learn. The other reader expressed the "red-flag" for essay topic has turned into "red-flagging" essays for mental health, although that was not the only reason why an essay could be "red-flagged." That same reader noted that Dr. Hamm provided guidance during a conference call in February 2019 that they (the readers) were to stop "red-flagging" application files simply because the applicant mentioned a mental health or disability-related issue; however, based on Dr. Hamm's guidance, it was that reader's understanding that they (the readers) were still expected to "red-flag" application files if the applicant indicated an ongoing struggle with the issues they disclosed.

Admissions Review Committee members, under both the 2018 and 2019 Admissions Cycles who were not also readers, expressed they could not understand why some of the applicants were "red-flagged" for essay, if not for their mental health or disability-related disclosure. Those committee members stated they reported their concerns that applications were being "red-flagged" for improper reasons to their respective supervisor, one even reported their concerns directly to Dr. Hamm in addition to their supervisor. Dr. Hamm confirmed that a committee member brought concerns to her

attention during the 2019 Admissions Cycle; she indicated she addressed it with the readers, explaining it was not about "red-flagging" someone because they disclosed a disability, but that if the disability is the hardship the applicant disclosed, they needed to consider whether the applicant "closed the loop" and answered the essay prompt fully. Dr. Hamm said their admissions decision conversations should not be focused on the applicant's disclosure, but rather on the applicant's whole picture of "college readiness."

Additionally, for the 2019 Admissions Cycle, Admissions Review Committee members confirmed there were application files discussed in committee meetings wherein the applicant self-disclosed a mental illness or other disability. One of the members recalled discussing an applicant who disclosed self-harm/violence in their essay; the committee's discussion centered around whether that applicant wrote about what they learned from that experience. Multiple committee members indicated when discussions took place about applicants who self-disclosed a mental illness or disability, those discussions focused on whether the applicant demonstrated that they possessed coping strategies for those issues or on whether New College had the right resources to help the applicant succeed at the institution.

The admissions data reviewed for the 2019 Admissions Cycle showed there were 64 application files that received an overall score greater than 85 points, but noted a "red-flag" or comment regarding the essay, and were therefore routed to the *Committee Bin*. Based on the general admissions processes described previously, 25 of those 64 application files should have been automatically routed to the *Committee Bin* regardless of the essay "red-flag" or comment because they received an overall score between 85 and 114 points. Another 16 of those 64 application files should also have been automatically routed to the *Committee Bin* even though they received an overall score of 115 or greater because they noted multiple "red-flag" issues. The remaining 23 of those 64 application files would have been automatically routed to the *Admit Bin* based on their overall score (≥ 115 points); however, they were routed to the *Committee Bin* because they contained a single "red-flag" for essay. Eighteen of those 23 application files self-disclosed a mental health issue, disability, or history or experience of abuse; of those, 11 were admitted, four were denied, and three were placed on hold for additional information at the time of our review. The readers' scoring record for the application files that were routed to the *Committee Bin* for the 2019 Admissions Cycle did not contain any notes about the applicant self-disclosing a specific mental illness, disability, or an experience or history involving abuse; however, there were a few with notes indicating a disclosure about adversity or challenges with unclear resolutions. For those few application files, the essays referenced cognitive impairments, struggles with mental illness, or experiences of abuse.

Additionally, since one of the explanations about "red-flagging" for essay was that essays were to be "red-flagged" if the applicant did not answer all of the parts of the

essay prompt, we reviewed all 64 application files and determined the applicants answered all parts of the essay prompt.

FINDING: Supported

The testimonial evidence confirmed that application files containing self-disclosures related to mental health or disability-related issues were "red-flagged" and sent to the Admissions Review Committee for a secondary review. The admissions data that was reviewed confirmed there were application files containing such disclosures that were "red-flagged" solely for the essay. Although offered as a reason, a review of the admissions data did not support that essays were "red-flagged" because the applicant did not thoroughly respond to all of the parts of the essay prompts. This activity subjects applicants who disclose such information to different treatment than those who do not disclose such information, and could have the effect of restricting access for persons with mental illnesses or disabilities, contrary to laws, regulations and policies.

RECOMMENDATIONS

Based on the findings in the investigative report we recommend the following:

1. New College of Florida take appropriate action to ensure student admissions practices are in compliance with federal and state laws, as well as Board of Governors regulations and university policies.

2. New College of Florida take any personnel action it deems appropriate.

3. New College of Florida conduct an objective review of the applicants that may have been negatively impacted by its admissions practices.

4. New College of Florida include a copy of this investigative report should a public records request be submitted for its internal investigative report related to the initial complaint it received related to this matter.

ACKNOWLEDGEMENTS

We wish to thank New College's administration and staff for their cooperation and assistance, which contributed to the successful completion of this investigation.

Approval by:

Julie Leftheris, CPA, CIG, CIA, CFE, CISA
Inspector General and Director of Compliance

DISTRIBUTION AND ATTESTATION

This report is intended for the use of the agency or individual(s) to which it was distributed and may contain information that is exempt from disclosure under applicable law. Do not release without prior coordination with the OIGC.

Action Official(s) Distribution
Felice Schulaner, Board of Trustees Chair, New College of Florida
Donal O'Shea, President, New College of Florida

Informational Distribution
State University System of Florida Board of Governors
Marshall M. Criser III, Chancellor, Board of Governors

Statement of Accordance

The OIGC was established under sections 20.055 and 20.155, Florida Statutes. Its mission is to promote accountability, integrity, and efficiency by providing quality audits, investigations, management reviews, and technical assistance.

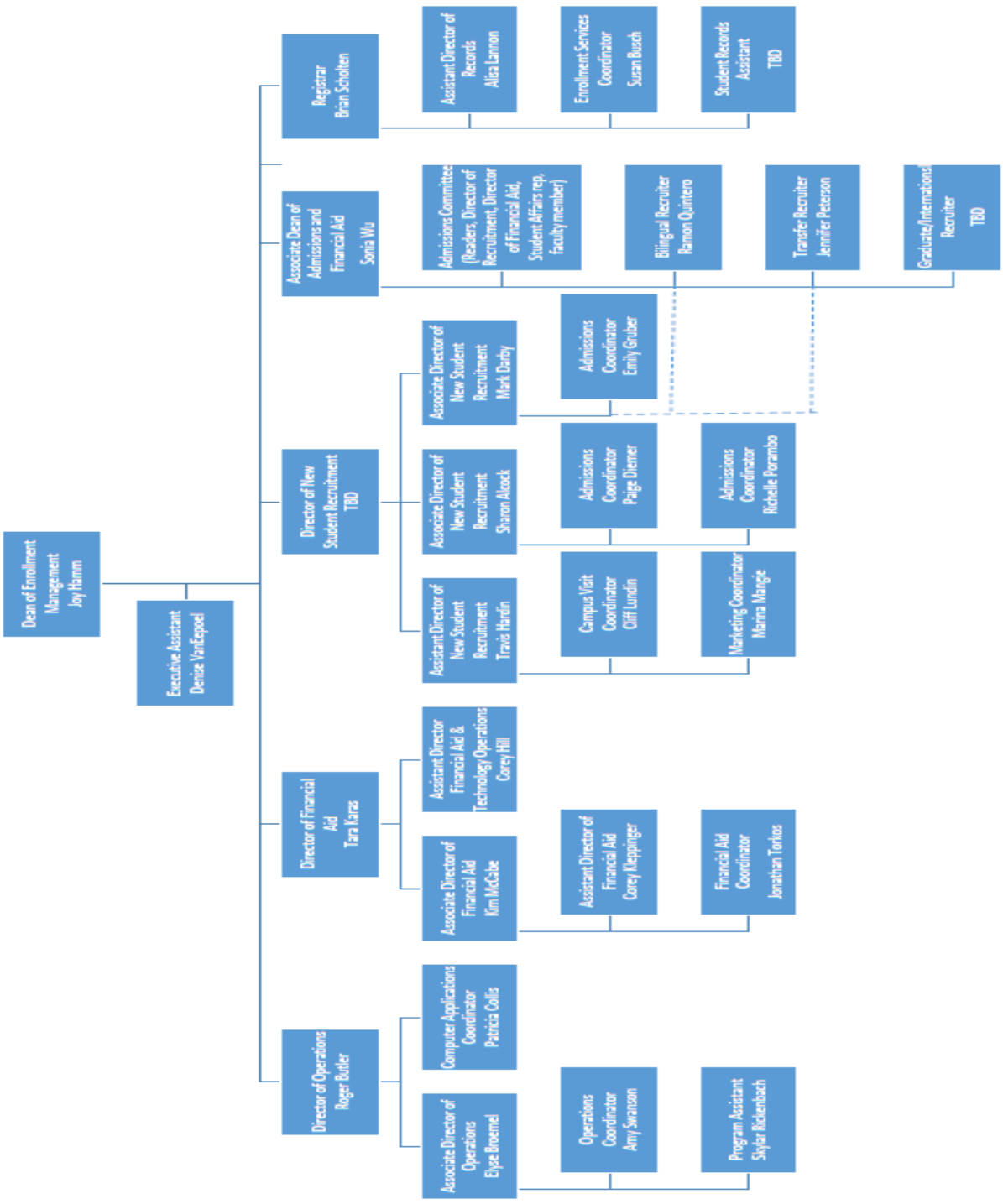
This work product was prepared in accordance with *Board of Governors Regulation 4.004 Board of Governors Oversight Enforcement Authority,* and the *Principles and Standards for Offices of Inspectors General* as published by the Association of Inspectors General.

This report and other reports prepared by the OIGC can be obtained by contacting:

Public Records Custodian
Office of the General Counsel
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399-0400
(850) 245-0466

APPENDIX A: OFFICE OF ENROLLMENT MANAGEMENT ORG CHART

*As of April 15, 2019



APPENDIX B: INTERVIEW LIST

*Indicates interviewee was a *former* employee at the time of their interview.

Sharon Alcock, Associate Director of New Student Recruitment [Witness]
Reader and Admissions Review Committee Member for 2018 Admissions Cycle

Michelle Barton, Associate Professor of Psychology [Witness]
Admissions Review Committee Member for 2019 Admissions Cycle

William "Alex" Bottorff, Student Admissions Representative [Witness]

Kate Clark*, Executive Assistant to Dean of Enrollment Management [Witness]

Paige Diemer, Admissions Coordinator [Witness]
Reader for 2018 Admissions Cycles

Mitch Finer*, Director of Enrollment [Witness]
Reader for 2018 Admissions Cycles, and Admissions Review Committee Member for 2018 and 2019 Admissions Cycles

Joy Hamm, Dean of Enrollment Management [Subject]

Meighen Hopton*, Director of Disability Services [Witness]
Admissions Review Committee member for 2018 Admissions Cycle

Tara Karas, Director of Financial Aid [Witness]
Admissions Review Committee member for 2018 and 2019 Admissions Cycles

Melanie Cleveland Kiefer*, Associate Director of Enrollment [Witness]
Reader for 2018 Admissions Cycles

Clifford Lundin, Campus Visit Coordinator [Witness]

Jennifer Peterson, Transfer Admissions Coordinator [Witness]
Reader for 2019 Admissions Cycle, and Admissions Review Committee member for 2018 and 2019 Admissions Cycles

Richelle Porambo, Admissions Coordinator [Witness]
Reader for 2018 Admissions Cycles

Eugenia Quintanilla*, Student Admissions Representative [Witness]

Ramon Quintero, Bilingual Admissions Coordinator [Witness]
Reader and Admissions Review Committee member for 2019 Admissions Cycle

Maria Simmerling*, Student Admissions Representative [Witness]

Jennifer Wells, Director of Writing [Witness]

Robin Williamson, Dean of Student Affairs [Witness]
Admissions Review Committee member for 2019 Admissions Cycle

Sonia Wu, Associate Dean of Enrollment Services and Director of Admissions [Witness]
Reader, as needed, and Admissions Review Committee member for 2018 and 2019 Admissions Cycles

APPENDIX C: UNIVERSITY RESPONSE

New College
THE HONORS COLLEGE of Florida

Office of the President

August 16, 2019

Via Email
Julie Leftheris, Inspector General and Director of Compliance
State University System of Florida Board of Governors
Office of Inspector General and Director of Compliance
625 West Gaines Street, Suite 1633
Tallahassee, FL 32399-0400

Re: Response to Draft Report of Investigation – OIGC Case No. 2019-072

Dear Ms. Leftheris:

In accordance with Board of Governors Regulation 4.004(4), New College of Florida ("New College") submits this response to the Draft Report of the Office of the Inspector General and Director of Compliance ("OIGC") dated July 19, 2019. First and foremost, New College expresses its appreciation for the OIGC's investigation and report related to the admissions practices of the College. New College desired and welcomed an independent investigation of these issues, and the OIGC's Report has been an invaluable resource in identifying areas in which the College must modify and improve its practices.

Indeed, the Draft Report has been a significant catalyst for institutional self-reflection and change, and the College is working diligently to follow the Recommendations set forth in the Report. New College has already taken action to change the leadership of the enrollment management department. Further, College officials are implementing a comprehensive review of admissions processes to ensure that all applicants, including those who disclose a disability or a mental illness, are treated fairly and equitably in accordance with transparent admissions criteria.

Moving forward, New College will engage the resources of disability advocacy groups to provide expertise regarding proper processes and training. We will work with the Board of Governors and the State University System to find the proper balance between our legal and moral obligations to equitably review applicants, identify and provide accommodations to students with disabilities, and protect the safety and well-being of our campus community.

As part of its comprehensive review, New College will also engage students and alumni to elicit information regarding their experiences with disability accommodation at the College, and to identify changes that can be made to make the educational experience at the College more

New College of Florida | 5800 Bay Shore Road | Sarasota, FL 34243-2109 | 941-487-4100 | Fax: 941-487-4101 | www.ncf.edu

accessible and supportive. Moreover, in accordance with the Draft Report Recommendations, the College will objectively and critically review the materials of applicants from the 2018 and 2019 admissions cycles who self-disclosed disabilities or mental health issues to determine if any of those applicants should be granted admission and will take any necessary appropriate action with regard to those applicants.

New College exists to prepare intellectually curious students for lives of great achievement. Our students, faculty and staff have shown unwavering dedication to working towards a truly inclusive community dedicated to excellence and student agency. With the guidance and support of the Board of Governors and our peer institutions, New College is staunchly committed to implementing necessary changes to ensure that all applicants are reviewed and considered in a fair, transparent and non-discriminatory manner. We look forward to working with you as we implement these changes so that New College and our students can realize their deepest aspirations.

Respectfully,



Donal O'Shea
President

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
August 28, 2019

SUBJECT: OIGC Updates

PROPOSED COMMITTEE ACTION

Information only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Inspector General and Director of Compliance, Julie Leftheris, will provide Committee members with an update of her office's recent and upcoming activities.

Supporting Documentation Included: None

Facilitators/Presenters: Ms. Julie Leftheris

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

AGENDA
Academic and Student Affairs Committee
Ballroom
Cohen Center
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, FL 33965
August 29, 2019
8:30 a.m. to 11:45 a.m.
or
Upon Adjournment of Previous Meetings

Chair: Mr. Norman Tripp; Vice Chair: Mr. Brian Lamb
Members: Cerio, Corcoran, Felton, Frost, Johnson, Morton, Scott

1. Call to Order and Opening Remarks	**Governor Norman Tripp**
2. Minutes of June 12, 2019, Committee Meeting	**Governor Tripp**
3. Vice Chancellor and Chief Academic Officer's Report	**(cancelled)**
4. Legislative Budget Request for the FAMU-FSU College of Engineering	**Dr. J. Murray Gibson** *Dean, FAMU-FSU College of Engineering*
5. Public Notice of Intent to Amend Board of Governors Regulation 6.001 General Admissions	**Dr. Traki L.Taylor** *Assistant Vice Chancellor for Academic Affairs*
6. Public Notice of Intent to Amend Board of Governors Regulation 6.021 Hazing Prohibited	**Dr. Lynn Nelson** *Director for Student Affairs*

7. Public Notice of Intent to Amend Board of Governors Regulation 8.003 Textbook and Instructional Materials Affordability — **Dr. Nelson**

8. SUS and FCS Math Re-design Update — **Dr. Taylor**

9. Engineering Programs Credit Hour Review — **Dr. Sally McRorie**
Provost and Executive Vice President for Academic Affairs
Florida State University

Dr. Cammy R. Abernathy
Dean, Herbert Wertheim College of Engineering
University of Florida

10. Academic and Student Affairs Updates

A. SUS Council of Academic Vice Presidents (CAVP) — **Dr. Sally McRorie**
Chair, CAVP

B. SUS Council for Student Affairs (CSA) — **Dr. William Hudson Jr.**
Chair, CSA

C. Florida Student Association (FSA) — **Ms. Zenani D. Johnson**
Chair, FSA

11. Concluding Remarks and Adjournment — **Governor Tripp**

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
August 29, 2019

SUBJECT: Minutes of Committee Meeting held June 12, 2019

PROPOSED COMMITTEE ACTION

Consider approval of the minutes of the Academic and Student Affairs Committee meeting held on June 12, 2019, at the University of South 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 June 12, 2019, at the University of South Florida.

Supporting Documentation Included: Minutes, June 12, 2019

Facilitators/Presenters: Governor Norman Tripp

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
UNIVERSITY OF SOUTH FLORIDA
TAMPA, FLORIDA
June 12, 2019

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

1. Call to Order and Opening Remarks

Chair Norman Tripp convened the meeting on June 12, 2019, at 1:48 p.m. with the following members present: Governors Cerio, Corcoran, Felton, Johnson, Lamb, Morton, and Scott. A quorum was established.

2. Minutes of March 28, 2019, Committee Meeting

Chair Tripp asked for a motion to approve the minutes from the March 28, 2019, committee meeting. Governor Lamb moved to approve the minutes, Governor Corcoran seconded the motion, and the motion carried unanimously.

3. Vice Chancellor and Chief Academic Officer's Report

Vice Chancellor for Academic and Student Affairs, Dr. Christy England, reported on the following activities of the Academic and Student Affairs (ASA) unit.

- On April 2, Vice Chancellor England, Assistant Vice Chancellor for Strategic Initiatives and Economic Development, Ms. Emily Sikes, and Director of Economic Development, Mr. Roger Strickland met with staff from the Florida Chamber to discuss the ongoing projects and opportunities for future collaborations.
- On April 17-18, Mr. Strickland attended the Gulf Power Economic Symposium in Destin, Florida.
- On April 23, Dr. England attended the Council of Academic Vice Presidents (CAVP) Academic Coordination Group meeting at the University of South Florida, Center for Advanced Medical Learning and Simulation. Eleven pre-proposals were reviewed at the bachelor's, master's, and doctoral levels.
- On April 24-25, Mr. Strickland attended the Center of Academic Excellence in Cybersecurity Executive Leadership Forum in Pensacola, Florida. This national event, hosted by the University of West Florida, was an outstanding opportunity to engage with leaders in academia, industry, and government.

- On May 1-2, Mr. Jeremy Hudak attended a meeting with the Southern Regional Education Board (SREB) to discuss the Academic Common Market program of which Florida is a participant.
- On May 17, Director for Student Affairs, Dr. Lynn Nelson, participated in the Hazing Prevention Summit hosted by the University of Central Florida. This summit has been an annual event for the last several years and continues to be well attended.
- On May 17, Dr. England met with the Advisory Council of Faculty Senates in Tallahassee at the invitation of Governor Felton. Support for Kognito was made evident.
- Staff from the Academic and Student Affairs unit participated in two meetings with the FAMU-FSU College of Engineering Management Council: an in-person meeting in May and a telephone meeting in June. The College of Engineering is now ranked 111th in the country. Admissions are up for both institutions. During the June conference call, the FAMU-FSU College of Engineering 2019-2020 budget was reviewed.
- In late May, Ms. Sikes participated in the first meeting of the Advisory Group for Florida's Career and Technical Education Audit. This group was established through HB 7071 and is a part of the Governor's executive order on workforce education. Ms. Sikes will be the Board's lead staff for this activity.
- In May, Assistant Vice Chancellor for Academic Affairs, Dr. Traki L. Taylor, Director of Articulation, Ms. Lynda Page, and Ms. Sikes met with Chancellor Kathy Hebda from the Florida College System and her staff to start working on the implementation of a wide array of initiatives outlined in HB 7071.
- On May 31, Mr. Strickland attended the Make More Manufacturing Summit in Orlando.
- On June 3, Dr. Disraelly Cruz attended the spring meeting of the Florida Institute of Oceanography.
- On June 7, Dr. Nelson and Ms. Page attended the Johnson Scholarship Foundation meeting in Tampa. Career service directors were invited to discuss how they can enhance opportunities for students with disabilities upon completing their degrees and helping them transition into the workforce.
- Dr. England and Dr. Nelson attended the Council of Student Affairs VP/AVP Summit hosted by the University of South Florida in Tampa.
- The Academic and Student Affairs unit is now fully staffed with the hiring of Ms. Brittanian Gamble. She is our newest Assistant Director for Academic Affairs.

Chair Tripp explained that he requests Dr. England to share updates with the Committee at every meeting so everyone can have an understanding of the work completed by staff in the Academic and Student Affairs Unit. He expressed his appreciation for the work by Board staff.

4. <u>Math Re-Design</u>

Chair Tripp recognized Dr. England to provide an update on the State University System (SUS) and Florida College System (FCS) Mathematics Re-design effort.

Dr. England began the presentation by providing a brief overview of the Re-Design effort for the new Board of Governors members. The statewide initiative began last summer in collaboration between the Board of Governors, Florida College System, and Florida Department of Education. Since September 2018, three workgroups have convened to review the Mathematics curriculum through the entirety of Florida's K-20 Education System. Dr. England explained that each of the three workgroups had a different focus. The three different workgroups engaged in this effort are: K-12 to Postsecondary Workgroup; FCS Math Sequences Workgroup; and FCS to SUS Workgroup. Each workgroup had faculty and staff representation from all three sectors within the Florida K-20 System (K-12, FCS, and SUS). She shared that several staff members from the Board of Governors Office have also been actively involved in the effort.

Dr. England highlighted that the workgroups are in the process of wrapping up their work. The report and recommendations from the workgroups will be presented at the final meeting on June 27, 2019, in Gainesville, Florida. The workgroups will provide recommendations in a variety of areas. Dr. England shared some of these key areas, including: improving advising at both the K-12 and post-secondary levels; increasing the availability of information to parents regarding the Mathematics curriculum; and improving course and career alignment. Regarding the last area, Dr. England shared that one of the focal points has been examining the role of College Algebra as a required course for all majors and disciplines. Additionally, she shared that there were also recommendations regarding placement testing and pedagogy.

Dr. England shared that she would provide an update to the committee at the August meeting to share details from the June 27th meeting in Gainesville as well as the next steps for the Re-Design effort.

Chair Tripp noted that math re-design has been a major endeavor throughout the state. He is hopeful that this initiative will be very helpful to the SUS in the STEM areas. He indicated that he is looking forward to the report and ways to bring about necessary changes.

5. Academic Program Items

Chair Tripp introduced the following academic program requests.

A. Ph.D. in Engineering and Computing Education, CIP 14.9999, Florida International University

Chair Tripp introduced Dr. Kenneth G. Furton, Provost and Executive Vice President at Florida International University (FIU) to introduce the proposal. Dr. Monique Ross, Assistant Professor in the School of Computing & Information Sciences and STEM Transformation Institute at FIU, presented the proposal. The proposed program would prepare students to serve as faculty members in engineering or other programs; research scientists in academia, government, and industry; instructional designers at universities or in the industry; and more. The FIU Board of Trustees approved the program on March 4, 2019.

Chair Tripp asked how the program will be evaluated in a few years to ascertain its effectiveness. He inquired if the university would return to the Board of Governors in two years to provide an update on the effectiveness of the program and accomplishments. Provost Furton shared that FIU completes annual reviews on all of their programs and he would be happy to return and share the information as often as the Board would like.

Following the discussion, Chair Tripp asked for a motion to approve Florida International University's Ph.D. in Engineering and Computing Education, CIP 14.9999, at the currently approved tuition of $379.95 per credit hour for in-state students and $900.00 per credit hour for out-of-state students with total fees of $75.69 per credit hour for in-state students and $101.69 per credit hour for out-of-state students with a program implementation in Fall 2020.

Governor Lamb moved to approve, Governor Morton seconded, and the motion carried unanimously.

B. Doctor of Athletic Training, CIP 51.0913, University of Florida

Chair Tripp introduced Dr. Chris Hass, Associate Provost for Academic and Faculty Affairs at the University of Florida (UF), to present the program proposal. Dr. Patricia Tripp, a Clinical Associate Professor at UF, was present to assist with questions. The proposed Doctor of Athletic Training (DAT) would provide professionals with advanced clinical knowledge and skills while they participate in a patient-centered healthcare program. Graduates of the program would earn a Certificate of Added Qualification upon completion of an area of distinction. The proposed DAT would be the second post-professional program in the State University System of Florida. The UF Board of Trustees approved the program on September 17, 2018.

Chair Tripp asked for clarification on the differences in fees for in-state and out-of-state students. Dr. Hass responded that those were the fee structures approved for the university. Governor Cerio asked if it was the same fee structure across all graduate programs, and Dr. Hass confirmed.

Governor Felton inquired about differences in assistantships for doctoral assistants and post-professional master's students. Dr. Tripp explained that the assistantships or funded work experiences would be accompanied by an in-state tuition waiver. Dr. Tripp noted that the amount that would be covered would be dependent upon the agreement with each individual student. Since the students would be paying in-state tuition, they will only be paying in-state fees. Governor Felton then asked about the enrollment projections and suggested that the doctoral programs report back to the Board of Governors a couple of years after approval regarding program enrollment and whether or not the program has elevated the profession.

Governor Morton asked for clarification regarding requiring a master's degree for a student to become a certified Athletic Trainer in the future when demand is rapidly increasing. He stressed the need to train additional professionals to meet the demand. Dr. Tripp provided some additional information regarding the Commission on Accreditation of Athletic Training (CAATE) accreditation. Governor Morton also affirmed that it is important to prepare more educators to train future professionals. Dr. Tripp provided additional information regarding CAATE's requirements for programs.

Following the discussion, Chair Tripp asked for a motion to approve the University of Florida's post-professional Doctor of Athletic Training, CIP 51.0913, at the currently approved graduate rate tuition of $448.73 per credit hour for in-state students and $690.21 per credit hour for out-of-state students with total fees of $81.96 per credit hour for in-state students and $535.20 per credit hour for out-of-state students with a program implementation in Summer 2020.

Governor Felton moved to approve, Governor Lamb seconded, and the motion carried unanimously.

C. Ph.D. in Anatomical Sciences Education, CIP 26.0403, University of Florida

Chair Tripp recognized Dr. Chris Hass, Associate Provost for Academic and Faculty Affairs at the University of Florida (UF), to present the program proposal. The proposed program would train individuals to become educators in all anatomical science disciplines and conduct anatomical pedagogy research. The program would be the first Ph.D. in Anatomical Sciences Education in CIP 26.0403 in the State of Florida. The UF Board of Trustees approved the program on December 7, 2018.

As there was no discussion or questions on the proposal, Chair Tripp asked for a motion to approve the University of Florida's Ph.D. in Anatomical Science Education, CIP 26.0403 at the currently approved graduate rate tuition of $448.73 per credit hour for in-state students and $690.21 per credit hour for out-of-state students with total fees

of $81.96 per credit hour for in-state students and $535.20 for out-of-state students with a program implementation in Fall 2019.

Governor Lamb moved to approve, Governor Felton seconded, and the motion carried unanimously.

D. Ed.D. in Instructional Design and Technology, CIP 13.0501, University of West Florida

Chair Tripp introduced Dr. George Ellenberg, Provost and Senior Vice President at the University of West Florida (UWF) to introduce the proposal. Dr. Ellenberg then introduced Dr. William Crawley, Dean of the College of Education and Professional Studies at UWF to present the proposal. The proposed program would prepare students to serve in leadership roles for organizational development, performance improvement, technology integration, and workplace learning. The program would be the first Ed.D. in Instructional Design and Technology under CIP code 13.0501, which is an identified Program of Strategic Emphasis under the Science, Technology, Engineering, and Mathematics area. The UWF Board of Trustees approved the program on December 5, 2018.

As there was no discussion or questions on the proposal, Chair Tripp asked for a motion to approve the University of West Florida's Ed.D. in Instructional Design and Technology, CIP 13.0501, at the currently approved graduate rate tuition of $295.34 per credit hour for in-state students and $923.57 for out-of-state students with total fees of $89.26 for in-state students and $120.67 for out-of-state students with a program implementation in Fall 2020.

Governor Morton moved to approve, Governor Scott seconded, and the motion carried unanimously.

6. Articulation Coordinating Committee Credit-by-Exam Equivalencies

Dr. Traki L. Taylor presented on the Articulation Coordinating Committee's Credit-By-Exam Equivalencies. Section 1007.27(2), Florida Statutes, requires the Articulation Coordinating Committee (ACC) to establish passing scores as well as course and credit equivalents for Advanced Placement, Advanced International Certificate of Education Program (AICE), International Baccalaureate (IB), DANTES (DSST), Defense Language Proficiency Test (DLPT), UExcel (Excelsior College Exams), and College-Level Examination Program (CLEP). Board of Governors Regulation 6.006, Acceleration Mechanisms, recognizes the use of the ACC Credit-By-Exam equivalencies for determining satisfactory performance to award equivalent course credit to be applied

towards degree requirements. State University System (SUS) and Florida College System (FCS) institutions are required to award the minimum recommended credit as designated to ensure consistent application of credit by institutions in both systems. Dr. Taylor shared that the ACC, which has SUS representation within its membership, approved revisions to the equivalencies at its February 27, 2019, meeting. The State Board of Education subsequently approved the equivalencies at their May 22, 2019, meeting.

Following Dr. Taylor's presentation, Chair Tripp shared with the committee that the changes to the Credit-By-Exam equivalencies will take effect as soon as they are approved by the Board of Governors. He then asked for a motion to approve the February 27, 2019, Articulation Coordinating Committee Credit-By-Exam equivalencies.

Governor Morton moved to approve, Governor Scott seconded, and the motion carried unanimously.

7. Engineering Programs Credit Hour Review

Dr. Ralph Wilcox, Provost and Executive Vice President of the University of South Florida, provided an update on a review of engineering programs in the State University System that require more than 120 credit hours for a baccalaureate degree. Provost Wilcox introduced the draft report that the engineering deans have worked on for submission to the Board of Governors. The four critical topics addressed in the report were: hours to degree; variance by discipline and institution; time to degree; and impact on access for underrepresented populations. Each topic was explained by Provost Wilcox. A full report and set of recommendations will be presented to the Board of Governors at the August 2019 meeting.

Governor Lautenbach inquired about the variance in engineering programs. Provost Wilcox mentioned that it would be included in the final report.

Governor Kitson asked if the reduction in credit hours in engineering programs would impact accreditation and the ability for graduates to obtain employment after graduation. Provost Wilcox answered that there are accredited 120 credit hour programs; however, credit hours have to be balanced with meeting the needs of the local community and the state. Exploring flexibility in general education requirements were also discussed.

8. Academic and Student Affairs Updates

A. SUS Council of Academic Vice Presidents (CAVP)

Dr. Ralph Wilcox, Provost and Executive Vice President from the University of South Florida and member of CAVP provided an update on their activities. He noted the agenda items that would be discussed at their upcoming meeting. These items included the total credit hours for engineering programs, recent legislative changes, potential system-wide legislative budget requests on students' success, and textbook affordability.

Chair Tripp asked if CAVP is discussing student homelessness and food banks. He asked for the CAVP to report back regarding what institutions are doing to address this issue. Governor Johnson mentioned that she would be providing information on the work that the Florida Student Association (FSA) is doing on the matter.

B. SUS Council for Student Affairs (CSA)

Dr. Corey King, Vice President of Student Affairs at Florida Atlantic University and Chair of the Council for Student Affairs (CSA), provided the report. He noted that CSA has been working with Governor Johnson and Florida Student Association (FSA) to address food insecurity and food pantries at SUS institutions. Dr. King also provided an update on the fall 2019 implementation of the Kognitio mental health software. Recently he participated in a Faculty Senate conference call where they discussed the benefits of using the software. Dr. King reported that all SUS institutions have now adopted amnesty policies.

Dr. King then discussed future initiatives. CSA is planning on hosting a summit on enrollment management to discuss student success in the State of Florida. Also, CSA is continuing to develop a formal proposal for hard waiver student insurance. Lastly, he welcomed Governor Zenani D. Johnson to the Board of Governors.

Chair Tripp requested an update on hazing in the SUS for the past 12 months. Dr. King indicated he would share more details at the August Board of Governors meeting. Chair Tripp also asked about steps taken to ensure that students know about medical amnesty. Dr. King indicated he would discuss system-wide initiatives with CSA and will provide an update at the next meeting.

C. Florida Student Association (FSA)

Chair Tripp welcomed the new Chair of the Florida Student Association (FSA), Governor Zenani D. Johnson. Governor Johnson provided background on FSA and then provided an update on FSA activities. FSA has been working with legislators on the Florida pre-paid program and has been advocating for medical amnesty. This past year, FSA has been able to pass multiple proclamations on mental health. FSA also held their first state-wide Civic Engagement week.

Each year, FSA gathers students across the state to advocate for their legislative agenda. This past session, over 100 students came to Tallahassee. Potential FSA legislative agenda items for the 2019-2020 term include making Florida #1 in the nation for solving the homeless student crisis and identifying stressors that cause mental health issues for students.

9. Concluding Remarks and Adjournment

Having no further business, Chair Tripp adjourned the meeting at 3:12 p.m.

_____
Norman D. Tripp, Chair

_____
Traki L. Taylor, Ph.D.
Assistant Vice Chancellor
for Academic Affairs

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
August 29, 2019

SUBJECT: Vice Chancellor and Chief Academic Officer's Report

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Dr. Christy England, Vice Chancellor for Academic and Student Affairs, will provide an update regarding the activities of the Office of Academic and Student Affairs.

Supporting Documentation Included: None

Facilitators/Presenters: Dr. Christy England

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
August 29, 2019

SUBJECT: Legislative Budget Request for Florida Agricultural and Mechanical University- Florida State University College of Engineering

PROPOSED COMMITTEE ACTION

Consider approval of a Legislative Budget Request to support the Florida Agricultural and Mechanical University – Florida State University College of Engineering

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The FAMU-FSU College of Engineering is requesting $6,511,000.00 in recurring state appropriations to support several ongoing efforts of the college. The FAMU-FSU College of Engineering is a joint venture between Florida Agricultural and Mechanical University, and Florida State University. The partnership, created by the State of Florida, began 27 years ago.

The appropriations would be used to (1) recruit additional joint college faculty researchers; (2) provide start-up funds and research equipment for faculty; (3) provide support for undergraduate student success; (4) strengthen graduate programs; (5) improve faculty retention and vitality.

Supporting Documentation Included:	Legislative Budget Request Forms I and II
Facilitators/Presenters:	Dr. J. Murray Gibson

State University System
Education and General
2020-2021 Legislative Budget Request
Form I

University(s):	**Florida A&M University and Florida State University**
Issue Title:	**Integrated Advancement for the Joint FAMU-FSU College of Engineering**
Date Issue Approved by University Board of Trustees:	
Recurring Funds Requested:	**$6,511,000**
Non-Recurring Funds Requested:	
Total Funds Requested:	**$6,511,000**
Please check the issue type below:	
Shared Services/System-Wide Issue for Fiscal Year 2020-2021	☐
Unique Issue for Fiscal Year 2020-2021	☐

I. Description

Twenty-seven years ago, the State of Florida boldly created the nation's most unique shared college of engineering bringing together Florida Agricultural and Mechanical University, the leading public historically Black university with Florida State University, one of the America's 100 top research universities. Students graduate from either FAMU or FSU, but study engineering together on our shared engineering campus.

The Florida Department of Economic Opportunity recognizes that expanding engineering education is critical to Florida's future growth. Thanks to our partnership that merges excellence in research and diversity, we are the only engineering school in the US that provides top research educational opportunities to a student population that reflects the diversity of Florida and our nation. We are also far above national averages with 28% females in our undergraduate class. Since engineering is a "team sport," the diversity of our design teams provides experiences that are highly prized by corporations and these benefits accrue to all of our students, whether majority or minority.

In the four years since the legislature and partner university leadership recommitted to the joint college, we have seen an increase in most areas by 20% – to a faculty of 119, graduating 500 engineers each year and securing $24M external research funding annually. This growth was fueled by use of carryforward that is now depleted, and the future is jeopardized by the inadequate E&G funding to the college's joint budget. The State University System Board of Governors has identified our $6.5M LBR request as a top

system-wide priority in their 2020-21 budget request. If we are to sustain the recent very positive momentum, we must have financial support. Growing national recognition for the power of this grand experiment in the State of Florida will be disrupted if we do not receive an increase this year. The investment will pay off handsomely for FAMU, FSU and the State of Florida. The wonderful thing is that success of the FAMU-FSU College of Engineering helps both our partner universities achieve their strategic goals. Florida State is about to become the second university in Florida to reach the top 25 national public universities, yet the college of engineering is only 1/3 the size of the average in the top 25 and must grow to fuel FSU's longer-term advancement in the rankings. And FAMU is already one of the leading HBCUs in research and doctoral degree production, but it also aims to become the first Historically Black University to reach the elite of top research universities with the help of the joint college of engineering. Together FAMU and FSU can do something that no other university in the U.S. can accomplish by training an inclusive, diverse and excellent workforce to fuel our state's engineering labor needs. Both universities have generously provided financial support to help the college, but the joint LBR is the only sustainable way of ensuring that the partnership endures and flourishes.

We have programs planned that will significantly improve the success of our student's retention rates, graduation rates, degree and employment opportunities. For example, we know how to improve student retention, but do not have the resources for programming and support to make this available to all our students.

We will increase opportunity for our students through hiring new faculty, introducing new courses and degrees in strategic areas for the State, such as Aerospace, Computer, Systems and Biomedical Engineering, and aggressively recruit the best and most diverse cadre of doctoral students. We will attract and retain outstanding faculty in strategic areas of research, and provide them with the facilities and staff support to enable them to compete for, and win, research grants and contracts from government agencies, corporations and foundations. To do this we need to offer competitive salaries and equipment start-up investments that will be rewarded over the years through external grant funding to the institution.

The joint college is uniquely positioned to develop new and larger research centers that support key areas of technological emphasis, including health technology, materials, aerospace, biomedical engineering, computer engineering, and energy sustainability. These research centers will in turn allow the joint college to expand the size and diversity of its student body and will lead to new intellectual property and spin-off companies in the region.

To meaningfully advance goals related to research, academic quality, overall efficiency and effectiveness of the joint FAMU-FSU College of Engineering, several critical investments must be made. In 2017, the Legislature provided $1M of the $7.168M LBR that was requested. That $1M was allocated by the college to deal with market equity adjustments to salaries, and to pay salaries for new faculty and staff in the areas of undergraduate and graduate student success. We are grateful for the legislature's support, but the additional funds requested are absolutely more essential now in order to meet strategic goals for both FAMU and FSU. This new funding will enable the college to grow to the next level and compensate for nearly a decade of underinvestment.

1) **Additional Joint College Faculty Researchers ($1M Salary + $300K Fringe)**

The recruitment of eight researchers of the highest quality are essential for the Joint College of Engineering to deliver the education and impact needed by the State of Florida, while increasing its reputation to the benefit of graduates and the region.

a. Faculty in sensors and biomaterials for healthy aging ("aging in place") will require technology for medical devices and sensors that would leverage existing strengths at the college, the FSU College of Medicine and the FAMU School of Pharmacy.
b. Faculty in materials for aerospace: ultra-light and strong materials are critical to the development of a growing commercial aerospace industry, and to entrepreneurial approaches for efficient high-speed transportation. Through the college, both FAMU and FSU are funded for deep-space development, and new faculty will enable us to seek larger funding opportunities.
c. Faculty in robotics: robotics has growing applications to improve manufacturing efficiency, assist loss of function in people, and expand the capabilities of networked devises, popularly known as the "internet of things." We will strengthen our industry standing through additional hiring in the area of controls expertise within mechanical and electrical engineering.
d. Faculty in biomedical engineering: tissue engineering and synthetic biology are areas that address human health and manufacturing technology. Growing numbers of Florida undergraduates are exploring the emerging potential of biomedical engineering.
e. Faculty in cybersecurity for energy resilience: the development of sustainable energy is vitally important to the state and beyond to the global marketplace. We would expand on our strength in power systems to design a robust renewable energy "microgrid" and enhance the systems side of renewable energy capture, storage, and transportation.
f. Additional faculty to complement those listed above.

2) **Start-up funds and research equipment for faculty ($2.5M)**

a. Universities must provide "start-up" packages to attract outstanding researchers, provide the resources they need to succeed in their research, and add to the capabilities of the college in research and education.
b. Packages include funds for equipment, laboratory renovation and for technician support. Faculty hires will require an average of $600K each, numbers based on averages of ACC engineering schools shared by the ACC Deans Council. We hope we will be able to keep these costs down, but the packages in engineering will need to be competitive to hire faculty with the desired credentials.
c. Faculty hired in the FAMU-FSU College of Engineering embrace the interconnected missions of teaching, research and service. New faculty and capabilities expand the learning and career opportunities for students, and add to entrepreneurial capabilities in the community and the state.
d. Research activity is essential to the mission of a leading engineering school, and it benefits the students who need access to state-of-the-art tools and ideas. The State benefits from the best trained students, and from the entrepreneurial culture that is fostered. Start-up investments are leveraged many-fold through the external funding attracted by top faculty. Recurring funding is needed to address continuing need for faculty replacement and equipment obsolescence.

3) **Support for (undergraduate) student success ($1.465M)**

a. Salary and Fringe (**$350K Salary + $105K Fringe**)
   i. These activities require the hiring of five dedicated staff members for advising and mentoring.

b. Non-Salary Expenses Related to Student Success **($1,010,000)**
   i. Retention: to improve the retention rate of students we must provide bridge programs and peer-based tutoring to prepare students for pre-engineering science and math needs and ensure their success.
   ii. Successful transfer into major: almost 50% of incoming undergraduates fail to continue on to the major, and transfer to other majors or drop out. Enriching the pre-engineering experience with major-based projects and activities will increase the motivation of students and the successful transfer rate.
   iii. Reduce time to degree: after transferring from pre-engineering the graduation rate is over 70% but the time to graduation on average exceeds four years. Flexibility through the provision of more courses in each semester, and online courses, will reduce the average time to degree and improve the four-year graduation rate.
   iv. Recruiting: additional resources for recruiting will encourage talented and well-prepared students to enroll in the FAMU-FSU College of Engineering. In addition, we aim to connect with talented high-school students in their junior year to secure their interest and guide them to make full use of their senior year for pre-engineering preparation.
   v. Internships: internships and co-ops are very attractive to students and employers, and the experiential learning helps students find better higher-paid positions and gives employers better calibration of a potential employee's skills. Strengthening experiential learning will increase the graduation rate.

These activities require the hiring of four dedicated staff members for advising and mentoring, along with the renovation and equipping of three new laboratories for design projects, and the expansion of online distance learning capabilities.

4) **Strengthen graduate student programs ($550K)**

a. Graduate students provide the highly-skilled labor for engineering firms in Florida, provide a backbone for in-house research efforts, and leverage the opportunities for undergraduates to engage in research activities. In turn, undergraduate research, a best practice at top engineering schools, exposes engineering undergraduates to exciting "beyond the textbook" experiences that will strengthen their abilities and marketability. Funds will support student fellowships to recruit the best talent and support a staff member to assist in coordination and recruiting.

5) **Retention and Vitality ($590K + 106K Fringe)**

a. Faculty continuity and retention are essential to the growth of the college. In order to retain the best and brightest faculty, select faculty salaries must be adjusted to assure retention of those individuals. Using the Oklahoma State University Survey of 114 public research universities, the FAMU-FSU College of Engineering salaries are lower than the average for comparable disciplines, making our best faculty targets for poaching by other institutions.
b. The cost to the State of Florida to replace lost faculty leaders is much higher than retaining existing faculty, since new faculty also require significant start-up investments and their productivity takes a few years to reach full potential because of the disruption in establishing a new research laboratory.
c. Because of the unique joint nature of the FAMU-FSU College of Engineering there are some inequities between the faculty at the two institutions that must be addressed in order to improve morale. In the 2017-18 additional allocation from the state, we were able to address immediate inequities – in 2018-19 we used the joint college funds to offset the inequities, therefore eating away at our operating budget – these additional funds would permit us to continue this process through the following three years.
d. Salary adjustments would not be across the board – adjustments would be made based on a review of performance of faculty in teaching and research relative to peers at other institutions.

II. Return on Investment

These additional resources will allow each of the two universities to improve on several key performance metrics: academic progress rates, graduation rates, production of undergraduate and graduate degrees in areas of strategic emphasis, employment and salary outcomes for students, and metrics related to research and grant production. Specifically:

a. Increase (by 100 students annually) the number of bachelor's and advanced degree graduates in the strategic STEM research areas of energy, biomedical engineering, environmental sustainability, transportation and energy, with graduates better prepared for success in industry due to improvements in advanced training.
b. Significant increases (by 1000 graduates over five years) in the number of degrees awarded in the core engineering disciplines of civil, chemical, biomedical, electrical, computer, industrial and mechanical engineering – all engineering areas of strategic and critical importance to the state.
c. Graduates earning higher wages based on their marketability and fit to areas of strategic interest and importance in the engineering profession.
d. Improve the research focus and outputs in the form of patents, startup companies and commercialization of research products in the identified strategic areas for the faculty positions.
e. Assist the state in diversifying its energy portfolio and meeting its goals with respect to biomedical research, environmental sustainability, aerospace and robotics.
f. Enhance the business climate by attracting companies to Florida with significant research interest in the identified strategic areas – especially companies in the energy and power, materials, biomedical, environmental, robotics and medical devices fields.

g. Retain engineers produced in Florida to stay and work for Florida's growing field of technology-based companies.
h. Support the state's leading tourism and agricultural industries through additional research and interactions with companies doing business in Florida, by supporting sustainable infrastructure, aging in place, medical devices and aerospace.

III. Facilities

None

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
August 29, 2019

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 6.001 General Admissions

PROPOSED COMMITTEE ACTION

Consider approval of Public Notice of Intent to Amend Board of Governors Regulation 6.001 General Admissions

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board Regulation 6.001 General Admissions has been amended to align the information in regulation with Section 1000.05(2), Florida Statutes. Section 1000.05(2) was amended in the 2019 legislative session, adding religion to the list of protected categories from discrimination against students and employees in the Florida K-20 public education system. Adding religion to the list of protected categories that must not be used in the admission process ensures that all areas from section 1000.05(2) are referenced.

If approved by the Academic and Student Affairs Committee and the full Board of Governors, the Intent to Amend will be available for public comment for thirty days. If no concerns are raised by that time, the Regulation will come before the Board of Governors for final approval.

Supporting Documentation Included: Board of Governors Proposed Amendment to Regulation 6.001 General Admissions

Facilitators/Presenters: Dr. Traki L. Taylor

6.001 General Admissions

(1) Based on minimum standards adopted by the Board of Governors, university boards of trustees must establish the criteria, policies, and procedures by regulation for the admission of students.

(2) University policies and procedures concerning the admission process, including the process for admission decision notification and the appeal process for an admission decision, must be posted on the university's Web site and in the university catalogs. All university policies must be consistent with Board of Governors regulations and policies.

(3) The Board of Governors affirms its commitment to equal educational opportunity and to increasing student diversity in each of the state universities; however, admissions criteria must not include preferences in the admission process for applicants on the basis of race, color, national origin, disability, religion, or sex.

(4) In the admission of students, each university must take into consideration the applicant's academic ability, and may also consider other factors such as creativity, talent, and character.

(5) Each university may return to the applicant without action any application and fees received after the application deadline designated by each institution on its official calendar.

(6) Each university must provide denied applicants notice within a reasonable period of time (as defined by the university board of trustees). Upon the applicant's written request, the university shall provide the written reasons for the denial.

(7) Consideration shall be given to the past actions of any person applying for admission when such actions have been found to disrupt or interfere with the orderly conduct, processes, functions, or programs of any other university, college, or community college. If determined to be in the best interest of the university to deny admission or enrollment to an applicant because of the applicant's past misconduct on or off campus, a university may do so,

providing such denial is consistent with state and federal law. University boards of trustees shall establish guidelines regarding evidence required for such action.

(8) Individuals whose admissions applications, residency affidavits, or supplemental documents contain false, fraudulent, or incomplete statements may be subject to disciplinary action as outlined in written university policy. Such disciplinary action may include denial of admission, suspension of registration, invalidation of college credit, invalidation of degree, dismissal from the university, or other disciplinary action. In some cases, e.g., false information on a financial aid application, such behavior may lead to legal consequences.

(9) Prior to registration, each student accepted for admission must submit on a signed medical history form, including documentation of appropriate immunization as required by each university. Some students may be required to undergo diagnostic procedures prior to registration. Exceptions may be granted pursuant to university policies. Each university may reserve the right to refuse registration to any student whose health record or report of medical examination indicates the existence of a condition which may be harmful to members of the university community.

Specific Authority: Sections 7(d), Art. IX, Fla. Const.; History--Formerly 6C-2.41, 11-18-70, Amended and Renumbered 12-17-74, Amended 1-6-76, 7-13-77, 3-21-82, 12-13-83, 8-11-85, Formerly 6C-6.01, Amended 8-31-86, 4-9-87, 1-7-91, 9-15-91, 11-27-95, 8-12-96, 9-19-00, Amended 9-27-07, Amended _____.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
August 29, 2019

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 6.021 Hazing Prohibited

PROPOSED COMMITTEE ACTION

Consider approval of Public Notice of Intent to Amend Board of Governors Regulation 6.021 Hazing Prohibited

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board of Governors Regulation 6.021 Hazing Prohibited has been amended to address Senate Bill 1080, which amends section 1006.63, Florida Statutes. The amendment expands the definition of hazing to include "the perpetuation or furtherance of a tradition or ritual of" any university student organization or group whether or not officially recognized by the university.

Additionally, section 6 has been added to require each university to provide an annual report to the Chancellor with the number of hazing incidents that resulted in a student or student organization being held responsible for a violation of the university's anti-hazing policy. The report will be due to the Chancellor by October 1 of each year.

If approved by the Academic and Student Affairs Committee and the full Board of Governors, the Intent to Amend will be available for public comment for thirty days. If no concerns are raised by that time, the Regulation will come before the Board of Governors for final approval.

Supporting Documentation Included:	Board of Governors Proposed Amendment to Regulation 6.021 Hazing Prohibited
Facilitators/Presenters:	Dr. Lynn Nelson

6.021 Hazing Prohibited

(1) Each university board of trustees shall establish an anti-hazing policy as part of the university's student code of conduct or as a separate regulation, that prohibits students or other persons associated with any university student organization or group from engaging in hazing.

(2) Hazing means any action or situation, which occurs on or off university property, that recklessly or intentionally endangers the mental or physical health or safety of a student for purposes including, but not limited to, initiation, ~~or~~ admission into, ~~or~~ affiliation with, or the perpetuation or furtherance of a tradition or ritual of any university student organization or group whether or not officially recognized by the university. Hazing includes, but is not limited to, pressuring or coercing the student into violating state or federal law; any brutality of a physical nature, such as whipping, beating, branding, exposure to the elements, forced consumption of any food, liquor, drug, or other substance; or other forced physical activity that could adversely affect the physical health or safety of the student; or ~~and also includes~~ any activity that would subject the student to extreme mental stress, such as sleep deprivation, forced exclusion from social contact, forced conduct that could result in extreme embarrassment, or other forced activity that could adversely affect the mental health or dignity of the student. Hazing does not include customary athletic events or other similar contests or competitions or any activity or conduct that furthers a legal and legitimate objective.

(3) Each anti-hazing policy must state that the following circumstances do not constitute a defense to allegations of hazing:
   (a) The consent of the victim had been obtained;
   (b) The conduct or activity that resulted in the death or injury of a person was not part of any official organizational event or otherwise sanctioned or approved by the student organization or group; or
   (c) The conduct or activity that resulted in the death or injury of a person was not done as a condition of membership into a student organization or group.

(4) Each anti-hazing policy must provide a program for the enforcement of such regulations and must adopt appropriate penalties for violations of such regulations, to be administered by the person at the institution responsible for the sanctioning of such organizations or groups.
   (a) Penalties may include the imposition of educational sanctions, fines, the withholding of diplomas or transcripts pending compliance with the

policy or payment of fines, and the imposition of probation, suspension, dismissal, or expulsion, depending upon the severity of the violation.

(b) In the case of an organization or group that authorizes, allows, permits or encourages hazing in blatant disregard of such regulations, penalties may also include rescission of permission for that organization or group to operate on university property or to otherwise operate under the sanction of the university.

(c) All penalties imposed by the university shall be in addition to any penalty imposed for a violation of section 1006.63, Florida Statutes, and any of the criminal laws of the state, or for a violation of any other regulation of the university to which the student or student organization or group may be found responsible.

(5) All students must be provided with a copy of the anti-hazing policy and each university student organization or group must include the policy as part of the organization's or group's bylaws. Each university shall make training opportunities available for students and student organizations and groups that are designed to reinforce the policy and increase awareness of the dangers of hazing.

(6) Each university shall provide an annual report to the Chancellor of the number of hazing incidents that resulted in a student or student organization or group being held responsible for a violation of the university's anti-hazing policy. The report shall be compliant with the Family Educational Rights and Privacy Act, 20 U.S.C. s. 1232g, and the federal regulations issued pursuant thereto, and shall be submitted to the Chancellor by October 1 of each year.

Authority: Section 7(d), Art. IX, Fla. Const.; Section 1006.63, Florida Statutes; History–New, 03-28-19, Amended _____.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
August 29, 2019

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 8.003 Textbook and Instructional Materials Affordability

PROPOSED COMMITTEE ACTION

Consider approval of Public Notice of Intent to Amend Board of Governors Regulation 8.003 Textbook and Instructional Materials Affordability

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board of Governors Regulation 8.003 Textbook and Instructional Materials Affordability has been amended to address Senate Bill 6, which amended subsections (4) and (8) of section 1004.085, Florida Statutes.

The amendments include the following.

1. Omitting the requirement for state university boards of trustees to examine the cost of textbooks and instructional materials by course and course section for all general education courses offered at the institution each semester to identify variance in the cost of textbooks and instructional materials among different sections of the same course.

2. Omitting the requirement for state university boards of trustees to review the percentage of textbooks and instructional materials that remain in use for more than one term.

3. Omitting the requirement for institutions to report the selection process for general education courses identified with a wide cost variance in the board of trustees' annual report to the Chancellor.

If approved by the Academic and Student Affairs Committee and the full Board of Governors, the Intent to Amend will be available for public comment for thirty days. If

no concerns are raised by that time, the Regulation will come before the Board of Governors for final approval.

Supporting Documentation Included:	Board of Governors Proposed Amendment to Regulation 8.003 Textbook and Instructional Materials Affordability
Facilitators/Presenters:	Dr. Lynn Nelson

8.003 Textbook and Instructional Materials Affordability

(1) Each university board of trustees shall adopt a regulation that establishes textbook and instructional materials affordability policies to minimize the cost of required or recommended textbooks and instructional materials for students while maintaining the quality of education and academic freedom. The regulation shall provide for the following:

(a) Selection of textbooks and instructional materials through cost-benefit analyses that enable students to obtain the highest-quality product at the lowest available price, by considering:

1. Purchasing digital textbooks in bulk;
2. Expanding the use of open-access textbooks and instructional materials;
3. Providing rental options for textbooks and instructional materials;
4. Increasing the availability and use of affordable digital textbooks and learning objects;
5. Developing mechanisms to assist in buying, renting, selling, and sharing textbooks and instructional materials;
6. The length of time that textbooks and instructional materials remain in use;
7. An evaluation of cost savings for textbooks and instructional materials which a student may realize if individual students are able to exercise opt-in provisions for the purchase of the materials.

(b) The use of innovative pricing techniques and payment options for textbooks and instructional materials in consultation with providers including bookstores. The pricing techniques and payment options must include an opt-in provision for students and may be approved only if there is documented evidence that the options reduce the cost of the textbooks and instructional materials.

(c) A deadline for the selection of textbooks and instructional materials each term that shall provide sufficient lead time for bookstores to confirm availability, source lower cost options, explore alternatives with faculty, and maximize the availability of used textbooks and instructional materials.

(d) A procedure to document the intent of the course instructor or the academic department offering the course to use all items ordered, including each individual item sold as part of a bundled package, before the selection is finalized.

(e) A determination by the course instructor or academic department offering the course, before a textbook or instructional material is selected, of the extent to which a new edition differs significantly and substantively from earlier versions and the value to the student of changing to a new edition or the extent to which

an open-access textbook or instructional material is available.

(f) A procedure(s) to make required and recommended textbooks and instructional materials for each course offering available to students who otherwise cannot afford the cost of the textbook including consideration of the extent to which an open-access textbook or instructional material may be used.

(g) A procedure(s) by which students can obtain required textbooks and instructional materials prior to receipt of their financial aid distribution, when necessary.

(h) A deadline for posting a hyperlink to lists of required and recommended textbooks and instructional materials for at least 95 percent of all courses and course sections offered for the upcoming term in the university's course registration system and on the university's website. The designated university official shall determine compliance with this requirement no later than forty-five (45) days prior to the first day of classes for each term. Any request for an exception to the compliance deadline shall be submitted in writing to the designated university official and shall provide a reasonable justification for an exception. A course or section added after the notification deadline is exempt from this notification requirement. The posted list shall include the following information for each required and recommended textbook and instructional materials:

1. the International Standard Book Number (ISBN); or
2. other identifying information which shall include, at a minimum:
   a. the title
   ~~a.~~ b. all authors listed,
   ~~b.~~ c. publisher,
   ~~c.~~ d. edition number,
   ~~d.~~ e. copyright date,
   ~~e.~~ f. published date, and
   ~~f.~~ g. other relevant information necessary to identify the specific textbook or instructional materials required and recommended for each course.

(i) Consultation with school districts to identify practices that impact the cost of dual enrollment textbooks and instructional materials to school districts, including, but not limited to, the length of time that textbooks and instructional materials remain in use.

~~(j) Examination, each semester, of the cost of required and recommended textbooks and instructional materials by course and course section for all general education courses identifying any variance in the cost among different sections of the same course; identification of the percentage of textbooks and instructional materials that remain in use for more than one term; submission of a list of courses that have a wide variance in costs among sections or that have frequent changes in textbook and instructional materials to the appropriate academic department chair for review.~~

(2) No employee of a state university may demand or receive any payment, loan, subscription, advance, deposit of money, service, or anything of value, present or promised, in exchange for requiring students to purchase a specific textbook or instructional materials for coursework or instruction. However, an employee may receive, subject to the requirements of the Florida Code of Ethics for Public Officers and Employees and the outside activity and conflict of interest requirements set forth in university regulations and collective bargaining agreements:
(a) Sample copies, instructor copies, or instructional materials. These materials may not be sold for any type of compensation if they are specifically marked as free samples not for resale.
(b) Royalties or other compensation from sales of textbooks or instructional materials that include the instructor's own writing or work.
(c) Honoraria for academic peer review of course materials.
(d) Fees associated with activities such as reviewing, critiquing, or preparing support materials for textbooks or instructional materials.
(e) Training in the use of course materials and learning technologies.

(3) Each university board of trustees shall provide a report, by September 30 of each year, to the Chancellor of the State University System, in a format determined by the Chancellor, that details:
(a) The selection process for ~~general education courses with a wide cost variance and~~ high enrollment courses;
(b) Specific initiatives of the institution designed to reduce the costs of textbooks and instructional materials;
(c) Policies implemented regarding the posting of textbook and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class;
(d) The number of courses and course sections that were not able to meet the posting deadline for the previous academic year; and
(e) Any additional information determined by the Chancellor.

The Chancellor will report to the Board of Governors a summary of the State University System's initiatives and efforts addressing textbook and instructional materials affordability by November 1 of each year.

Authority: Section 7(d), Art. IX, Fla. Const.; History: New 03-26-09, Amended 11-03-16, Amended _____.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
August 29, 2019

SUBJECT: SUS and FCS Mathematics Re-Design Update

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Dr. Christy England, Vice Chancellor for Academic and Student Affairs, will provide the final update on the State University System and Florida College System Mathematics Re-Design effort. The update includes an overview of the culminating recommendations and next steps regarding the recommendations.

Supporting Documentation Included: None

Facilitators/Presenters: Dr. Christy England

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
August 29, 2019

SUBJECT: Engineering Programs Credit Hour Review

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Dr. Sally McRorie and Dr. Cammy R. Abernathy will provide an update on a review of engineering programs in the State University System that require more than 120 credit hours for a baccalaureate degree.

Supporting Documentation Included: Engineering Program Report

Facilitators/Presenters: Dr. Sally McRorie
Dr. Cammy R. Abernathy

Excellence in Engineering Education: Enhancing Undergraduate Student Access, Retention, Graduation and Student Learning Outcomes to Meet Workforce Needs

Board of Governors' Update
SUS Council of Provosts

The SUS Engineering deans, department chairs, faculty, provosts and others have spent many hours gathering data and discussing and analyzing the many questions related to:

Why are varying numbers of student credit hours above 120 required in many SUS engineering degrees?

The question emerged from the discussions of the Board of Governors in November, 2018. In the intervening months, many people who are closely engaged with preparing engineers throughout the SUS have worked together to review all undergraduate programs, not only in terms of their required credits for each undergraduate degree, but also much more, including:

1) Required credits,
2) Time to degree,
3) Performance of diverse student groups,
4) Impact of mathematics preparation upon entering degree programs,
5) Earnings of first year SUS engineering graduates.

1. Required credits

All of the SUS institutions are committed to ensuring that engineering graduates meet the needs of the engineering workforce and are educated in the most effective and efficient manner possible, while maintaining the standards required for attainment of an accredited and reputable engineering degree. We work to successfully prepare students to enter the engineering workforce or additional graduate or professional education in a timely manner. "Chapter 471, Florida Statutes, and Rule 61G15-20.006, F.A.C., requires applicants [for examinations to become licensed as a professional engineer in the State of Florida) to have an EAC/ABET accredited Bachelor of Science degree in engineering". See Appendix I.

The SUS deans reviewed the top national undergraduate engineering programs as identified by US News & World Report (USNWR), which showed average credits to degree of 126 to 128, depending upon the discipline (**Table 1**), with some programs ranging as high as 133.

Table 1. Credits to Degree by Discipline for Top Public Engineering Programs Using the Semester System. All programs are ABET accredited except for the Biomedical Engineering program at University of California-Berkeley

Aerospace Eng	BS Credits		Biomedical Eng	BS Credits		Chemical Eng	BS Credits
Georgia Tech	132		Georgia Tech	131		Georgia Tech	132
Maryland	124		Berkeley	120		Delaware	126
Michigan	128		Michigan	128		Michigan	128
Virginia Tech	128		Minnesota	124		Minnesota	122
Texas A&M	128		Pitt	131		NCSU	125
UTexas-Austin	127		UTexas-Austin	133		UTexas-Austin	129
Ohio State	128		Virginia	126		Penn State	133
UC-Boulder	128		Wisconsin	128		Wisconsin	133
Purdue	130		Purdue	130		Purdue	130
Illinois	128					Illinois	129
			Avg	**128**			
Avg	**128**					**Avg**	**129**
Civil Eng	**BS Credits**		**Computer Eng**	**BS Credits**		**Electrical Eng**	**BS Credits**
Georgia Tech	128		Georgia Tech	132		Georgia Tech	132
Berkeley	124		Ohio State	129		Ohio State	128
Michigan	128		Michigan	128		Michigan	128
Virginia Tech	131		Virginia Tech	131		Virginia Tech	132
Texas A&M	128		Texas A&M	128		Texas A&M	128
UTexas-Austin	124		UTexas-Austin	122		UTexas-Austin	125
Penn State	127		Arizona State	120		Penn State	127
Wisconsin	128		Wisconsin	120		Wisconsin	124
Purdue	132		Purdue	125		Purdue	124
Illinois	128		Illinois	128		Illinois	128
Avg	**128**		**Avg**	**126**		**Avg**	**128**
Environmental Eng	**BS Credits**		**Industrial Eng**	**BS Credits**		**Materials Eng**	**BS Credits**
Georgia Tech	129		Georgia Tech	128		Georgia Tech	132
UC-Boulder	128		Ohio State	127		Ohio State	127
Michigan	128		Michigan	128		Michigan	128
UTexas-Austin	124		Virginia Tech	127		Berkeley	129
Purdue	128		Texas A&M	128		UF	125
			NC State	124		NC State	126
Avg	**127**		Penn State	129		Penn State	131
			Wisconsin	120		Wisconsin	127
			Purdue	123		Purdue	125
			Illinois	128		Illinois	129
			Avg	**126**		**Avg**	**128**
Mechanical Eng	**BS Credits**		**Nuclear Eng**	**BS Credits**			
Georgia Tech	129		Georgia Tech	126			
Berkeley	124		Tennessee	124			
Michigan	128		Michigan	128			
Virginia Tech	131		Berkeley	125			
Texas A&M	128		Texas A&M	125			
UTexas-Austin	126		NC State	123			
Penn State	131		Penn State	129			
Wisconsin	128		Wisconsin	129			
Purdue	128		Illinois	128			
Illinois	128						
			Avg	**126**			
Avg	**128**						

Within the SUS, credits to degree currently range from 120 to 131 (**Table 2**).

Table 2. Credits to Degree by Discipline
Yellow=Recent or upcoming changes
Green=Degrees closest to Student Credit Hour agreement across SUS
No Data=Degree program not offered at institution

CIP	CIP Title	FAMU	FAU	FGCU	FIU	FPU	FSU	UCF	UF	UNF	USF	UWF
14.0201	Aerospace, Aeronautical and Astronautical/Space Engineering							128	128			
14.0301	Agricultural Engineering	128										
14.0501	Bioengineering and Biomedical Engineering	131/128		129	128		131/128		131		126	
14.0701	Chemical Engineering	131/128					131/128		134/131		131	
14.0801	Civil Engineering, General	128	128	128	128		128	128	128	128/120	131/128	
14.0803	Structural Engineering							128				
14.0901	Computer Engineering, General	128	124		128	120	128	128	126		128/120	130/127
14.0903	Computer Software Engineering			120								
14.1001	Electrical and Electronics Engineering	128	128		128	120	128	128	128	128/120	128	130/127
14.1003	Laser and Optical Engineering							128				
14.1401	Environmental/Environmental Health Engineering		120	128	127			128	128			
14.1801	Materials Engineering								125			
14.1901	Mechanical Engineering	128	128		128	120	128	128	128	128/120	128	130/127
14.2301	Nuclear Engineering								127			
14.2401	Ocean Engineering		136/130									

CIP	CIP Title	FAMU	FAU	FGCU	FIU	FPU	FSU	UCF	UF	UNF	USF	UWF
14.2701	Systems Engineering								125			
14.3501	Industrial Engineering	128					128	128			128	
14.3801	Surveying Engineering		120									
14.4501	Biological/Biosystems Engineering								128			
15	Engineering Technology, General											120
15.0201	Civil Engineering Technology/Technician	124										
15.0303	Electrical, Electronic and Communications Engineering Technology/Technician	124										
15.1001	Construction Engineering Technology/Technician	124		123	121/ 120				125	126/ 120		
15.1102	Surveying Technology/Surveying								120			
15.9999	Engineering Technologies and Engineering-Related Fields, Other				120							

The deans then conducted reviews with their respective employer and alumni advisory boards with the goal of identifying any excess content and ensuring essential content is adequately covered. These reviews took into account the critical need for technical competence along with increasing employer demand for improved communications and team effectiveness skills. Such reviews are common in engineering as the engineering accrediting body, ABET, requires programs to gather constituent input as part of the process of reviewing and amending undergraduate engineering curricula. The engineering departments also consulted their respective industrial advisory boards and caucused with one another to discuss appropriate credits to degree.

As a result of these reviews and related analyses, many SUS programs have made changes to their required credits to degree. As examples, UF has reduced both Chemical Engineering and Civil Engineering by 3 credits and UNF has proposed to

reduce their four programs to 120 credits. As a system, we are closer to parity of student credit hour requirements across specific degree programs in many of our engineering degrees. All provosts have agreed that it is our goal to finish that process, as possible, this academic year. However, not all Deans, Chairs, and Provosts agree that not all engineering degree programs can be effectively reduced to 120- student credit hours and still include the required general education coursework that students need to graduate, especially in areas that are not STEM.

Similarly, our analyses show that not all engineering programs can be properly offered at a 120-student credit hour requirement, because of the broader, deeper and more interdisciplinary range of specialized study required for such fields (biomedical engineering is a good example). Most engineering programs in the SUS have determined that it is necessary to remain at more than 120 student credit hours to degree to satisfy constituent needs. Benchmarking with peer institutions across the country suggests that all SUS institutions are in line with national norms.

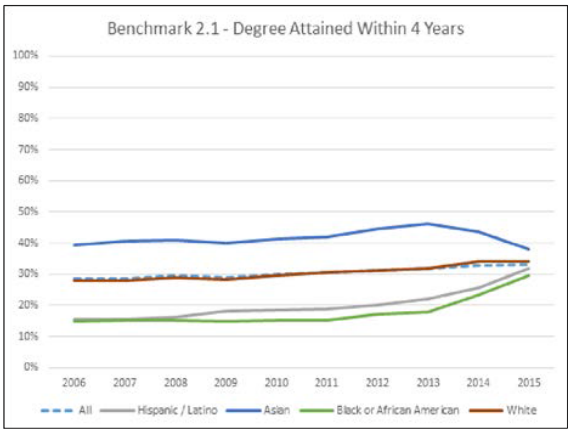
It also is important to note that ABET (Accreditation Board for Engineering and Technology, Inc.) requires all changes such as these to be reviewed and assessed through extensive constituent feedback. Though there are certainly areas of overlap within common disciplines, each program is required by ABET to tailor their majors to meet constituent demands as determined by feedback from each program's employers and alumni. Therefore, it may be expected that there will be some variation in programs given that each program may target a different employer market. The ABET accreditation process allows for such variation and often results in variation in credits to degree in the same discipline.

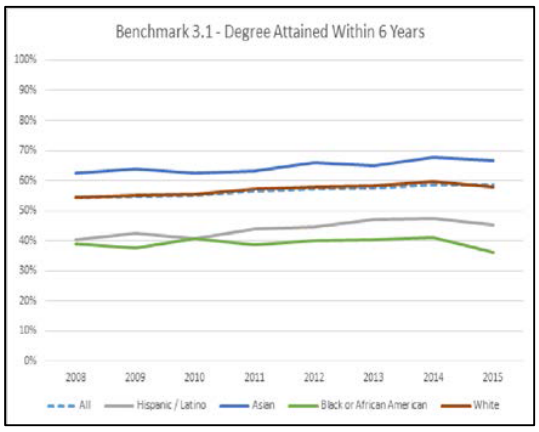
At this point, most SUS Engineering Deans and Chairs feel strongly that further reductions in credits to some degrees is not warranted, especially in light of the feedback from employers and alumni that further reduction in credits to degree will cause significant damage to successful student placement and program reputation. Failure to adequately address constituent feedback creates a potential for probation or even loss of accreditation. Thus, further reductions in credits to degree for many programs are not advised by university Deans and Chairs.

2. Time to Degree

Our SUS engineering programs are unanimous in support of the goal of timely graduation rates for all our students. Times to degree in engineering programs at public institutions are typically longer than for most other majors. The national graduation rates for engineering over a period of time are shown in Figure 1 below.

Figure 1. National graduation rates for engineering students. These data are determined by comparing the number of students who graduate in a certain time window with the number of students who began their freshman year as engineering students. Thus, students who leave engineering but graduate in another major reduce the reported graduation rate for engineering. Exclusion of students from the freshman pool who leave engineering to graduate in a different major would produce a higher graduation rate for any given time period. *ASEE Engineering by the Numbers 2017.*





The time to degree for SUS programs are in **Table 3.**

Table 3. Time to graduation data for SUS institutions. Rates shown in the table are for students who actually graduate with a degree in engineering. Students who dropped out of engineering are not reflected in the data.

Freshman Cohort Year	2012		2013	
	Graduated within 4 years	Graduated within 5 years	Graduated within 4 years	Graduated within 5 years
UF	26.60%	85.50%	29.70%	91.70%
FAU	26.00%	66.00%	29.19%	57.66%
FGCU	27.00%	71.00%	15.00%	47.00%
FIU	17.90%	54.50%	25.60%	56.30%
FPU	n/a	n/a	n/a	n/a
FAMU-FSU	32.90%	88.60%	43.00%	96.10%
UCF	31.60%	90.90%	32.30%	79.00%
UNF	21.1%	84.20%	20.00%	76.00%
USF	38.67%	85.00%	40.96%	95.22%
UWF	7.00%	29.00%	13.00%	30.00%

For every institution reporting, 4-year completion rates are low compared to other degree completion rates. Deans, Department Chairs, and Provosts are continuing to analyze what can be done to improve these graduation rates while still preparing students to appropriate professional levels. More specifics follow later in this report.

Time to degree rates for a select group of peer schools are in **Table 4**.

Table 4. Peer group graduation rates. Data are for students who entered an engineering program in their first year and graduated with a degree in engineering. The rate does not include students who start in engineering but then graduate with a degree in another major. Inclusion of students who graduate in other majors would increase the graduation rates shown in the table. Peer group consists of University of California-Berkeley, University of Illinois at Urbana-Champaign, University of Washington, the Ohio State University, University of Michigan, Georgia Tech, Texas A&M, Purdue. *ASEE 2017*

Freshman year at the institution	2007	2008	2009	2010	2011
All					
Total head count	11212	11397	11906	12416	12770
Degree attained within 4 years	31.60%	33.10%	33.70%	30.70%	28.10%
Degree attained within 5 years	59.50%	60.30%	63.90%	67.90%	No data available
Degree attained within 6 years	63.70%	64.70%	68.90%	No data available	No data available
Hispanic / Latino					
Total head count	706	719	812	920	940
Degree attained within 4 years	19.80%	19.90%	18.60%	21.20%	26.30%
Degree attained within 5 years	53.10%	51.00%	50.40%	47.10%	No data available
Degree attained within 6 years	60.30%	59.40%	55.40%	No data available	No data available
Black or African American					
Total head count	412	403	415	438	427
Degree attained within 4 years	11.20%	12.90%	14.90%	14.60%	23.00%
Degree attained within 5 years	40.00%	41.70%	42.40%	35.80%	No data available
Degree attained within 6 years	50.20%	48.40%	48.90%	No data available	No data available

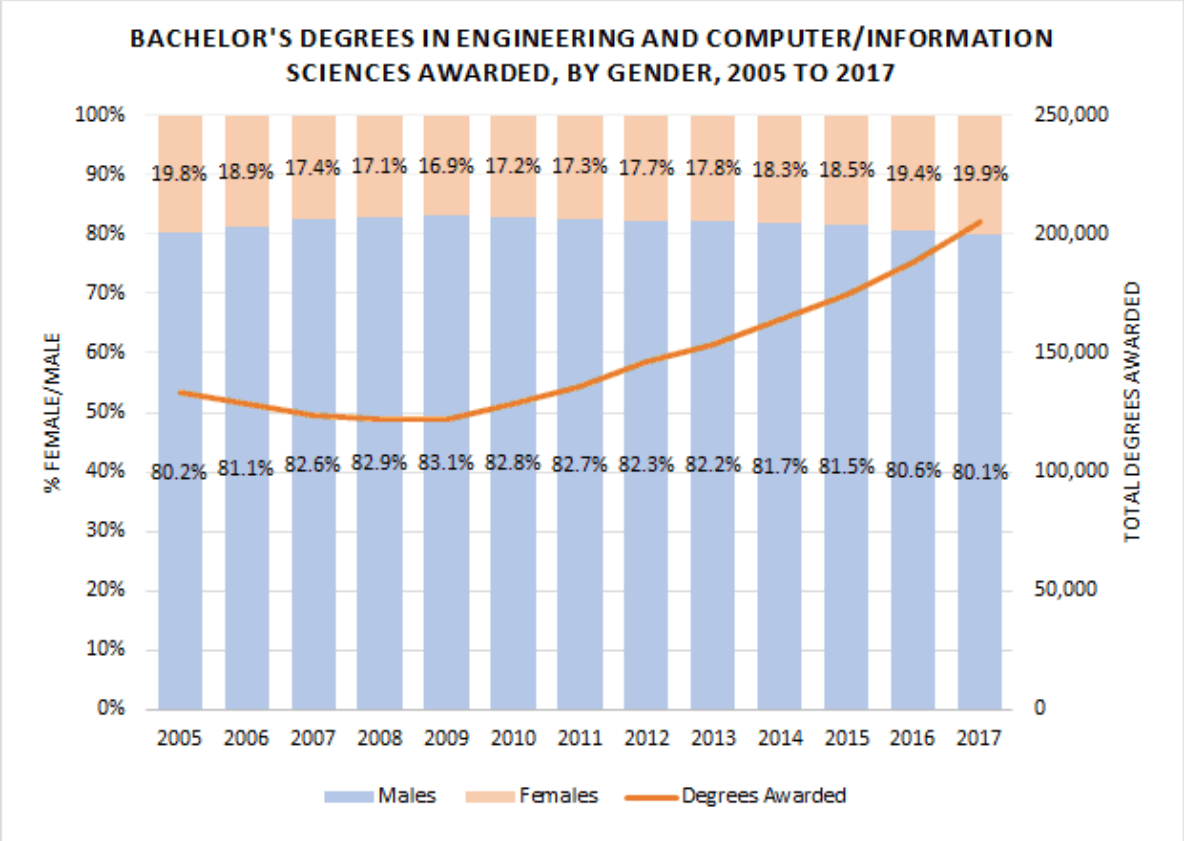
As can be seen from these data, national 4-year graduation rates for engineering are quite low at roughly 40%, but increase significantly to over 65% by the 6th year. The disparity between 4- and 6-year rates is even more pronounced among top public programs with a majority of graduates requiring at least 5 years.

3. Performance of diverse students

Women students earned over 200,000 degrees in U.S. engineering and computer sciences programs in 2016-17. However, that figure still only represents about 20% of all bachelor's degree graduates in these fields. See Table 5 below. Although data indicate that SUS women students in engineering succeed at or near the same level as men students, they may be affected by the relative lack of female faculty as role models. Nationally, women are only 16.9% of tenured or

tenure-track faculty among engineering programs (American Society for Engineering Education, 2015).

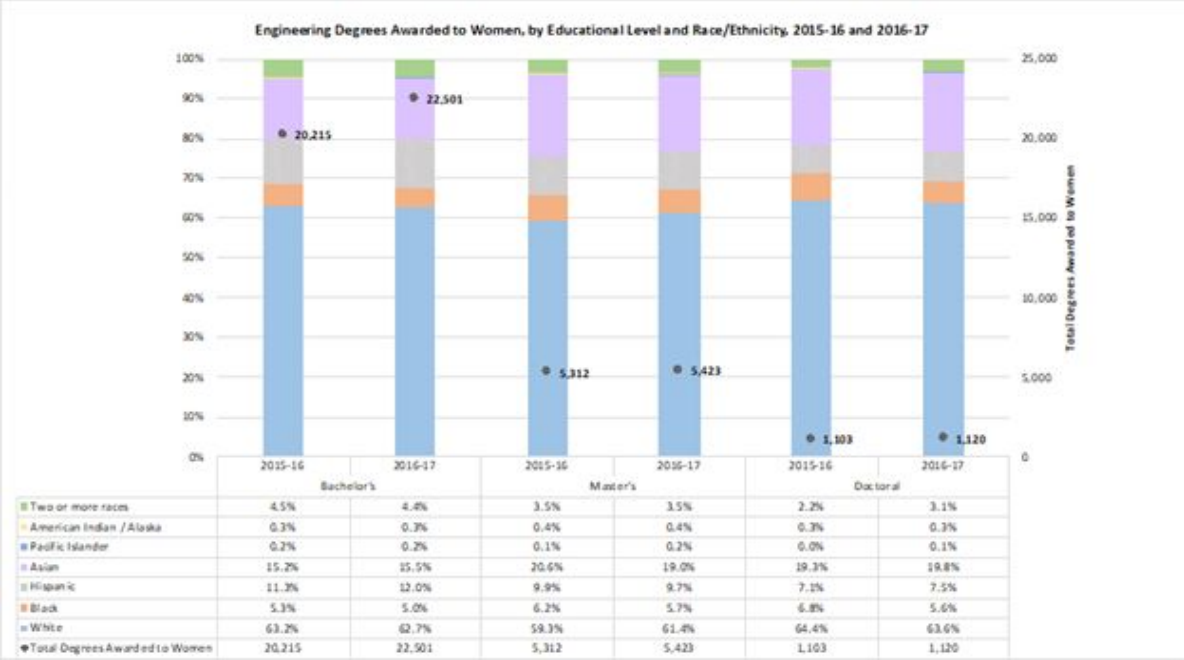
Table 5.



Source: U.S. Department of Education, Institute of Education Sciences, National Center for Education Statistics, *Digest of Education Statistics 2018,* Tables 325.35 and 325.45.

Further, engineering degrees earned by U.S. women of color represented only 17% of the total engineering degrees awarded to *all women*.

Table 6.

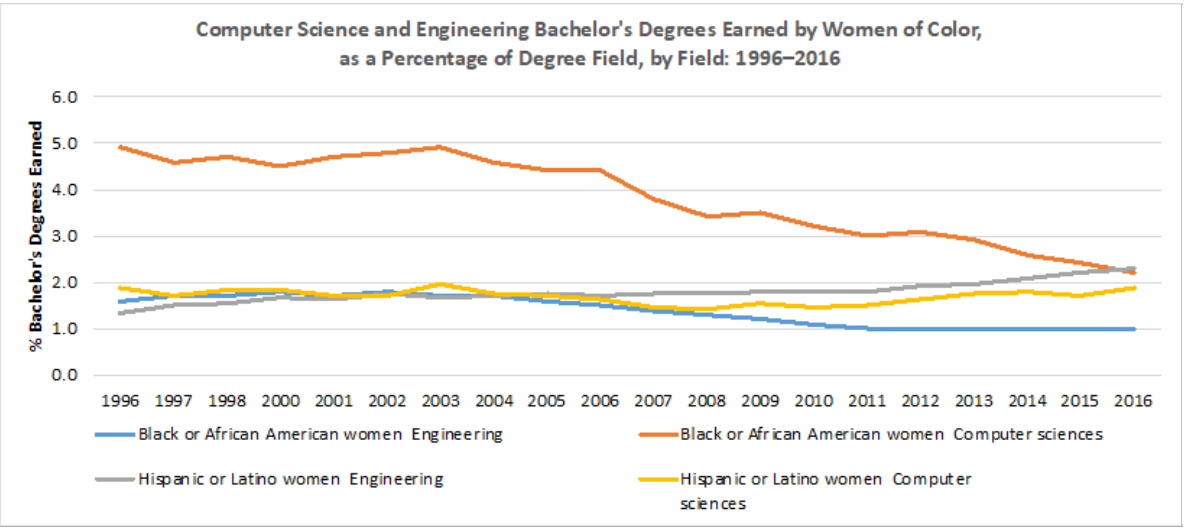


	Bachelor's		Master's		Doctoral	
	2015-16	2016-17	2015-16	2016-17	2015-16	2016-17
Two or more races	4.5%	4.4%	3.5%	3.5%	2.2%	3.1%
American Indian / Alaska	0.3%	0.3%	0.4%	0.4%	0.3%	0.3%
Pacific Islander	0.2%	0.2%	0.1%	0.2%	0.0%	0.1%
Asian	15.2%	15.5%	20.6%	19.0%	19.3%	19.8%
Hispanic	11.3%	12.0%	9.9%	9.7%	7.1%	7.5%
Black	5.3%	5.0%	6.2%	5.7%	6.8%	5.6%
White	63.2%	62.7%	59.3%	61.4%	64.4%	63.6%
Total Degrees Awarded to Women	20,215	22,501	5,312	5,423	1,103	1,120

Source: U.S. Department of Education, Institute of Education Sciences, National Center for Education Statistics, Digest of Education Statistics 2017. Tables 322.50, 323.50, and 324.35.

Over the past ten years, Black and Hispanic women comprised fewer than 3.5% of the Bachelor's degree holders in engineering and about 4% of the bachelor's degree holders in computer science. Black women have represented about 1% of the engineering Bachelor's degree holders in the last several years. See Table 7 below.

Table 7.



Source:
National Science Foundation, National Center for Science and Engineering Statistics. 2019. Women, Minorities, and Persons with Disabilities in Science and Engineering: 2019. Special Report NSF 19-304. Alexandria, VA.

Disparity in 4- and 6-year graduation rates is pronounced among all underrepresented students, regardless of gender. Black students, in particular, drop out of engineering at higher rates than all other students and take longer to graduate. For example, UF produces a slightly lower overall rate for all students relative to the peer group, but a roughly equal 5-year rate for Hispanic students and 6-year rate for Black students.

Rates for Black students (from several SUS institutions), shown in Table 8 below, generally tend to be lower than that for all students. Five-year completion rates for all students including Black students are significantly higher.

Table 8. Time to graduation for Black engineering students in SUS institutions. Rates shown in the table are for students who actually graduate with a degree in engineering. Students who dropped out of engineering are not reflected in the data.

	2012		2013	
	Graduated within 4 years	Graduated within 5 years	Graduated within 4 years	Graduated within 5 years
UF	6.70%	60.00%	30.80%	88.50%
FAU	11.76%	35.29%	20.00%	40.00%
FGCU	n/a	n/a	n/a	n/a
FIU	n/a	n/a	n/a	n/a
FPU	n/a	n/a	n/a	n/a
FAMU-FSU	28.00%	92.00%	37.50%	75.00%
UCF	18.50%	77.80%	27.80%	83.30%
UNF	n/a	n/a	n/a	n/a
USF	33.33%	87.50%	38.24%	91.18%
UWF	0.00%	0.00%	0.00%	0.00%

The graduation rate deficit for underrepresented students has been shown to derive from a variety of causes, including those discussed briefly in later sections.

Table 9 indicates graduation rates for the University of Florida and the University of South Florida, for examples among the SUS.

Table 9. UF and USF graduation rates. Data is for students who entered an engineering program in their first year and graduated with a degree in engineering. The rate does not include students who start in engineering but then graduate with a degree in another major. Inclusion of students who graduate in other majors would increase the graduation rates shown in the table.

Freshman Year at UF	2007	2008	2009	2010	2011
All					
Total head count	942	1058	1111	1190	1222
Engineering degree attained within 4 years	15.7%	17.3%	16.4%	16.2%	16.9%
Engineering degree attained within 5 years	52.2%	52.1%	52.5%	51.4%	
Engineering degree attained within 6 years	58.8%	59.4%	57.7%		
Hispanic/Latino					
Total head count	138	178	186	202	211
Engineering degree attained within 4 years	13.0%	14.6%	10.8%	11.4%	7.6%
Engineering degree attained within 5 years	52.2%	51.7%	53.8%	49.5%	
Engineering degree attained within 6 years	61.6%	60.7%	59.1%		
Black or African American					
Total head count	71	56	64	67	79
Engineering degree attained within 4 years	5.6%	5.4%	6.3%	9.0%	12.7%
Engineering degree attained within 5 years	28.2%	33.9%	43.8%	31.3%	
Engineering degree attained within 6 years	47.9%	46.4%	51.6%		

Freshman year at USF	2008	2009	2010	2011	2012
All					
Total head count	490	397	390	399	527
Engineering degree attained within 4 years	10.0%	14.1%	16.2%	21.6%	20.7%
Engineering degree attained within 5 years	31.6%	37.0%	35.4%	41.1%	42.3%
Engineering degree attained within 6 years	36.7%	42.6%	42.8%	45.4%	
Hispanic/Latino					
Total head count	79	75	64	65	90
Engineering degree attained within 4 years	7.6%	21.3%	17.2%	16.9%	17.8%
Engineering degree attained within 5 years	30.4%	34.7%	32.8%	33.8%	41.1%
Engineering degree attained within 6 years	38.0%	38.7%	34.4%	40.0%	
Black or African American					
Total head count	31	19	33	15	34
Engineering degree attained within 4 years	3.2%	5.3%	12.1%	13.3%	14.7%
Engineering degree attained within 5 years	29.0%	15.8%	30.3%	26.7%	41.2%

Again, deans, department chairs, and provosts are continuing to analyze what can be done to improve these graduation rates while still preparing students to appropriate professional levels. More specifics follow in this report.

4. Impact of mathematics preparation upon entering degree programs

Many students, especially those from underrepresented groups and those from lower socioeconomic backgrounds, have poorer high school preparation, particularly in mathematics. A lack of adequate mathematical preparation then requires such students to begin their university math sequence with Pre-Calculus (or even lower level math courses) rather than Calculus 1.

Engineering curricula are different from many majors in that they are predominantly hierarchical. Almost every course builds on another and can only be taken in a particular sequence so that technical skills can build upon one another.

As an example, consider the study of Statics. This is the study of methods for quantifying the forces between bodies and is an essential prerequisite for many engineering fields, such as mechanical, civil, aeronautical, and bioengineering, which address the various consequences of forces. One cannot study statics without first mastering Physics 1 with Calculus, and one cannot study Physics 1 with Calculus without first mastering Calculus 1.

Thus, students who start their math sequence with Pre-Calculus are delayed on their path to graduation by at least one semester. Many students from inner city or rural high schools may be less well prepared in mathematics and thus take a longer time to degree.

Table 10 shows this effect in SUS institutions.

Table 10. Time to graduation for engineering students in SUS institution whose first math class is Pre-Calculus. Rates shown in the table are for students who actually graduate with a degree in engineering. Students who dropped out of engineering are not reflected in the data.

Freshman Cohort Year	2012		2013	
	Graduated within 4 years	Graduated within 5 years	Graduated within 4 years	Graduated within 5 years
UF	3.20%	69.80%	4.40%	83.80%
FAU	10.71%	53.57%	16.67%	55.56%
FGCU	n/a	n/a	n/a	n/a
FIU	9.70%	65.50%	17.40%	52.20%
FPU	n/a	n/a	n/a	n/a
FAMU-FSU	14.10%	84.80%	22.10%	92.60%
UCF	n/a	n/a	n/a	n/a
UNF	n/a	n/a	n/a	n/a
USF	20.21%	84.04%	25.00%	88.75%
UWF	2.50%	20.00%	0.00%	5.30%

Imposing a 4-year time to graduation metric would penalize schools with high populations of students from diverse, lower income backgrounds, even if they are successful in graduating them with a degree in engineering. This seems counter to the goal of helping such students elevate their financial and social mobility prospects, which obtaining an engineering degree clearly could impact. See salaries in Table 11 below.

5. Earnings of SUS engineering, 2016-17

Table 11.

CIP	CIP Title	FAMU	FAU	FGCU	FIU	FPU	FSU	UCF	UF	UNF	USF	UWF
14.0201	Aerospace, Aeronautical and Astronautical/Space Engineering							$14.4/47/45%	$17.9/33/39%			
14.0301	Agricultural Engineering	$11.9/**67%							$14.0/**50%			
14.0501	Bioengineering and Biomedical Engineering			$11.0/20/53%	$9.4/27/36%							
14.0701	Chemical Engineering						$12.7/17/28%		$13.8/31/27%		$13.0/36/44%	
14.0801	Civil Engineering, General	$11.6/**100%	$14.0/42/75%	$14.0/28/72%	$13.0/73/79%		$13.7/61/73%	$14.2/88/84%	$15.6/68/59%	$15.6/18/78%	$15.1/766/0%	
14.0803	Structural Engineering							$16.4/**/89%				
14.0901	Computer Engineering, General		$14.7/21/68%		$14.9/41/50%		$15.1/11/33%	$16.0/74/69%	$16.0/33/37%		$14.7/28/62%	$15.3/***
14.0903	Computer Software Engineering			$13.421/62%								
14.1001	Electrical and Electronics Engineering	$22.3/***/33%	$15.0/20/43%		$17.0/48/51%		$16.2/16/27&	$15.7/97/58%	$16.2/50/41%	$17.0/***	$16.3/38/61%	$13.5/28/44%
14.1003	Laser and Optical Engineering							13.0/***				
14.1401	Environmental/Environmental Health Engineering			$13.5/15/65%	$11.1/***			$13.5/15/48%	$13.0/20/45%			
14.1801	Materials Engineering								$16.6/***			
14.1901	Mechanical Engineering	$15.5/**/43%	$14.4/52/72%		$14.4/48/43%	15.4/**67%	$14.7/40/45%	$13.8/192/61%	$15.2/116/40%	$15.0/26/76%	$13.1/84/57%	
14.2301	Nuclear Engineering								$6.8/***			
14.2401	Ocean Engineering		$11.014/37%									

CIP	CIP Title	FAMU	FAU	FGCU	FIU	FPU	FSU	UCF	UF	UNF	USF	UWF
14.2701	Systems Engineering								$15.3/ 52/39%			
14.3501	Industrial Engineering	***					$14.0/ 10/34%	$16.9/ 10/***			$18.8/ ***/25%	
14.3801	Surveying Engineering		n/a									
14.4501	Biological/Biosystems Engineering		$11.0/ 20/53%		$9.4/ 27/36%				n/a			
1515000	Engineering Technology, General											$11.1/ 15/48%
15.0201	Civil Engineering Technology/Technician	n/a										
15.0303	Electrical, Electronic and Communications Engineering Technology/Technician	n/a										
15.1001	Construction Engineering Technology/Technician				n/a				n/a	n/a		
15.1102	Surveying Technology/Surveying								$16.6/ **/67%			
15.9999	Engineering Technologies and Engineering-Related Fields, Other				$18.8/ **/60%							

Table 11 above shows by institution and degree, data for the 2016-17 graduates of SUS engineering programs:

- the average, quarterly income of graduates who are employed full-time;
- the number of employed students in each group; and
- the employed students' percentage of their entire graduating 2016-17 class by institution *and* degree.

Not all data are available. The source of **Table 11** is the Florida Department of Education, Florida Education & Training Placement Information Program.

We do not have data differentiated by *time to degree* that indicate any significant differences in salary among first year graduates of SUS engineering programs at this time. However, we certainly recognize that the longer one is in school, the higher one's costs are likely to be. Thus, our overall SUS push for timely graduation, which we all support.

Given the relatively high first-year salaries of engineering graduates throughout the SUS (early career--not first-year--salaries systemwide for **all** degrees are about $48,000 annually), our Deans, Chairs, and Provosts are committed to offering the best possible curricula, as approved by ABET and SACSCOC, that lead to the post-graduation success of our students and the heightened national reputations of our programs.

6. Access to internships and co-ops for student preparation in industry and impact upon time to degree

Because of the very structured and relatively complex nature of engineering curricula, many students need to attend summer school sessions to graduate in as timely a manner as possible. One problem that the Deans note is that when students focus on graduating as quickly as possible, they may be precluding any opportunity for internship or co-op experiences. Such internships, most of which are paid and are for zero-credit, may add considerable strengths to the job application of those students, whether at the company with which they interned or another. Grumman, a company which hires a large number of SUS engineering graduates, reports that their employees who did more than one internship during their university experience tend to stay with the company for five years or more, longer than other hires. This allows great opportunities for promotions and movement into leadership roles for the employees.

So, while zero credit internships don't add to the overall student credit hour requirement, they may well add to the time to degree. Nonetheless, the Deans, Chairs, Advisory Boards, and frequent employers of our graduates indicate that they are critically important. Finding a balance among the many technical and professional courses that engineering students must complete, along with other university requirements, and along with one or more internship or co-op experiences is an important issue that the SUS Deans, Chairs, and Provosts are exploring.

Impacts to Date and Next Steps

As noted above, all SUS Deans and Department Chairs of engineering, as well as Provosts, Advisory Boards, employers and national colleagues have worked to determine where we are and what we need to do moving forward to help build even greater student success in engineering.

In addition to the work to bring similar degrees to the same student credit hour requirement, many other efforts are ongoing:

1. The Provosts have established a Provost Engineering Committee (PEC), which now helps to oversee ongoing SUS program actions, as we work to provide our students a robust experiential learning environment for their overall university education as well as preparation for successful engineering careers.

   PEC will prepare an annual report for the Board of Governors, to be presented at the August meetings, and will provide additional updates as requested throughout the year.

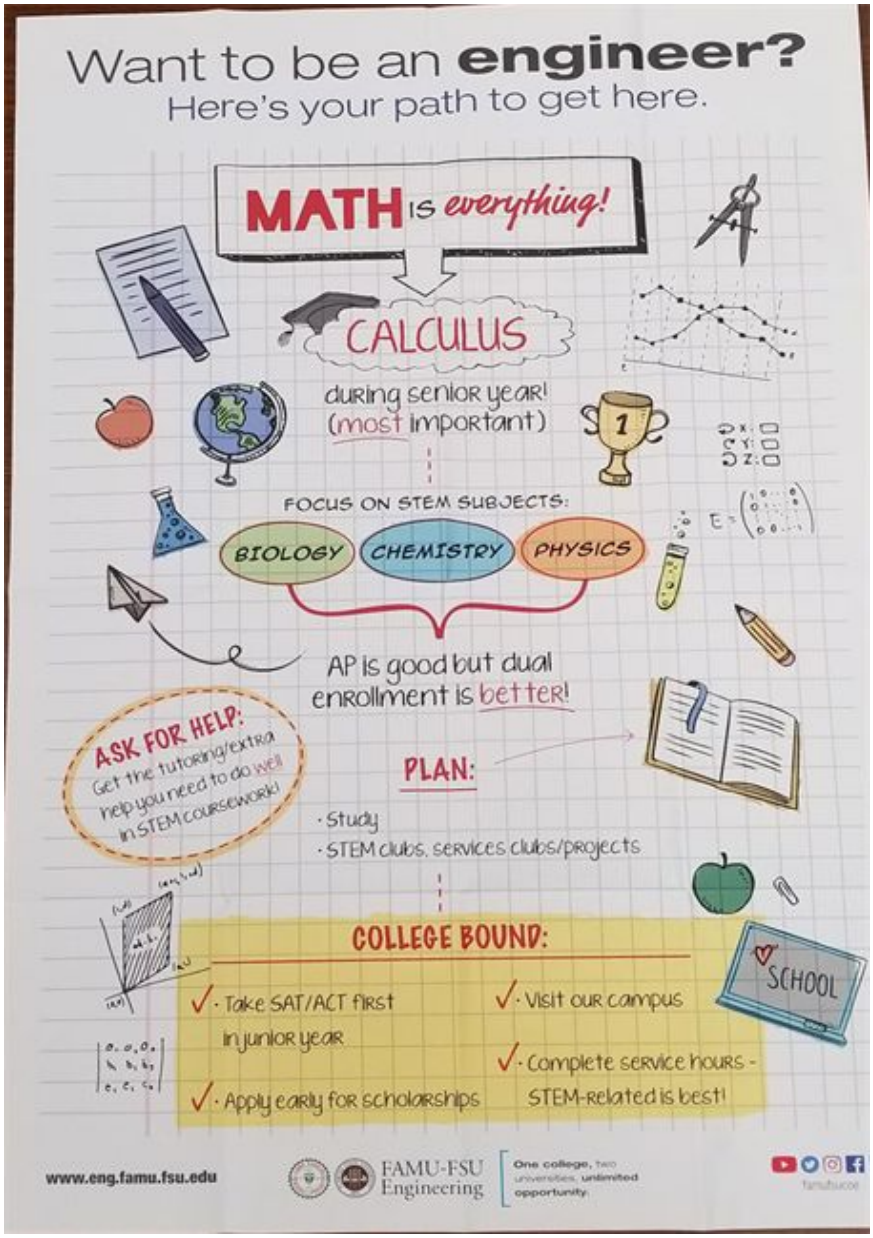
2. PEC will continue to work with the Florida K-12 mathematics teachers, providing workshops, posters (like the one sent last year from FSU to all high school math teachers illustrating the centrality of calculus to beginning to study engineering, see below), and materials; the Florida Department of Education mathematics initiatives; and the Florida State College System. Pre-calculus and calculus are the keys to successful and timely entrance into engineering, and we have to both make that case and help our educational partners succeed in helping students successfully study math at these levels in high school.

3. PEC also will work on expanding and better unifying summer bridge programs for students who graduate high school and begin university engineering curricula the next fall. It is possible that such programs could be on-line or hybrid, which would make them more available to underrepresented students who may need them most.

4. Department Chairs are working with their faculty and staff colleagues to review every engineering program and produce academic maps that provide guidance for timely completion of graduation and disciplinary preparation requirements at their universities. These maps will be available on university/departmental websites.

   Maps will then be compared across programs in the SUS for improved internal consistency, and utilized by advisors at each university to help students meet graduation requirements in a timely manner. They also will help students and families recognize the likely need for summer enrollments, the importance of group and capstone projects, and particularly the need to try to integrate internships into their academic maps.

Not all of our engineering students are prepared equally to retain, graduate, and succeed professionally, but all our students deserve our best efforts and every opportunity to succeed. We are committed to that objective and pledge to work to better our efforts in successfully educating every student accepted into our engineering programs and universities.



Poster sent to all Florida high school math teachers and county school boards.

Appendix I

61G15-20.006 Educational Requirements.

(1) The evaluation of curricula and standards of accreditation for approval of degree programs required by Section 471.013, F.S., shall be based upon:

(a) An overview of engineering programs within the United States accredited by the Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology, Inc., (ABET), and

(b) An evaluation of such programs and schools, following the definition of the practice of engineering set forth in Section 471.005(6), F.S.

(2) This rule shall not apply to Board approved engineering programs or where ABET accreditation is available to a school or college of engineering.

(3) Acceptable curricula requirements and degree programs shall conform to the criteria for accrediting engineering programs set forth by the Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology, Inc., (ABET) and found in the applicable Annual Report of ABET.

(4) The evaluation of the applicant's transcript and degree program shall include a determination of whether such a transcript and degree program is comparable to the above-mentioned model by the Education Advisory Committee as defined in Rule 61G15-18.015, F.A.C.

(5) In order to verify the applicant's curriculum and engineering program the Board may require evidence from the applicant's institution(s) at the cost of the applicant as to the areas mentioned in subsection 61G15-20.006(3), F.A.C., including when the information necessary for the evaluation set forth in subsection (4) above is not available, a site visit by Educational Advisory Committee of the Board at the expense of the applicant.

Specific Authority 471.013(1)(a)3. FS. Law Implemented 471.013(1)(a)3., 471.005(6) FS. History–New 8-18-87, Formerly 21H-20.006, Amended 12-26-94.

Powering the New Engineer to Transform the Future

BOG August 2019

Response to BOG Inquiry Re Credits to Degree

- SUS Deans of Engineering caucused and agreed to work together to assess state of engineering undergraduate programs in Florida
- UF department chairs convened conversations between SUS chairs in their respective disciplines
- Objective was to answer the following questions:
  - What is the focus of engineering education in Florida?
  - Are our degree requirements and times to degree consistent with our top peers?
  - Are we meeting the specifications of our accrediting body (ABET)?
    - Are we meeting the needs of our employers?
  - What is the average graduation rate for engineering students ins the SUS?
- All programs agreed that providing an excellent education with a high ROI as efficiently as possible was the primary goal of their undergraduate programs

Avg. Credits to BS Engineering Degrees At Top Institutions

University of California-Berkeley, University of Illinois at Urbana-Champaign, University of Washington, the Ohio State University, University of Michigan, Georgia Tech, Texas A&M, Purdue. ASEE 2017

- Aerospace Eng: 128
- Biomedical Eng.: 128
- Chemical Eng: 129
- Civil Eng: 128
- Computer Eng: 126
- Electrical Eng: 128
- Environmental Eng: 127
- Industrial Eng: 126
- Materials Eng: 128
- Mechanical Eng: 128
- Nuclear Eng: 126
- Within the SUS, credits to degree currently range from 120 to 131

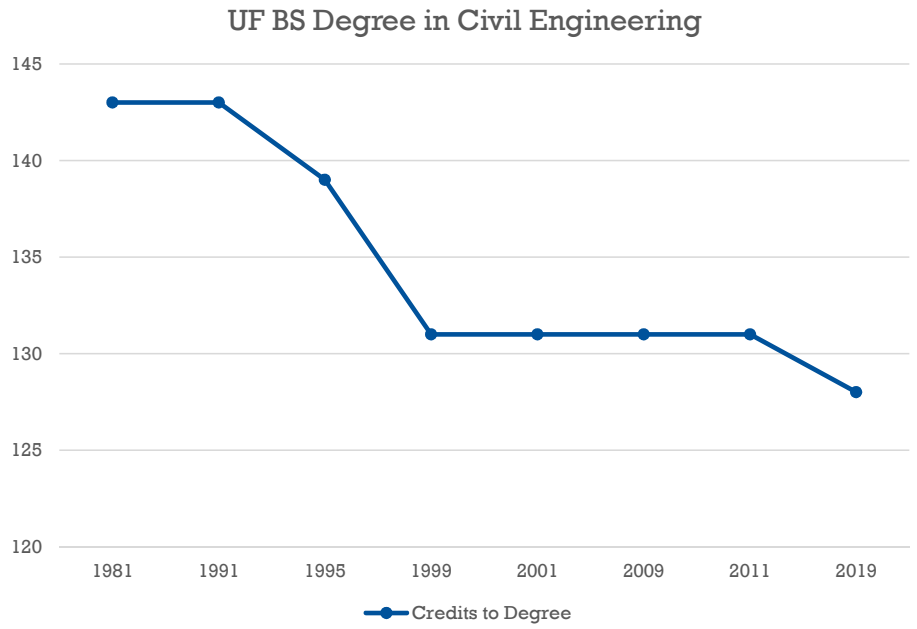
ABET Accreditation

- Required by most states in order for graduates to become licensed professional engineers
- Required by many graduate schools in order to be granted an advanced degree
- 6 year cycle
  - Must assess student learning
    - Assessed every semester
  - Must consult with constituents (includes employers and alumni)
    - At lease once per year
  - Must pursue, and document, continuous improvement
- Changes to the curricula made outside of this process can lead to loss of accreditation

SUS Discipline Reviews

- All programs in the SUS have solicited input from their employers and alumni regarding their curricula and reacted accordingly
- Different programs serve different markets and thus have different requirements
- UF example - Spring 2019
  - Every department consulted with their Employer and Alumni Advisory Board regarding student learning and success and discussed whether or not changes were needed in the curricula and credits to degree
  - Two departments concluded that some reduction in credit hours was warranted (Chemical Engineering and Civil Engineering)
  - All boards expressed extreme disapproval of further reductions in credit hours to degree
    - Significant concern over erosion in credits to degree over time

Example of Decrease in Credits to Degree Over Time



Additional Program Elements

- Co-curricular activities are critical to retention and post-graduation placement
  - Internships
  - Student design competitions
- Employers see these as differentiators
- Such activities enhance placement, career advancement and salary, but can delay time to graduation

Time to Graduation in SUS Engineering Programs

Freshman Cohort Year	2012		2013	
	Graduated within 4 years	Graduated within 5 years	Graduated within 4 years	Graduated within 5 years
UF	26.60%	85.50%	29.70%	91.70%
FAU	26.00%	66.00%	29.19%	57.66%
FGCU	27.00%	71.00%	15.00%	47.00%
FIU	17.90%	54.50%	25.60%	56.30%
FPU	n/a	n/a	n/a	n/a
FAMU-FSU	32.90%	88.60%	43.00%	96.10%
UCF	31.60%	90.90%	32.30%	79.00%
UNF	21.10%	84.20%	20.00%	76.00%
USF	38.67%	85.00%	40.96%	95.22%
UWF	7.00%	29.00%	13.00%	30.00%

Summary

- All SUS degree programs are within national norms for credits to degree for their respective degrees
- All programs have consulted with their constituents as required by ABET to ensure their curricula are in accord with employer needs
  - SUS programs serve different sectors of the technology workforce and must be responsive to their various employers
  - Credits to degree have been declining over time raising some concerns with constituents
- Engineering students in SUS institutions typically take 5 years to graduate
  - Powerful co-curricular activities enhance job prospects but delay time to graduation
  - Rigor of the curricula encourages students to take fewer credits per semester


THE
MOMENTUM
TO MAKE A DIFFERENCE

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
August 29, 2019

SUBJECT: State University System Council of Academic Vice Presidents

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Dr. Sally McRorie, Chair of the State University System Council of Academic Vice Presidents, will provide an update on current Council activities and issues.

Supporting Documentation Included: None

Facilitators/Presenters: Dr. Sally McRorie

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
August 29, 2019

SUBJECT: State University System Council for Student Affairs

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Dr. William Hudson Jr., Chair of the State University System Council for Student Affairs, will provide an update on current Council activities and issues.

Supporting Documentation Included: None

Facilitators/Presenters: Dr. William Hudson Jr.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
August 29, 2019

SUBJECT: Florida Student Association

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Governor Zenani D. Johnson, Chair of the Florida Student Association, will update the Committee on current Association activities and issues.

Supporting Documentation Included: None

Facilitators / Presenters: Governor Zenani D. Johnson


FLORIDA STUDENT ASSOCIATION

FSA Meeting Recaps

JULY 21ST - CENTRAL FLORIDA

Kristin Whitaker spoke to us about the legislative climate. Guest speakers included UCF President, UCF VP for Student Development & Enrollment, and Florida State Rep. Anna Eskimani (D-47 Winter Park).

AUGUST 10TH - SOUTH FLORIDA

The USF Provost & Executive VP, Dr. Ralph Wilcox, gave opening remarks. Rep. Amber Mariano (R-36 New Port Richey) gave us advice on fulfilling our legislative agenda. The Florida College Access Network gave us incredible statistics and data on our agenda.

Upcoming Meeting

SEPTEMBER 21 - NORTH FLORIDA

We would like to invite any members or staff from the Board of Governors. If you would like to attend, please let us know! We would love to have you.

FSA 2019-2020 PRIORITIES

Textbook Affordability

We are very excited to work with the Board of Governors to explore potential avenues for making textbooks more affordable for students.

Food & Housing Insecurity

In the last 30 days, 45% of students were food insecure, and 56% were housing insecure in the last year. As Florida attempts to become #1 in academics, athletics, and more, we should also strive to be #1 in providing for basic needs.

S.A.N.E. Nurses On Campus

When sexual assault occurs, medical care is a vital resource available to victims. But for many, the nearest S.A.N.E. (Sexual Assault Nurse Examiners) qualified professionals could be hours away. We want to bring Sexual Assault Nurse Examiners to our campus health facilities.

Mental Health

Past leaders of the Florida Student Association have fought hard to secure good mental health resources for our students. Now that we have them, awareness and access are key. We are exploring awareness programs.

Rally in Tally

DATE

November 13, 2019 - *Invitations coming soon*

DIVERSE STUDENT REPRESENTATION

Student Body Presidents delegate students from their university to bring new energy, stories, and diversity to inform our legislators of the critical issues students face.

ONE-ON-ONE MEETINGS

Individual groups of delegates will meet with all available legislators from both the State House of Representatives and State Senate.


Every year, we send
100+
STUDENT DELEGATES
to Tallahassee

Our Team

FSA Executive Board



JOHN ALOSZKA

Internal Vice Chair



ZENANI JOHNSON

Chair



ROCHARD MORICETTE

External Vice Chair

We hope all interested members of the FSUS join us to make a difference for our students.


FLORIDA STUDENT ASSOCIATION
BOARD OF DIRECTORS
John Aloszka
Internal Vice Chair, FSA
Student Body President, UNF
Zenani Johnson
Chair, FSA
Student Body President, UWF
Rochard Moricette
External Vice Chair, FSA
Student Body President, FAMU
Kyler Gray
Student Body President, UCF
Britney Deas
Student Body President, USF
Sabrina Rosell
Student Body President, FIU
Kevin Buchanan
Student Body President, FAU
Ryan Perez
Student Body President, FPU
Steven Keshishian
Student Body President, NCF
Michael Murphy
Student Body President, UF
Josh Ballin
Student Body President, FGCU
Evan Steinberg
Student Body President, FSU

Thank you very much

for your time and for your support.

Want to get in touch?

Email-***sgapres@uwf.edu***

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

AGENDA
Budget and Finance Committee
Ballroom
Cohen Center
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965
August 29, 2019
10:45 a.m. – 12:00 p.m.
or
Upon Adjournment of Previous Meetings

Chair: Mr. Syd Kitson; Vice Chair: Mr. H. Wayne Huizenga, Jr.
Members: Cerio, Johnson, Lamb, Lautenbach, Scott

1.	**Call to Order and Opening Remarks**	**Governor Syd Kitson**
2.	**Minutes of Committee Meeting** Minutes, June 12, 2019	**Governor Kitson**
3.	**Performance-Based Funding Report**	**Mr. Tim Jones** *Vice Chancellor for Finance and Administration*
4.	**Board of Governors Regulations** • Regulation 5.001 Performance-Based Funding • Regulation 7.003 Fees, Fines, and Penalties • Regulation 7.008 Waiver and Exemptions of Tuition and Fees • Regulation 9.007 University Operating Budgets	**Mr. Jones**
5.	**2019-2020 Operating Budgets** • State University System • Board General Office	**Mr. Jones**

6. 2020-2021 Legislative Budget Request — **Mr. Jones**

- State University System
- Board General Office

7. Business Process Control Review Update — **Mr. Mark Maraccini, CPA**
Crowe LLP

8. Concluding Remarks and Adjournment — **Governor Kitson**

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
August 29, 2019

SUBJECT: Minutes of Committee Meeting held June 12, 2019

PROPOSED COMMITTEE ACTION

Approve the minutes from the meeting held on June 12, 2019.

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 June 12, 2019, at the University of South Florida.

Supporting Documentation Included: Minutes: June 12, 2019

Facilitators/Presenters: Governor Syd Kitson

MINUTES

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
BUDGET AND FINANCE COMMITTEE
UNIVERSITY OF SOUTH FLORIDA
TAMPA, FLORIDA
JUNE 12, 2019

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

Mr. Syd Kitson, Chair, convened the meeting of the Budget and Finance Committee at 3:28 p.m. Members present for roll call were Tim Cerio, Wayne Huizenga, Zenani Johnson, Brian Lamb, Ned Lautenbach, and Steven Scott. Other Board members present included Richard Corcoran, Shawn Felton, Alan Levine, Ed Morton, Eric Silagy, Kent Stermon, and Norman Tripp.

1. Call to Order

Mr. Kitson called the meeting to order. He welcomed Governors Johnson, Lamb, and Scott to the Committee.

2. Minutes of Committee Meeting

Mr. Lautenbach moved that the Committee approve minutes from the March 28, 2019, meeting. Mr. Lamb seconded the motion, and members of the Committee concurred.

3. Performance-Based Funding Allocation

Mr. Kitson introduced the first item on the agenda, approval of the 2019-2020 allocation for performance-based funding. Mr. Jones presented a PowerPoint reviewing the history of the model, the improvements made on various metrics, changes to the model approved by the Board in November, and the final points and allocation.

After discussion, Mr. Huizenga moved that the Committee approve the performance-based funding allocation as presented. Mr. Lamb seconded the motion, and members of the Committee concurred.

4. Board of Governors Regulation 9.006 – Remuneration of University Presidents and Administrative Employees

Mr. Tim Jones presented the history of the development of the regulation, the Board's constitutional and statutory authority over university personnel programs, and the state auditor's finding that the Board didn't have the authority to define faculty.

Mr. Jones noted that the state auditor was currently doing an operational audit for the Board and this has the potential to be a repeat finding. He requested direction from the Board on whether the regulation should be repealed or do we keep the regulation as is.

After discussion, Mr. Kitson and Mr. Lautenbach both stated that the Board has constitutional, statutory, and regulatory authority over personnel and we should keep the regulation.

5. Regulation 9.012 Disclosure of Gifts from Foreign Governments and Persons

Mr. Jones presented the history of this regulation. He noted that few gifts are received from foreign governments or persons. By repealing this regulation, each university would maintain this information and it could be made available upon request.

After discussion, Mr. Lautenbach moved that the Committee approve the notice to repeal the regulation. Mr. Cerio seconded the motion, and members of the Committee concurred.

6. Budget Update

Mr. Kitson requested Mr. Jones present an update on the legislative changes.

Mr. Jones reviewed the final budget adopted by the Legislature. Mr. Kitson stated that the final budget was very good considering how we started at the beginning of session. He expressed appreciation for the final budget crafted by our legislative leaders.

Mr. Kitson noted that one of the processes the Board has been supportive of is encouraging universities to work through the process with us on requesting funds from the Legislature. We worked very hard during session on supporting initiatives in our LBR, like performance-based funding and specific university requests. He indicated that, on multiple occasions last year, if a university develops a comprehensive university legislative budget request and brings that to the Board, then we will review and potentially support it. We did that with New College and Florida Gulf Coast University, we did that last year with the University of North Florida and Florida Atlantic University.

He indicated surprise that no one knew about the $15 million Florida International request. He reiterated that NCF, FGCU, FAU, UNF, and FIU should be prepared to discuss their implementation plans for the resources at a future meeting.

Mr. Jones reviewed the changes in Senate Bill 190 regarding the use of carryforward funds and the increase of reserves from five percent to seven percent.

7. Concluding Remarks and Adjournment

Mr. Kitson updated the Committee that Crowe LLP has been engaging our universities, gathering information, and has scheduled on-site visits with each campus. Crowe will provide an update to the Committee at the August 2019 meeting.

Having no further business, the meeting was adjourned at 4:23 p.m.

Tim Jones, Vice Chancellor
Finance and Administration

Syd Kitson, Chair

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
August 29, 2019

SUBJECT: Performance-Based Funding Study

PROPOSED COMMITTEE ACTION

Approve the Performance-Based Funding Study due to the Legislature by October 1, 2019.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Chapter No. 2018-4, Laws of Florida

BACKGROUND INFORMATION

The 2018 Legislature approved a law requiring the Board of Governors to submit recommendations to achieve a complete performance-based continuous improvement model.

> By October 1, 2019, the Board of Governors, in consultation with the state universities, shall submit to the Legislature recommendations for future consideration on the most efficient process to achieve a complete performance-based continuous improvement model focused on outcomes that provide for the equitable distribution of performance funds. In addition to recommendations submitted by the Board of Governors, the Legislature shall review recommendations from an independent entity that consults with the Board of Governors for the purpose of receiving input on behalf of the state university system. Implementation of any recommendations shall not occur unless affirmatively enacted by the Legislature.

The State University System (SUS) is currently in year six of the Performance-Based Funding Model. The current model includes ten (10) metrics that evaluate institutions on a range of issues that were chosen after the review of over 40 metrics identified in University Work Plans. To ensure each university is striving to excel and improve on key metrics, there is a financial incentive in the model. That financial incentive is not only new state funding (State Investment Funding), but an amount of the base state funding (Institutional Investment Funding) reallocated.

Year Six of the Performance-Based Funding Model shows significant improvements in metric scores as well as overall scores of the institutions. The average score is 84 points, which is an increase of 14 points in the last four years. Nearly every institution is showing strong improvements in four-year graduation rates; the SUS average is now 52.6%, exceeding the strategic plan goal of 50%. Many of the SUS strategic plan goals have been met or are within a few percentage points of being met. The universities have also made continuous improvements in metrics resulting in reductions in the costs to the university students. The Performance-Based Funding Model has proven to be an effective way to significantly improve goals identified in the Board's State University System 2025 Strategic Plan.

With the implementation of a new allocation methodology in 2019, the Performance-Based Funding Model emphasizes continuous improvement focused on metric outcomes and provides an equitable distribution of the funding. With 25% of the State University System's base budget at risk in the model, the universities have a great incentive to invest in improving their Performance-Based Funding outcomes.

Supporting Documentation Included: Performance-Based Funding Study

Facilitators/Presenters: Mr. Tim Jones

DRAFT



Performance-Based Funding Study

A Complete Performance-Based Continuous Improvement Model

July 2019

Table of Contents

Executive Summary	3
Background	4
Key Components of the Model	4
Metrics Common to all Institutions	5
State University System 2025 Strategic Plan	7
Data Integrity Process	8
Scoring Methodology	8
Allocation Methodology	9
Changes to the Allocation Methodology	11
Continuous Improvement	13
Metrics 1 and 2	13
Metrics 4 and 5	15
Metrics 6 and 8a	17
Metrics 3 and 9	18
Metric 7	20
Complete Performance-Based Continuous Improvement Model	20
Appendix Packet	22

DRAFT

Executive Summary

The 2018 Legislature approved a law requiring the Board of Governors (the Board) to submit recommendations to achieve a complete performance-based continuous improvement model.

> *By October 1, 2019, the Board of Governors, in consultation with the state universities, shall submit to the Legislature recommendations for future consideration on the most efficient process to achieve a complete performance-based continuous improvement model focused on outcomes that provides for the equitable distribution of performance funds. In addition to recommendations submitted by the Board of Governors, the Legislature shall review recommendations from an independent entity that consults with the Board of Governors for the purpose of receiving input on behalf of the state university system. Implementation of any recommendations shall not occur unless affirmatively enacted by the Legislature.*
>
> *Chapter No. 2018-4, L.O.F.*

The State University System (SUS) is currently in Year 6 of the Performance-Based Funding Model. The current model includes 10 metrics that evaluate institutions on a range of issues that were chosen after the review of over 40 metrics identified in University Work Plans. To ensure each university is striving to excel and improve on key metrics, there is a financial incentive in the model. That financial incentive is not only new state funding (State Investment Funding), but an amount of the base state funding (Institutional Investment Funding) reallocated.

Year 6 of the Performance-Based Funding Model shows significant improvements in metric scores as well as overall scores of the institutions. The average score is 84 points, which is an increase of 14 points in the last 4 years. Nearly every institution is showing strong improvements in four-year graduation rates; the SUS average is now 52.6%, exceeding the strategic plan goal of 50%. Many of the SUS strategic plan goals have been met or are within a few percentage points of being met. The universities have also made continuous improvements in metrics resulting in reductions in the costs to the university students. The Performance-Based Funding Model has proven to be an effective way to significantly improve goals identified in the Board's State University System 2025 Strategic Plan.

With the implementation of a new allocation methodology in 2019, the Performance-Based Funding Model emphasizes continuous improvement focused on metric outcomes and provides an equitable distribution of the funding. With 25% of the State University System's base budget at risk in the model, the universities have a great incentive to invest in improving their Performance-Based Funding outcomes.

Background

In January 2014, the Board of Governors adopted the Performance-Based Funding Model. Proviso language in the General Appropriations Act directed the Board of Governors to allocate performance funds based on certain metrics. In 2015, Section 1001.92, F.S.[1] related to State University System Performance-Based Incentives was created in the implementing bill and created again in 2016 in House Bill 7029 (Ch. 2016-237, L.O.F.). In September 2016, the Board created Regulation 5.001 Performance-Based Funding[2]. Since the implementation of the model, funding has significantly increased.

Fiscal Year	State Investment	Institutional Investment	Total
2014-15	$100,000,000	$100,000,000	$200,000,000
2015-16	$150,000,000	$250,000,000	$400,000,000
2016-17	$225,000,000	$275,000,000	$500,000,000
2017-18	$245,000,000	$275,000,000	$520,000,000
2018-19	$265,000,000	$295,000,000	$560,000,000
2019-20	$265,000,000	$295,000,000	$560,000,000

Table 1

The Performance Funding Model includes 10 metrics that evaluate the institutions on a range of issues. Two of the 10 metrics are Choice metrics; one picked by the Board and one by the university boards of trustees. These metrics were chosen after reviewing over 40 metrics identified in the University Work Plans. Florida Polytechnic University will not be included in the model until such time as data is readily available[3].

The model has four guiding principles: 1) use metrics that align with SUS Strategic Plan goals, 2) reward Excellence or Improvement, 3) have a few clear, simple metrics, and 4) acknowledge the unique mission of the different institutions.

Key components of the model:

- Institutions will be evaluated on either Excellence or Improvement for each metric.
- Data is based on one-year data.
- The benchmarks for Excellence were based on the Board of Governors 2025 System Strategic Plan goals and analysis of relevant data trends, whereas the benchmarks for Improvement were determined after reviewing data trends for each metric.

[1] Appendix A, Section 1001.92, Florida Statutes
[2] Appendix B, 5.001 PBF Regulation 2016
[3] Starting with the 2021-22 appropriation, Florida Polytechnic University will be included in the plan.

- The Florida Legislature and Governor determine the amount of new state funding and an amount of institutional funding that would come from each university's recurring state base appropriation.

Metrics Common to all Institutions

Eight metrics apply to all eleven institutions. The eighth metric, graduate degrees awarded in areas of strategic emphasis (8a), applies to all institutions except New College. The alternative metric for New College (8b) is freshman in the top 10% of graduating high school class. New College is not included in metric 8a because they do not have enough students to provide substantial data information; the institution has one small graduate program while all other institutions have several graduate programs.

Performance-Based Funding Metrics	
1. Percent of Bachelor's Graduates Employed (Earning $25,000+) or Continuing their Education	6. Bachelor's Degrees Awarded in Areas of Strategic Emphasis
2. Median Wages of Bachelor's Graduates Employed Full-Time	7. University Access Rate (Percent of Undergraduates with a Pell-grant)
3. Average Cost to the Student (Net Tuition per 120 Credit Hours)	8a. Graduate Degrees Awarded in Areas of Strategic Emphasis 8b. Freshmen in Top 10% of Graduating High School Class (NCF only)
4. Four Year Graduation Rate (Full-time FTIC)	9. Board of Governors Choice – Percent of Bachelor's Degrees without Excess Hours
5. Academic Progress Rate (2nd Year Retention with GPA Above 2.0)	10. Board of Trustees Choice

Table 2

Board of Governors Choice Metric – From FY 2014-15 to FY 2017-18, the Board chose to apply three separate metrics to different institutions.

Institution	Metric
FAMU, FAU, FGCU, FIU, UCF, UNF, USF, UWF	9a. Percent of Bachelor's Degrees without Excess Hours
FSU, UF	9b. Faculty Awards
NCF	9c. National Ranking for Institutional & Program Achievements

Table 3

The decision to apply a different metric to New College of Florida was made because, at the time of the first year of Performance Funding, NCF did not have the data available

to accurately score metric 9a. The Board created metric 9b for FSU and UF to highlight each university's preeminence status.

At the November 2017 Board Meeting, the Board decided to apply metric 9a to all of the universities. Data is now readily available for NCF. The Board agreed that all institutions should put effort towards reducing the number of students graduating with excess credit hours. FY 2018-19 was the first year metric 9a applied to all institutions and metrics 9b and 9c were no longer in use.

Board of Trustees Choice Metric – Each Board of Trustees has chosen a metric from the remaining metrics in the University Work Plans that apply to the mission of that university and have not been previously chosen for the model.

Institution	2018-19 Metric 10. Board of Trustees Choice
FAMU	10a. Percent of R&D Expenditures Funded from External Sources
FAU, FGCU, FIU	10b. Bachelor's Degrees Awarded to Minorities
FSU	10c. National Rank Higher than Predicted by the Financial Resources Ranking Based on U.S. and World News Report
NCF	10d. Percent of Undergraduate Seniors Participating in a Research Course
UCF	10e. Number of Bachelor Degrees Awarded Annually
UF	10f. Number of Licenses/Options Executed Annually (Ranking)
UNF	10g. Percent of Undergraduate FTE in Online Courses
USF	10h. Number of Postdoctoral Appointees
UWF	10i. Number of Adult (Aged 25+) Undergraduates Enrolled (in Fall)

Table 4

DRAFT

At the November 2018 Board Meeting, the Board approved changes to metric 10 as requested by the university boards of trustees. In order to allow time to collect data and properly set benchmarks, the new metrics will not be applied until FY 2020-21.

Institution*	New Metric 10 (to be applied in FY 2020-21)
FAMU	Number of Bachelor's Degrees Awarded to Transfers with AA Degrees from FCS
FAU	Total Research Expenditures
FGCU	Number of Bachelor's Degrees Awarded Annually to African American and Hispanic Students
FIU	Number of Post-Doctoral Appointees
FSU	Percent of Bachelor's Graduates who took an Entrepreneurship Class
NCF	Percent of FTIC Graduates Completing 3+ High-Impact Practices
UCF	Percent of Degrees Awarded to African-American and Hispanic Student
UF	6-Year Graduation Rates
USF	6-Year Graduation Rates
UWF	Percent of Baccalaureate Graduates Completing 2+ Types of High-Impact Practice

*UNF not included because they decided to continue to apply their current metric 10.
Table 5

State University System 2025 Strategic Plan

The 2025 Strategic Plan[4] strengthens the Board's commitment to achieving excellence in the tripartite mission of its state universities – teaching, research, and public service – for the benefit of Florida's citizens, their communities, and the state economy. The Strategic Plan is a living document that helps align the State University System's goals with Florida's highest economic, workforce, and research needs. As such, the Strategic Plan frames the university's tripartite mission around three key themes – Excellence, Productivity, and Strategic Priorities for a Knowledge Economy.

The changes to the updated Strategic Plan, which the Board approved in 2014, demonstrates the Board's commitment to the kind of strategic planning that truly helps steer the State University System in the direction of Florida's highest priorities. Every five years, the Board reviews the Strategic Plan, assesses the State University System's progress on the 28 goals in the Plan, and makes adjustments, as necessary. The Board's continued close attention to the accuracy and credibility of its Strategic Plan focuses the State University System to help Florida find solutions to the educational, economic, and societal challenges of the coming decades.

[4] Appendix D or https://www.flbog.edu/board/strategicplan.php

The Performance-Based Funding Model provides incentives to universities to meet the Board's benchmarks – which are largely based on the 2025 goals in the Strategic Plan. Six of the performance funding metric's 10-point benchmarks were set using the Strategic Plan goals.

Data Integrity Process

The integrity of data provided to the Board is critical to the Performance-Based funding decision-making process. To provide assurance that the data submitted for this process is reliable, accurate, and complete, the Board developed a Data Integrity Certification process in June 2014.

University presidents and boards of trustees were directed to task their chief audit executives to perform an audit of the university's processes which ensure the completeness, accuracy, and timeliness of data submissions to the Board. Audits are to be conducted in accordance with professional auditing standards and are to be submitted to the Board of Governors Office of Inspector General by March 1st of each year.

Additionally, university presidents and boards of trustees are required to execute a Data Integrity Certification affirmatively certifying each representation. The audit results provide the basis of the president's and chair's certification. When the president and board chair cannot make the certification as prepared, a written explanation is required.

Once approved, each university's audit reports and certifications are published on the Board website each fiscal year.[5]

The 2019 Legislature passed Senate Bill 190 (Ch. 2019-103, Laws of Florida), amending section 1001.706, F.S., requiring the Board to define the data components and methodology used to implement Performance-Based Funding. The bill requires each university to conduct an annual audit to verify that the data complies with the data definitions. The Board will amend the Performance Funding Regulation (5.001) to match the new statute.

Data methodology documents for metrics 1-9 can be found in Appendices E - J as well as the Board's website.[6]

Scoring Methodology

The model measures institutional excellence and improvement of performance using the metrics detailed above. Statute requires the metrics to include 4-year graduation

[5] https://www.flbog.edu/board/office/budget/performance_funding.php
[6] *Id.*

rates; retention rates; postgraduation education rates; degree production; affordability; postgraduation employment and salaries, including wage thresholds that reflect the added value of a baccalaureate degree; access rate, based on the percentage of undergraduate students enrolled during the fall term who received a Pell Grant during the fall term; and other metrics approved by the board.

The performance of an institution is evaluated based on benchmarks adopted by the Board for each metric[7]. Excellence points are earned based on the institution's data score for each metric. Improvement points are earned based on the institution's data score increasing or decreasing from the previous year (no improvement points are given for a decreased score). Once excellence points and improvement points are determined for an individual metric, the higher point value is counted toward the institution's total points. The highest possible points an institution can earn is 100; a possible 10 points earned for each metric.

Allocation Methodology

To ensure each university is striving to excel and improve on key metrics, there is a financial incentive in the model. That financial incentive is not only new state funding but an amount of each institution's base state funding reallocated. The separate funds are referred to as State Investment Funding and Institutional Investment Funding. Section 1001.92(2), F.S. states "Each fiscal year, the amount of funds available for allocation to the state universities based on the Performance-Based funding model shall consist of the state's investment in performance funding plus institutional investments consisting of funds deducted from the base funding of each state university in the State University System in an amount provided by the Legislature."

The allocation methodology for the institutional investment for the 2018-19 fiscal year required a threshold of 51-points as the minimum number of total points needed to be eligible for the institutional investment on a 100-point scale. All SUS institutions eligible for the state's investment had their proportional amount of institutional investment restored. Any institution that failed to meet the minimum threshold of 51-points for the institutional investment was required to submit an improvement plan monitoring report to the Board of Governors for consideration at its August/September meeting that specifies the activities and strategies for improving the institution's performance.

Since July 1, 2016, there has been no university that has scored below 51-points on Performance Funding and therefore no university has had to submit an improvement plan monitoring report. If a university is required to submit an improvement plan, the Board would monitor the institution's progress on implementing the activities and strategies specified in the plan. The Chancellor would be required to withhold

[7] Appendix K, Performance Funding Model 2019-20 Benchmarks

disbursement of the institutional investment until the improvement plan monitoring report for each institution is approved by the Board. Improvement plan monitoring reports would be submitted to the Board no later than December 31 and May 31 of each fiscal year. The reports would be considered by the Board at its January and June meetings. If it is determined that the institution is making satisfactory progress on the plan, the institution would receive up to half of its institutional investment at each meeting. As required by statute, effective July 1, 2016, an institution is limited to only one improvement plan. If an institution, after the submission of one improvement plan, subsequently fails to meet the 51-point threshold, its institutional investment will be redistributed to the institutions meeting the 51-point threshold, based on the points earned by each institution.

The requirements for the intuitional investment are outlined in Section 1001.92, F.S. The Board determines the minimum funding eligibility threshold (51-points).

The allocation methodology for the state's investment for the 2018-19 fiscal year is not required by statute. It is detailed in the Board of Governors regulation 5.001 and can be modified by the Board.

The allocation methodology for the state investment for the 2018-19 fiscal year required a 100-point scale and set the same 51-point threshold as the minimum number of total points needed to be eligible for the state's investment. The three universities with the lowest points, regardless of whether they met the 51-point threshold, were not eligible for the state's investment. The proportional amount of the state's investment that would have been distributed to the three lowest scoring institutions would be distributed to the top three scoring institutions based on their total points. Institutions eligible for the state's investment received an amount based on their prorated share of recurring state base funds to the total SUS recurring base state funds.

In the case of a tie, the Board of Governors implemented a tiebreaker:

a) Compare the total of excellence and improvement scores;
b) Compare only excellence scores;
c) Score metric by metric giving a point to the institution with the higher score; and
d) If still tied, the tie will go to the benefit of the institutions, irrespective of whether the institutions are tied for placement among the top three scoring institutions or are tied for placement among the bottom three scoring institutions.

During the 2018-19 fiscal year, a tiebreaker was applied to three institutions scoring in the top three and applied to two institutions scoring in the bottom three. The scores and allocations for FY 2018-19 (Year 5) are as follows:

Institution	Points	Allocation of State Investment	Allocation of Institutional Investment	Total Performance-Based Funding Allocation
FAMU	72	$0	$14,765,439	$14,765,439
FAU	84	$20,553,876	$22,880,729	$43,434,605
FGCU	75*	$9,264,349	$10,313,143	$19,577,492
FIU	90	$39,996,601	$33,730,710	$73,727,311
FSU	86*	$51,607,104	$47,135,335	$98,742,439
NCF	75*	$0	$3,921,395	$3,921,395
UCF	77	$37,522,699	$41,770,552	$79,293,251
UF	93	$57,631,857	$53,002,618	$110,634,475
UNF	68	$0	$13,574,657	$13,574,657
USF	86*	$37,650,670	$41,913,010	$79,563,680
UWF	86*	$10,772,844	$11,992,412	$22,765,256
Total		$265,000,000	$295,000,000	$560,000,000

*Tiebreaker applied (FSU won tiebreaker for top 3 and NCF lost tiebreaker for bottom 3)
Table 6

Changes to the Allocation Methodology

During the Board of Governors' October 2018 Workshop, the Budget and Finance Committee discussed several possible changes to the Performance Funding Allocation Methodology. The proposed changes were then discussed and approved at the November 2018 Board meeting. Changes to the Performance Funding Board Regulation were given final approval at the January 2019 Board meeting[8].

The approved allocation methodology only impacts the allocation of the state's investment. The changes remove the requirement of a bottom three. On a 100-point scale, institutions with the top 3 scores are automatically eligible for their proportional amount of the state's investment. In the case of a tie for the top 3 scores, the tie will go to the benefit of the institutions. A tiebreaker is no longer needed. All institutions with a score the same or higher as the previous year, are eligible for their proportional amount of the state's investment. Any institution with a score less than the previous year but the previous year's score was higher or the same as the year before, is also eligible for their proportional amount of the state's investment. However, any institution with a score the same or lower than the previous year's score for two

[8] Appendix B, 5.001 PBF Regulation 2018

consecutive years will be required to submit a student success plan to the Board 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 (detailed in Table 6).

Student Success Plan (for scores not showing improvement for two consecutive years):

1) If the plan is approved by the Board, the institution will receive up to 50 percent of its state's investment at the time of approval (August/September).
2) The Board will monitor the institution's progress on implementing the activities and strategies specified in the plan, and the Chancellor will withhold the remaining disbursement of the state's investment until the plan monitoring report for each institution is approved by the Board.
3) The monitoring report will be considered by the Board at its March meeting and if it is determined that the institution is making satisfactory progress on implementing the plan, the institution will receive up to the balance of its state's investment.
4) Any institution that fails to make satisfactory progress as determined by the Board, will not have its full state's investment restored, and any funds remaining will be distributed to the top three scoring institutions (including ties).

Beginning in Fiscal Year 2021-22, any institution with a score lower than 70 points will submit a student success plan to the Board 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 half of their proportional amount of the state's investment. This will apply regardless of scores below 70 increasing from the previous year.

Student Success Plan (for scores below 70):

1) If the plan is approved by the Board, the institution will receive up to 25 percent of its state's investment at the time of approval (August/September).
2) The Board will monitor the institution's progress on implementing the activities and strategies specified in the plan, and the Chancellor will withhold the remaining 25% of the disbursement of the state's investment until the plan monitoring report for each institution is approved by the Board.
3) The monitoring report will be considered by the Board at its March meeting and if it is determined that the institution is making satisfactory progress on implementing the plan, the institution will receive up to the balance of its state's investment.

4) Any institution that fails to make satisfactory progress as determined by the Board, will not have its 50% of the state's investment restored, and any funds remaining will be distributed to the top three scoring institutions (including ties). The remaining 50 percent of each institution's state's investment will also be distributed to the top three scoring institutions.

The scoring methodology will remain the same and the allocation methodology for the institutional investment remains constant, as it is required by statute.

The scores and allocations for FY 2019-20 (Year 6) are as follows:

Institution	Points	Allocation of State Investment	Allocation of Institutional Investment	Total Performance-Based Funding Allocation
FAMU	70	$13,750,113	$15,306,730	$29,056,843
FAU	86	$20,517,518	$22,840,256	$43,357,774
FGCU	81	$10,895,127	$12,128,538	$23,023,665
FIU	87	$30,459,667	$33,907,930	$64,367,597
FSU	88	$42,084,561	$46,848,851	$88,933,412
NCF	67	$3,945,308	$4,391,947	$8,337,255
UCF	88	$36,760,351	$40,921,901	$77,682,252
UF	95	$47,282,102	$52,634,792	$99,916,894
UNF	78	$12,358,238	$13,757,283	$26,115,521
USF	92	$36,504,867	$40,637,494	$77,142,361
UWF	94	$10,442,148	$11,624,278	$22,066,426
Total		$265,000,000	$295,000,000	$560,000,000

Table 7

Continuous Improvement

Success is evident throughout the scores and data of the Performance Metrics. Year 6 of the Performance-Based Funding Model shows significant improvements in metric scores as well as overall scores of the institutions. In the six years since the Performance-Based Funding Model was implemented, metrics 1 through 6, 8a, and 9 have shown significant improvements while Metric 7, the University Access Rate remains consistent with Florida's population.

Metrics 1 and 2

Metric 1, percent of bachelor's graduates employed (earning $25,000 or more) or continuing their education one year after graduation, and metric 2, median wages of bachelor's graduates employed full time one year after graduation have seen improvements since the first year of performance funding. The success in student

employment after graduation has been achieved by universities investing in career service centers with a focus on student advising, establishing partnerships with local businesses and career centers and increasing the number of degrees in STEM (Science, Technology, Engineering, and Mathematics).

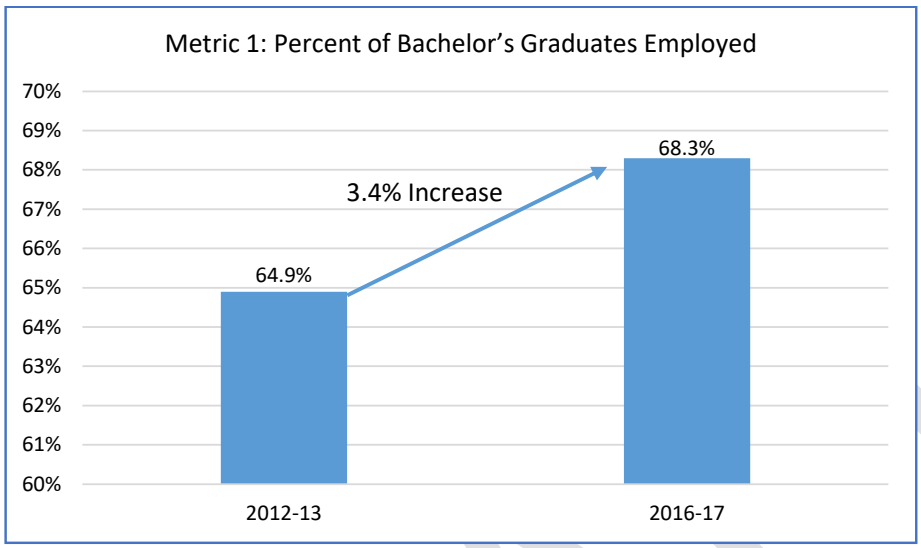


Table 8

The Strategic Plan goal/10-point benchmark for metric 1 is 90%, which reflects the Board's dedication to improving the employment and educational outcomes for the State University System students. The Board included this metric in the Strategic Plan to focus the System's efforts in better understanding this period of transition. None of the individual institutions have met the goal yet. The highest scoring institutions are UF at 71.3% and USF at 70.4%.

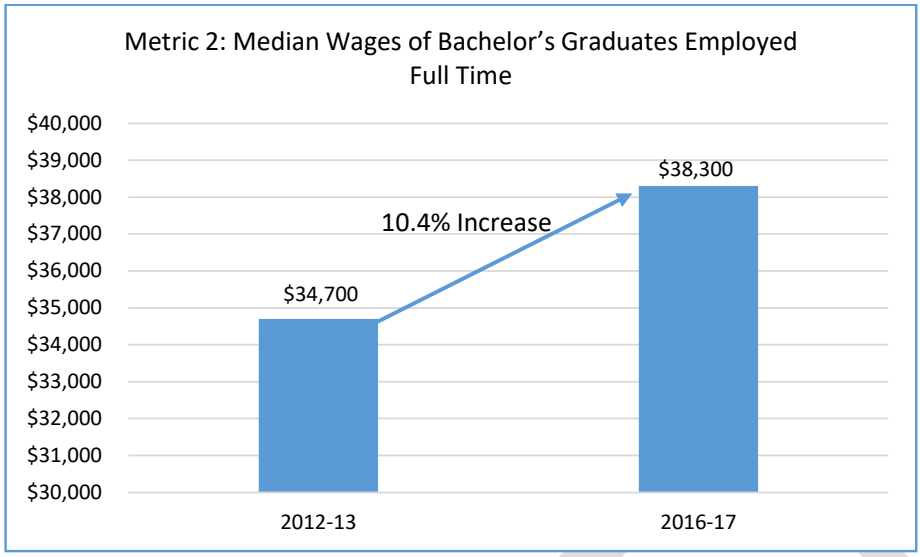


Table 9

This metric is not included in the Strategic Plan. The 10-point benchmark for metric 2 is $40,700. One university (UF) has reached the 10-point benchmark at $42,200.

Metrics 4 and 5

The universities have focused great effort in improving their graduation rates (metric 4) and retention rates (metric 5) in recent years. The success shown in these metrics is directly correlated with universities spending resources on increasing the number of advisors to focus on student retention and graduation, offering mentoring, tutoring and other services benefiting individual students. Universities have also invested in software that targets struggling students to improve the graduation and retention rates and they have increased student financial aid. The help of financial aid allows students to put more focus on academics.

The overall SUS four-year graduation rate is now 52.6%, exceeding the strategic plan goal of 50%; and the overall SUS retention rate is now less than 4 percentage points away from the strategic plan goal of 90%. The cohort size for 2009 was 35,755 compared to the cohort size in 2014 which was 37,693. While student population is increasing, graduation rates continue to increase as well.

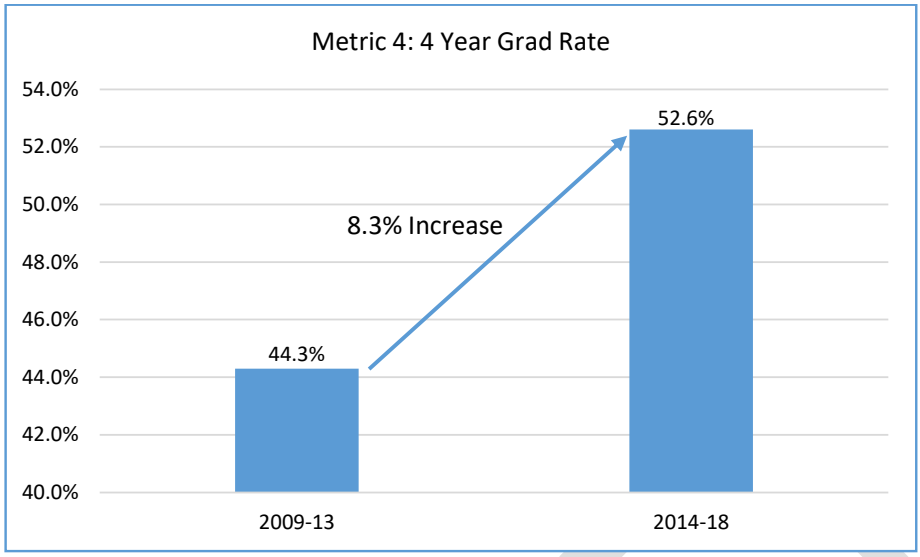


Table 10

The Strategic Plan goal/10-point benchmark for metric 4 is 50%, which the SUS average has exceeded. Four universities have also passed this goal: FSU, UF, USF, and NCF.

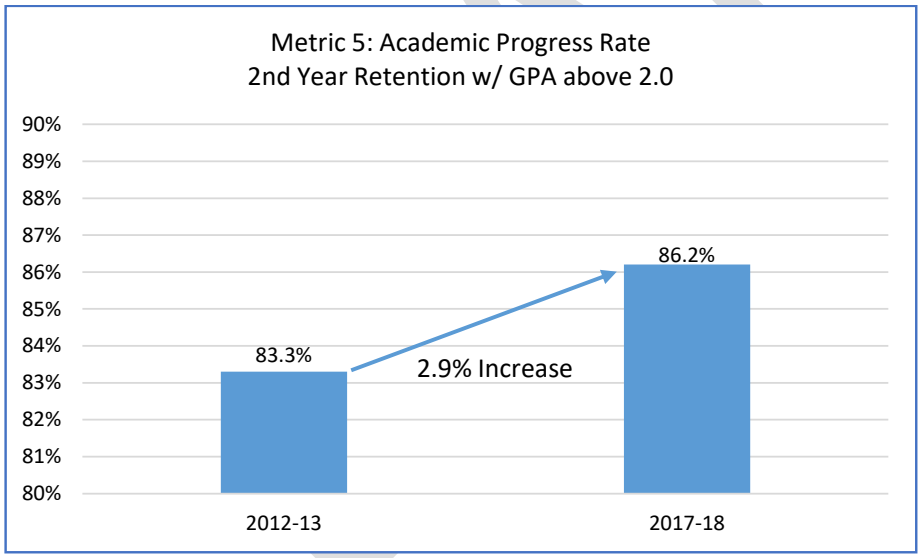


Table 11

The Strategic Plan goal/10-point benchmark for metric 5 is 90%, which the SUS average is getting very close. The cohort size for 2012 was 36,882 and the cohort size for 2017 was 39,006. UF and FSU have exceeded this goal with 95.2% and 91.4% respectively. Research shows that students who return for their 2nd Fall semester with a GPA above 2.0 are eight times more likely to graduate within six years than students who begin their second Fall semester with a GPA of less than 2. This is one reason why the Board decided to include this metric in the new Performance Funding Model.

Metrics 6 and 8a

Each year, more students are earning Bachelor's and Master's degrees in programs of strategic emphasis. The Board approves a methodology document that is used to generate a list of Programs of Strategic Emphasis to promote the alignment of the SUS degree program offerings with the economic development and workforce needs of the State[9]. Degrees that qualify as being in Programs of Strategic Emphasis fall under the following categories:

1) Critical Workforce – Education (e.g., general and secondary education degrees)
2) Critical Workforce – Health (e.g., nursing, veterinary, medicine, and therapy degrees)
3) Critical Workforce – Gap Analysis (e.g., accounting and finance degrees)
4) Economic Development – Global Competitiveness (e.g., foreign languages and international relations degrees)
5) Economic Development – STEM (e.g., science, technology, engineering, and mathematics degrees).

The overall SUS scores for Metric 6, percent of bachelor's degrees awarded in programs of strategic emphasis, and metric 8a, percent of graduate degrees awarded in programs of strategic emphasis, have surpassed the strategic plan goals of 50% and 60%, respectively. The success in these metrics can be attributed to universities increasing the number of STEM degrees and hiring additional faculty in high-wage, high-need areas.

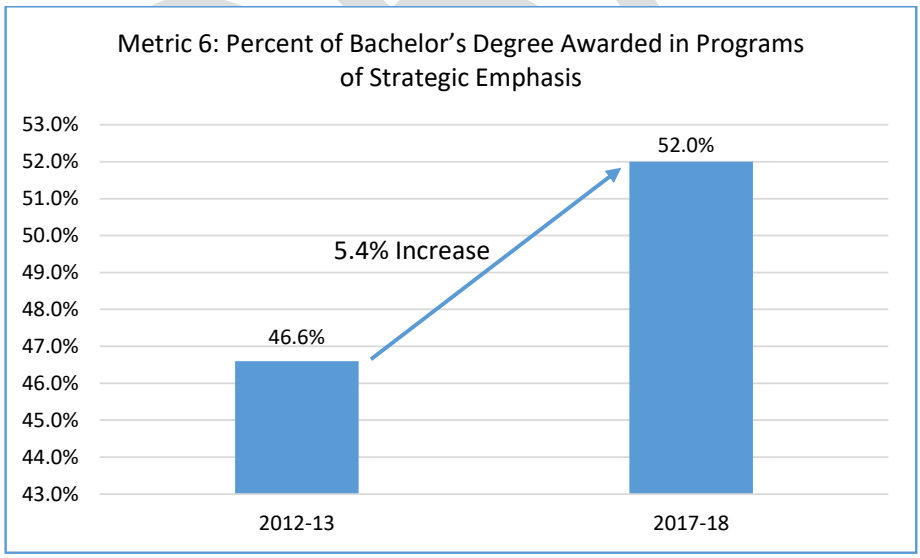


Table 12

[9] Visit: https://www.flbog.edu/pressroom/strategic_emphasis/ for full details

The Strategic Plan goal/10-point benchmark for metric 6 is 50%, which the SUS average has exceeded. Six universities have also exceeded this goal (FGCU, UCF, UF, UNF, USF, and UWF).

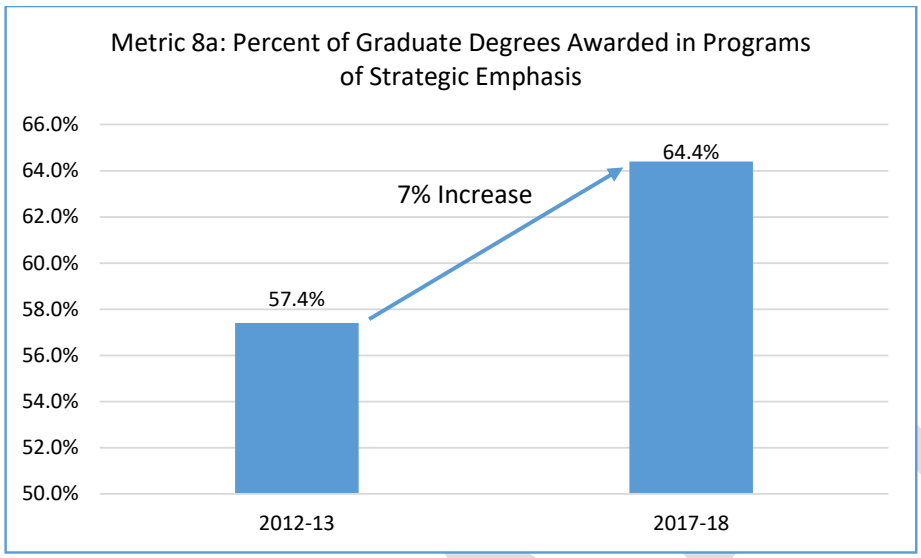


Table 13

The Strategic Plan goal for metric 8a is 60%, which the SUS average has exceeded. Five universities have also exceeded this goal (FAU, FGCU, UCF, UF, and USF).

Metrics 3 and 9

While performance funding metrics continue to improve, the cost to the students continues to decline. Universities have placed an emphasis on reducing the number of hours it takes to earn a degree, increasing financial aid to students, investing in and improving student advisors and mentors. The investments the legislature has put into the Bright Futures Scholarship has also significantly brought down the average cost to the student (metric 3). And the state continues to see the percent of degrees awarded without excess hours (metric 9) increase, nearly reaching the strategic plan goal of 80%.

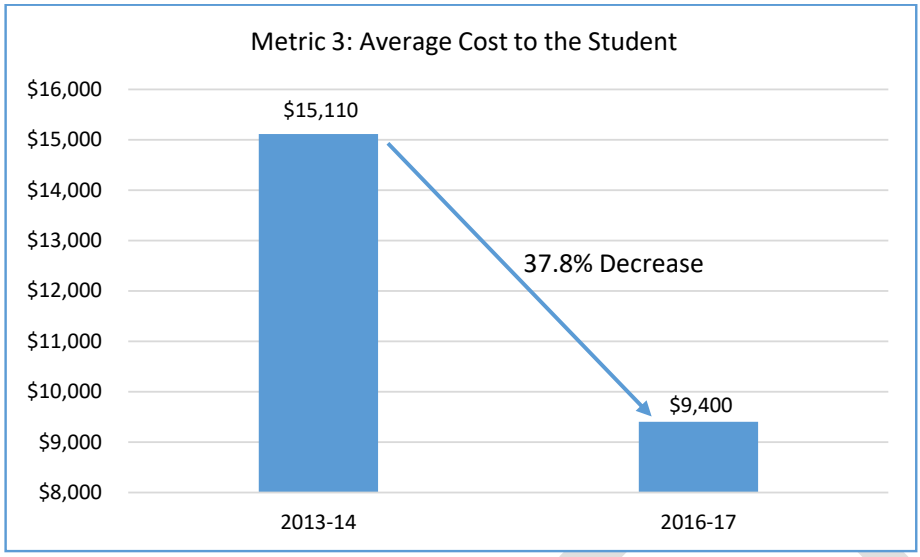


Table 14

This metric is not included in the Strategic Plan. The 10-point benchmark for metric is $9,000, which the SUS average is $400 short of. Five universities have exceeded the 10-point benchmark (FAMU, FSU, NCF, UF, and USF).

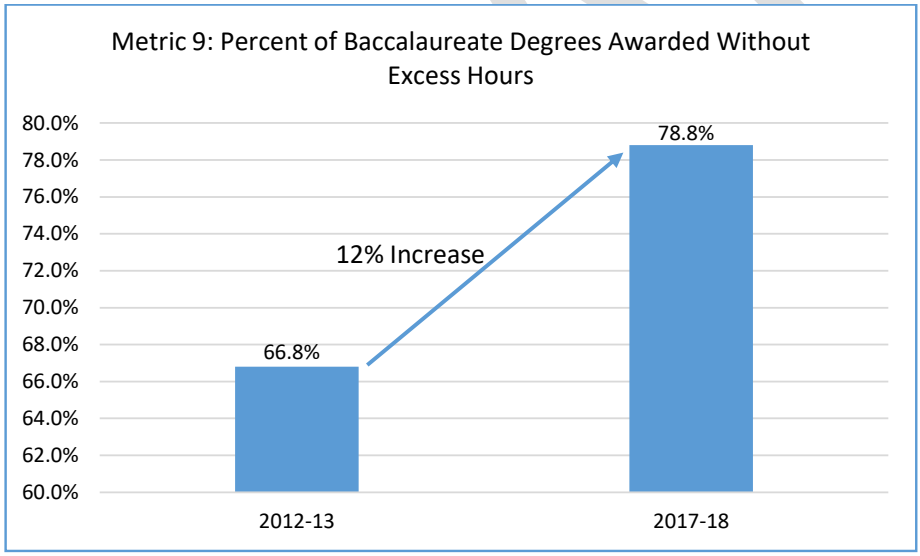


Table 15

The Strategic Plan goal/10-point benchmark for metric 9 is 80%, which the SUS average is 1.2 percentage points short of. Six universities have exceeded this goal (FSU, NCF, UF, UNF, USF, and UWF).

Metric 7

The SUS has successfully made improvements in each metric while not compromising access rates. From the first year of performance funding, the access rate has remained constant around 39%. Metric 7 (university access rate) is based on the number of undergraduates, enrolled during the fall term, who received a Pell-grant during the fall term.

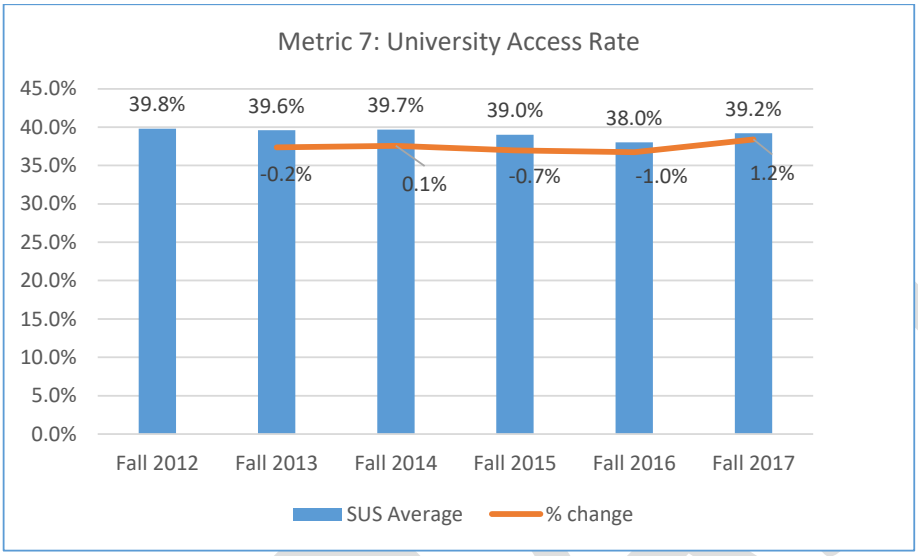


Table 16

The Federal Pell Grant program provides financial aid to students from poor and working-class families who want to better themselves by earning a college degree. The purpose of this metric within the Strategic Plan is to serve as an 'access' measure - to ensure that the State University System continues to provide opportunities to all levels of the socio-economic strata. The Strategic Plan goal is to have every university have at least 30% of their undergraduate students receiving a Pell grant. However, the 10-point benchmark for this metric is 42%. While nine universities exceed the Strategic Plan goal, and the remaining two universities are less than 2 percentage points below 30%; three universities exceed the 10-point benchmark (FAMU, FAU, and FIU).

Complete Performance-Based Continuous Improvement Model

With the recent changes in the allocation methodology, the Board has made an effort to encourage the SUS to focus on continuous improvement in metrics. The changes, specifically the removal of the bottom 3 requirement, allow the Board to equitably distribute performance funds to the universities.

If a university's score decreases or stays the same for 2 consecutive years, the university can receive up to 100% of their allocation of the state investment only after presenting

and completing a student success plan. This new requirement holds universities accountable for continuous improvement. The student success plans will be required to focus on activities and strategies that will improve the institution's performance. The Board may require the institution to focus on the specific metrics that are not showing signs of any improvement and ultimately bringing the institution's total score down.

The new allocation methodology requires schools below 70 points to receive only half of the state investment after presenting and completing a student success plan. This requirement will provide motivation for each institution to keep their excellence and improvement points high.

Setting the baseline as the 2018 scores allows each university to receive performance funds in the first year of the changes. The changes will provide an equitable distribution of performance funds. The universities are now competing against themselves to keep their score high and/or improving in order to continue earning money.

Currently, around 25% of each university's base budget (Education and General Funds only) is at risk in the Performance-Based Funding Model. The university's base budgets consist of the following program components: Instruction and Research, Administration and Support, Plant Operations and Maintenance, Student Services, Institutes and Centers, Library and Audio Visual, Radio and TV, Museums, Agricultural Extension Services, and Allied Clinics. If a university were to lose any portion of their institutional investment, there would be a significant impact on all of the above components that would be felt by the students, faculty, and staff at the institution.

By including excellence and improvement points, the performance funding model focuses on outcomes in each metric. Universities can focus on improving outcomes specific metrics by investing their funds in certain initiatives such as student financial aid, increasing the number of student advisors, mentors, and tutors, using innovative technology to pinpoint the students who need specific help, and many other initiatives.

The Board of Governor's has successfully implemented a Performance-Based Funding Model that emphasizes continuous improvement focused on metric outcomes and provides an equitable distribution of funding.

DRAFT



STATE UNIVERSITY SYSTEM *of* FLORIDA

Board of Governors

Performance-Based Funding Study

A Complete Performance-Based Continuous Improvement Model

Appendix Packet

July 2019

Appendix A 24
Section 1001.92, Florida Statutes
Appendix B 26
5-001 PBF Regulation 2016
Appendix C 29
5-001 PBF Regulation Amended 2019
Appendix D 32
2025 System Strategic Plan
Appendix E 72
Overview of Methodology and Procedures: Post Graduation Data (Metrics 1 & 2)
Appendix F 80
Overview of Methodology and Procedures: Cost to the Student (Metric 3)
Appendix G 86
Overview of Methodology and Procedures: Retention and Graduation Rates (Metrics 4 and 5)
Appendix H 93
Overview of Methodology and Procedures: Percent of Degrees Awarded in Programs of Strategic Emphasis (Metrics 6 and 8a)
Appendix I 98
Overview of Methodology and Procedures: University Access Rate (Metric 7)
Appendix J 101
Overview of Methodology and Procedures: Percent of Bachelor's Degrees Awarded Without Excess Hours (Metric 9)
Appendix K 107
Performance Funding Model Benchmarks

The 2018 Florida Statutes

1001.92 State University System Performance-Based Incentive.—

(1) A State University System Performance-Based Incentive shall be awarded to state universities using performance-based metrics adopted by the Board of Governors of the State University System. Beginning with the Board of Governors' determination of each university's performance improvement and achievement ratings for 2018, and the related distribution of the 2018-2019 fiscal year appropriation, the performance-based metrics must include 4-year graduation rates; retention rates; postgraduation education rates; degree production; affordability; postgraduation employment and salaries, including wage thresholds that reflect the added value of a baccalaureate degree; access rate, based on the percentage of undergraduate students enrolled during the fall term who received a Pell Grant during the fall term; and other metrics approved by the board in a formally noticed meeting. The board shall adopt benchmarks to evaluate each state university's performance on the metrics to measure the state university's achievement of institutional excellence or need for improvement and minimum requirements for eligibility to receive performance funding. Access rate benchmarks must be differentiated and scored to reflect the varying access rate levels among the state universities; however, the scoring system may not include bonus points.

(2) Each fiscal year, the amount of funds available for allocation to the state universities based on the performance-based funding model shall consist of the state's investment in performance funding plus institutional investments consisting of funds deducted from the base funding of each state university in the State University System in an amount provided by the Legislature. The Board of Governors shall establish minimum performance funding eligibility thresholds for the state's investment and the institutional investments. A state university that meets the minimum institutional investment eligibility threshold, but fails to meet the minimum state investment eligibility threshold, shall have its institutional investment restored but is ineligible for a share of the state's investment in performance funding. The institutional investment shall be restored for each institution eligible for the state's investment under the performance-based funding model.

(3)(a) A state university that fails to meet the Board of Governors' minimum institutional investment performance funding eligibility threshold shall have its institutional investment withheld by the board and must submit an improvement plan to the board that specifies the activities and strategies for improving the state university's performance. The board must review and approve the improvement plan and, if the plan is approved, must monitor the state university's progress in implementing the activities and strategies specified in the improvement plan. The state

university shall submit monitoring reports to the board by December 31 and May 31 of each year in which an improvement plan is in place. The ability of a state university to submit an improvement plan to the board is limited to 1 fiscal year.

(b) The Chancellor of the State University System shall withhold disbursement of the institutional investment until the monitoring report is approved by the Board of Governors. A state university determined by the board to be making satisfactory progress on implementing the improvement plan shall receive no more than one-half of the withheld institutional investment in January and the balance of the withheld institutional investment in June. A state university that fails to make satisfactory progress may not have its full institutional investment restored. Any institutional investment funds that are not restored shall be redistributed in accordance with the board's performance-based metrics.

(4) Distributions of performance funding, as provided in this section, shall be made by the Legislature to each of the state universities.

(5) By October 1 of each year, the Board of Governors shall submit to the Governor, the President of the Senate, and the Speaker of the House of Representatives a report on the previous fiscal year's performance funding allocation which must reflect the rankings and award distributions.

(6) The Board of Governors shall adopt regulations to administer this section.

History.—s. 14, ch. 2015-222; ss. 9, 126, ch. 2016-62; s. 12, ch. 2016-237; s. 5, ch. 2018-4.

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) On a 100-point scale, a threshold of 51-points is established as the minimum number of total points needed to be eligible for the state's investment.
(a) All SUS institutions eligible for the state's investment shall have their proportional amount of institutional investment restored.
(b) The three universities with the lowest points, regardless of whether they meet the 51-point threshold, are not eligible for the state's investment. The proportional amount of the state's investment that would have been distributed to the three lowest scoring institutions will be distributed to the top three scoring institutions based on the total points of the top three scoring eligible institutions.
(c) Institutions eligible for the state's investment shall receive an amount based on their prorated share of recurring state base funds to the total SUS recurring base state funds.

(5) Any institution that fails to meet the minimum threshold of 51-points for the state's investment shall submit a final improvement plan to the Board of Governors for consideration at its June 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.

(a) 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.
(b) Improvement plan monitoring reports shall be submitted to the Board of Governors no later than December 31 and May 31 of each fiscal year.
(c) 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.
(d) 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.
(e) 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.

(6) If an institution, after the submission of one improvement plan, subsequently fails to meet the 51-point threshold, its institutional investment will be redistributed to the institutions meeting the 51-point threshold, based on the points earned by each institution.

(7) In the case of a tie in the number of points earned, the Board of Governors shall implement a tie breaker in the order shown as follows:

(a) Compare the total of excellence and improvement scores;
(b) Compare only the excellence scores;
(c) Score metric by metric giving a point to the institution with the higher score; and
(d) If still tied, the tie will go to the benefit of the institutions, irrespective of whether the institutions are tied for placement among the top three scoring institutions or are tied for placement among the bottom three institutions.

(8) 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.

Authority: Section 7(d), Art. IX, Fla. Const., Section 1001.92, Florida Statutes; History: New 9-22-16.

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 51-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 threshold of 51-points 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 51-point threshold, its institutional investment will be redistributed to the institutions meeting the 51-point threshold, based on the points earned by each institution.

(5) State Investment

(a) On a 100-point scale, institutions with the top 3 scores shall be eligible for their proportional amount of the state's investment. In the case of a tie for the top 3 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.

Authority: Section 7(d), Art. IX, Fla. Const., Section 1001.92, Florida Statutes; History: New 9-22-16. Amended 1-31-19.

STATE UNIVERSITY SYSTEM *of* FLORIDA
BOARD *of* GOVERNORS

2025 SYSTEM STRATEGIC PLAN

Amended March 2016

2025 System Strategic Plan

The System at a Glance 4
Introduction 5
The Planning Context 6
Mission of the State University System in the 21st Century 9
2025 Vision for the State University System 11
2025 Goals for the State University System 12
2025 State University System Performance Indicators 17

At a glance

To be truly great, Florida must have well-educated citizens who are working in diverse fields, from science and engineering to medicine and bioscience to computer science, the arts and so much more. The State University System of Florida provides access to the teaching, research and service that is transforming this growing, dynamic state. It is important to remember that university faculty not only share knowledge through world-class teaching, they actually create the knowledge that is shaping society — locally, nationally and globally.

The Florida Board of Governors — the constitutional body created by voters in 2002 to oversee the State's 12 public universities — is working to build on these institutions' individual strengths and unique missions as each one claims its rightful place on the national and international stage.



Introduction

The Board of Governors is authorized in Article IX, Section 7(d), Florida Constitution, to "*operate, regulate, control, and be fully responsible for the management of the whole university system.*" The Board, as the governing body for the State University System of Florida, strongly believes that the future of Florida is dependent upon a high quality, comprehensive, and efficient system of public universities.

The 12 institutions within the System enhance the state and its many valuable assets by providing high quality academic degree programs to meet state economic and workforce needs, cutting edge research to address global problems, and community outreach to improve the quality of life for Floridians. The System now enrolls over 337,000 students. State universities collectively offer nearly 1,800 degree programs at the baccalaureate, graduate, and professional levels and annually award over 81,000 degrees at all levels.



The Planning Context

The State University System has experienced extraordinary changes and shifts in recent years, as significant economic challenges in Florida have compelled state universities to implement innovative strategies and efficiencies in order to respond to both increased demands and budget constraints. These changes are reflected by the need to revise the State University System Strategic Plan that was originally approved on November 10, 2011.

Among the most notable changes, the System's 12th university—Florida Polytechnic University—was created to focus on the production of graduates in science, technology, engineering, and mathematics. The Board's Access and Attainment Commission conducted a supply-demand study of the State's projected occupations and current degree production, and was rewarded with a legislative appropriation to close the gaps in degree production that were identified. In a related effort, the Board's list of Programs of Strategic Emphasis was revised in November 2013 to reflect changes in workforce demands. An Innovation and Online Committee and a Health Initiatives Committee were created to assist in System strategic planning. The University of Florida and Florida State University were designated as Preeminent Universities and rewarded with additional funding to raise their national rankings. And perhaps most importantly, the Board of Governors worked with the Florida Legislature and the Governor to implement a Performance-Based Funding Model that is a dramatic change to how the System will receive funding. The Performance-Based Funding Model incentivizes universities to meet the Board's benchmarks – which are largely based on the 2025 goals in this Strategic Plan.

Demand for access to Florida public higher education will continue to increase due to the growing number of interested and qualified students, the exponential expansion of knowledge, and the greater sophistication of employer demands and resulting specialization needed in the workplace. In light of the increased demand, as well as the need for greater baccalaureate degree production, it is prudent to evaluate Florida's existing postsecondary delivery system to ensure that an optimal structure exists to meet the projected needs. To this end, the Board of Governors will continue to engage with the Higher Education Coordinating Council as it reviews the organization of the state delivery system to determine the most efficient way to provide Floridians with expanded access to quality baccalaureate degree programs.

State universities have prioritized the coordination of academic program delivery in order to optimize resources, to expand efficiencies, and to respond to workforce demands for graduates with specific knowledge and skills. Specifically, university goals are being set to increase the number of graduates with degrees in the STEM (science, technology, engineering, and math) fields. While some unproductive academic programs are being re-tooled or terminated, targeted programs are being expanded or established to provide the knowledge, innovation, and commercialization ventures needed to boost production and growth in Florida's businesses and industries.

As the System takes on an expanded role in responding to Florida's critical needs, the Board will continue to actively monitor university academic planning and progress on accountability measures and performance outcomes in order to assess the System's efficiency and effectiveness. Utilizing the annual university work plans and the System's Annual Report, specific, data-driven indices have been identified that focus on the quality and impact of teaching and learning, student retention and graduation, and efficient resource utilization.

Looking ahead, the coming years will present significant economic and societal challenges to the state universities that may impact access, quality, and productivity. The Board of Governors believes, however, that the challenges facing the State University System are not barriers; they offer opportunities for clearer focus and greater efficiency. The Board is committed to providing the bold leadership necessary to enable the State University System to strategically address Florida's educational, economic, and societal needs.

Through its standing committee structure, the Board has begun to identify strategies and initiatives needing immediate action in order to address these needs. As examples, the Budget and Finance Committee, working with the Florida Legislature, has put in place a powerful Performance-based Funding model based on goals and metrics that will change how funding allocations are made to the System. The Facilities Committee is currently focused on how best to address funding for the renovation of existing facilities and the construction of new, high-priority facilities. The Academic and Student Affairs Committee is now focusing on greater System efficiencies in academic program delivery and has initiated a System-wide, adult degree completion project that will enable Floridians with some postsecondary education to complete a degree, particularly in high demand areas of the workforce. The Legislative Affairs Committee is considering strategies that will demonstrate the Board's commitment to STEM education and the commercialization of university research discoveries. A newly created Innovation and Online Committee is working to develop a strategic plan for online education

that will support the overall goals of the System's Strategic Plan. Similarly, a newly created Health Initiatives Committee will create a plan to better coordinate health education, health care delivery, and health-related research in the System.

The Board of Governors will actively engage with university boards of trustees, legislative and governmental constituents, and other community and global partners, and will lead the State University System by utilizing the following guiding principles:

- **Focus on students and enhancing their learning, development, and success.**
- **Recognize and value the roles and contributions of faculty/staff.**
- **Partner with university boards of trustees to provide support and oversight for the institutions.**
- **The Board of Governors recognizes the importance of coordinating and collaborating with the Florida College System with respect to the production of baccalaureate degrees. To that end, the Board of Governors and the Florida College System will continue to engage in meaningful discussions to ensure that resources and efforts are not duplicated on a statewide basis.**
- **Coordinate with other education sectors and seek the optimal State University System structure to help address the state's higher education needs.**
- **Advocate for the System's unique role in advancing the State educationally, economically, socially, and culturally.**
- **Identify and affirm the distinctive mission and contributions of each institution.**
- **Work with institutions to align undergraduate and graduate programmatic offerings, as well as research efforts, based on each institution's unique strengths and missions.**
- **Promote an optimal balance between institutional aspirations and the System's public mission.**
- **Support institutions in their efforts to achieve state, national, and/or international preeminence in key academic, research, and public service programs.**
- **Seek ways to organize and collaborate for increased efficiencies and a stronger System and state.**
- **Advocate for appropriate and predictable funding to achieve System goals that are tracked using a robust accountability system in a Performance-Based Funding Model.**
- **Maintain a commitment to excellence and continuous improvement.**

Mission of the State University System for the 21st Century

Article IX, Section 7(a), Florida Constitution, establishes a system of governance for the State University System of Florida *"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 Board of Governors, as the governing body, is given responsibilities in Section 7(d) including *"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."*

In light of this constitutional framework for the State University System, the Board of Governors approves the following mission for the System as it advances toward 2025:

The mission of the State University System of Florida is to provide undergraduate, graduate and professional education, research, and public service of the highest quality through a coordinated system of institutions of higher learning, each with its own mission and collectively dedicated to serving the needs of a diverse state and global society.

The State University System has a critical, broad-based role in moving Florida forward, yet it also is uniquely poised to respond to targeted, specific challenges that arise. Whether in responding to the 2010 oil spill and its impact on Northwest Florida and the Southern U.S., providing expertise in the aftermath of the earthquake in Haiti, creating economic development such as the Florida I-4 High Tech Corridor, or enabling medical breakthroughs that improve the longevity and quality of life, Florida's state universities transform knowledge into action every day in meaningful ways.

To provide leadership that will find solutions to the educational, economic, and societal challenges of the coming decades, the state universities will continue to:

- **Support students' development of the knowledge, skills, and aptitudes needed for success in the global society and marketplace.**
- **Transform and revitalize Florida's economy and society through research, creativity, discovery, and innovation.**
- **Mobilize resources to address the significant challenges and opportunities facing Florida's citizens, communities, regions, the state, and beyond.**
- **Deliver knowledge to advance the health, welfare, cultural enrichment, and economy through community and business engagement and service.**

2025 Vision

The Board of Governors continues to be committed to achieving excellence in the tripartite mission of its state universities - teaching, research, and public service - for the benefit of Florida's citizens, their communities, and the state economy. In light of the velocity with which the 21st century is moving ahead, however, the Board of Governors recognizes the need to view this public mission through a clearer lens and with a sharper focus on teaching *and* student learning, research *and* commercialization, and community *and* business engagement.

As Florida and the nation face economic competition on an unprecedented scale, the State University System must prepare graduates to excel in the global society and marketplace. Individually and collectively, state universities must advance innovation — new technologies, new processes, new products, new ideas— in their local and state economies; help Florida's employers prosper and grow through knowledge transfer and a steady stream of qualified graduates; and make community and business engagement an integral part of their institutional culture.

The Board of Governors presents the following vision for the State University System to guide the programs, activities, and plans of the state universities during these years.

By 2025, the State University System of Florida will be internationally recognized as a premier public university system, noted for the distinctive and collective strengths of its member institutions.

2025 Goals

To realize its mission and its 2025 vision for the State University System, the Board of Governors will focus on three critical points of emphasis that will provide a framework for the targeted 2025 Goals and recognize the university's teaching, research, and public service priorities: *Excellence, Productivity,* and *Strategic Priorities for a Knowledge Economy.*

Excellence

The Board of Governors continues to expect the state universities to provide academic programs of the highest quality, to produce world class, consequential research, and to reach out and engage Florida's communities and businesses in a meaningful and measurable way.

Productivity

Florida must increase the educational attainment levels of its citizens and increase the entrepreneurial spirit of its workforce. To accomplish this, the state universities must respond by becoming more efficient in awarding degrees and focus on improving its portfolio of research and intellectual property to outside investors.

Strategic Priorities for a Knowledge Economy

The Board of Governors acknowledges that simply producing more with greater efficiencies is not inherently strategic, so this plan also has a focus on Strategic Priorities within each of the tri-partite missions that need to be prioritized to better align university outputs with state economic and workforce needs.

The chart below displays nine general goals for the state universities. The 2025 Goals will strengthen quality and reputation and maximize resource utilization to increase productivity in each of the priority areas.

STATE UNIVERSITY SYSTEM GOALS	EXCELLENCE	PRODUCTIVITY	STRATEGIC PRIORITIES
TEACHING & LEARNING	Strengthen Quality & Reputation of Academic Programs and Universities	Increase Degree Productivity and Program Efficiency	Increase the Number of Degrees Awarded within Programs of Strategic Emphasis
SCHOLARSHIP, RESEARCH, & INNOVATION	Strengthen Quality & Reputation of Scholarship, Research, and Innovation	Increase Research Activity and Attract More External Funding	Increase Commercialization Activity
COMMUNITY & BUSINESS ENGAGEMENT	Strengthen Quality & Recognition of Commitment to Community and Business Engagement	Increase Community and Business Engagement	Increase Community and Business Workforce

Teaching and Learning

The Board of Governors believes that high quality teaching and academic programming distinguish the State University System and provide the firm foundation for Florida to build and maintain a nationally preeminent system of public universities. This System Strategic Plan serves as the Board's commitment to enhancing the quality and reputation of the State University System and to focus its academic resources to lead Florida's efforts to expand the state's knowledge and innovation economy.

The Board expects the state universities to increase efficiencies and broaden their use of innovative methods of delivering educational programs, including distance/online learning, inter-disciplinary collaboration, and academic resource sharing. The Board of Governors and universities are committed to a deliberate strategy to increase the number of undergraduate and graduate degrees in STEM and Health disciplines. A general overview of the Board of Governors goals for Teaching and Learning are highlighted below.

Excellence

GOAL: Strengthen Quality and Reputation of the Universities

- Improve the quality and relevance of the System's institutions with regard to state, national, and international preeminence.

Productivity

GOAL: Increase Degree Productivity and Program Efficiency

- Increase access and efficient degree completion for students.

Strategic Priorities for a Knowledge Economy

GOAL: Increase the Number of Degrees Awarded in STEM/Health and Other Programs of Strategic Emphasis

- Increase student access and success in degree programs in the STEM/Health fields and other Programs of Strategic Emphasis that respond to existing, evolving, and emerging critical needs and opportunities. *Note: the list of programs included within the Programs of Strategic Emphasis is not static and will be updated by the Board periodically to reflect the changing needs of Florida's and the Board's priorities. The list was last updated on November 20, 2013.*

Scholarship, Research, Innovation

The component of the State University System's tripartite mission that is unique to universities is the ability of its scholarship, research, and innovation to transform economies and societies.

Through its research programs, the State University System is now playing a critical role in expanding and diversifying Florida's economy. Moving forward, the Board of Governors will work to increase federal and private funding for collaborative research that targets STEM initiatives, and will promote greater opportunities for entrepreneurship and the commercialization of research discoveries to boost production and growth in Florida's businesses and industries.

Specifically, the Board of Governors will more sharply focus the research agenda for the State University System by identifying the research strengths and priorities of each university and by strengthening research collaboration among the universities. The Board expects state university research endeavors to be directly applicable to Florida's most critical challenges and to more directly lead to commercialization, jobs, and new businesses, with a stronger linkage to local, regional, and state economic development entities.

Excellence

GOAL: Strengthen the Quality and Reputation of Scholarship, Research, and Innovation

- Improve the quality and impact of scholarship, research, and commercialization activities.
- Increase undergraduate participation in research to strengthen the pipeline of researchers pursuing graduate degrees.

Productivity

GOAL: Increase Research Activity and Attract More External Funding

- Increase research activities to help foster entrepreneurial campus cultures.
- Attract more research funding from external (includes federal and private) sources.

Strategic Priorities for a Knowledge Economy

GOAL: Increase Research Commercialization Activities

- Increase the number of patents, licenses and start-up companies created as a result of university research.

Community and Business Engagement

A critical component of the State University System's tripartite mission is public service and the commitment of state universities to reach out and engage with Florida's communities and businesses. Community engagement focuses on the collaboration between universities and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.

The Carnegie Foundation for the Advancement of Teaching encourages colleges and universities that have made community engagement an integral part of their institutional culture to pursue a national "community engagement" classification. In the State University System, seven campuses have achieved this classification and the Board of Governors expects that all state universities will achieve the Carnegie Foundation national "community engagement" classification by 2025.

State university outreach, extension, and engagement, particularly in the areas of government, culture, health care, and public schools, often serve to attract business and industry and spark economic development. The Board of Governors strongly encourages state university students, faculty, and staff to engage in well-planned, mutually beneficial and sustainable community and business partnerships as an integral part of the institutional culture and as a specific component of each university's strategic plan.

Excellence

GOAL: Strengthen the Quality and Recognition of Commitment to Community and Business Engagement

- Improve the quality and relevance of public service activities, and grow the number of institutions recognized for their commitment to community and business engagement.

Productivity

GOAL: Increase Levels of Community and Business Engagement

- Increase faculty and student involvement in community and business engagement activities.

Strategic Priorities for a Knowledge Economy

GOAL: Increase Community and Business Workforce

- Increase the percentage of graduates who continue their education or are employed full-time.

2025 Goals: Performance Indicators

The Board of Governors' 2025 Goals for the State University System express the Board's priorities for the planning period and are framed by the Board's three critical points of emphasis: *Excellence, Productivity*, and *Strategic Priorities for a Knowledge Economy*. The primary components of the state university's tripartite mission: Teaching and Learning, Scholarship, Research, and Innovation, and Community and Business Engagement are emphasized to provide direction to the state universities. The charts that follow display outcome targets for 2025 across a series of metrics on which the Board can monitor the System's progress in addressing the 2025 Goals.

The Board's 2025 System Strategic Plan is not a static document, but will be a living and evolving plan. The Board's goals and performance indicators will continue to be refined during the period of the Strategic Plan, in consultation with the state universities and other stakeholders. To that end, the Board of Governors spent over a year examining its strategic metrics and goals with a view toward adding metrics, eliminating others, and adjusting goals either upward or downward based on the best available trend data. The result of that examination is the revision of this Strategic Plan in 2014.

Each state university's progress toward the attainment of the Board's 2025 Goals will be determined by its unique and distinctive mission, as expressed in its institutional strategic plan and its multi-year work plan. During this period, the Board will work with the universities to establish parallel goals that will align institutional strategic plans with the Board's Strategic Plan and will recognize and reflect each institution's commitment to and participation in the Board's 2025 System Strategic Plan.

Teaching and Learning

PERFORMANCE INDICATORS	2025 GOALS	
	ORIGINAL 2011	REVISED 2014
EXCELLENCE		
1) National Rankings for Universities PBF: NCF	Five universities ranked Top 50 for public undergraduate	1 in Top 10 Liberal Arts 1 in Top 10 Nation 1 in Top 11-25 Nation 2 in Top 25-50 Nation
2) Freshman in Top 10% of Graduating High School Class PBF: NCF	**50%**	**50%**
3) Professional Licensure & Certification Exam Pass Rates Above Benchmarks	All Exams Above Benchmarks	All Exam Pass Rates Above Benchmarks
NEW 4) Percent of SUS courses bearing a "high-quality" rating in the Florida Virtual Campus online catalog	n/a	**90%**

Detailed definitions for each metric are provided in the back of the document – starting on page 24.

Teaching and Learning (continued)

PERFORMANCE INDICATORS	2025 GOALS	
	ORIGINAL 2011	REVISED 2014
PRODUCTIVITY		
5) Average Time To Degree (for FTIC in 120hr programs)	**4.0**	**4.0**
6) Four-Year Graduation Rates (for Full- and Part-time FTIC)	**50%**	**50%**
7) Six-Year Graduation Rates (for Full- and Part-time FTIC) PBF: ALL	**70%**	**70%**
8) Percent of Bachelor's Degrees Without Excess Hours PBF: ALL (except FSU,UF)	**80%**	**80%**
9) Bachelor's Degrees Awarded Annually PBF: UCF	**90,000**	**90,000**
10) Graduate Degrees Awarded Annually	**40,000**	**35,000**[1]

Detailed definitions for each metric are provided in the back of the document – starting on page 24.

Note 1: The goal for graduate degrees has been lowered in recognition of the recent declining enrollments at the graduate level – especially in Education programs.

Teaching and Learning (continued)

PERFORMANCE INDICATORS	2025 GOALS	
	ORIGINAL 2011	REVISED 2014
PRODUCTIVITY (continued)		
11) Bachelor's Degrees Awarded to African-American & Hispanic Students PBF: FAU, FGCU, FIU	**31,500** (35%)	**36,000** (40%)
12) Number of Adult *(Aged 25+)* Undergraduates Enrolled PBF: UWF	**75,000** (21%)	**75,000** (21%)
NEW 13) Percent of Undergraduate FTE in Online Courses	**n/a**	**40%**
14) Number of Institutions with at least 30% of Fall Undergraduates Receiving a Pell Grant (Related to University Access Rate) PBF: ALL	**n/a**	**All Institutions Above 30%**
15) Academic Progress Rate (2nd Fall Retention with GPA>=2) PBF: ALL	**n/a**	**90%**

Detailed definitions for each metric are provided in the back of the document – starting on page 24.

Teaching and Learning (continued)

PERFORMANCE INDICATORS	2025 GOALS	
	ORIGINAL 2011	REVISED 2014
STRATEGIC PRIORITIES		
16) Bachelor's Degrees in Programs of Strategic Emphasis (Categories Include: STEM, Health, Education, Global, and Gap Analysis) PBF: ALL	**45,000** (50%) (before 2012-13 revision)	**45,000** (50%) (after 2012-13 revision)
17) Bachelor's Degrees in STEM & Health (Percent of Bachelor's Total)	**n/a**	**30,000** (35%) (after 2012-13 revision)
18) Graduate Degrees in Programs of Strategic Emphasis (Categories Include: STEM, Health, Education, Global, and Gap Analysis) PBF: ALL (except NCF)	**20,000** (50%) (before 2012-13 revision)	**18,200** (60%) (after 2012-13 revision)
19) Graduate Degrees in STEM & Health (Percent of Graduate Total)	**n/a**	**15,200** (50%) (after 2012-13 revision)

Detailed definitions for each metric are provided in the back of the document – starting on page 24.

Scholarship, Research and Innovation

PERFORMANCE INDICATORS	2025 GOALS	
	ORIGINAL 2011	REVISED 2014
EXCELLENCE		
20) Faculty Membership in National Academies	**75** (based on 2009)	**75** (based on 2011)
21) Faculty Awards PBF: FSU, UF	**n/a**	**75** (based on 2011 data)
22) Percent of Undergraduate Seniors Assisting in Faculty Research --- or --- Percent of Undergraduates Engaged in Research PBF: NCF	**50%**	**TO BE DETERMINED** Board staff will work to develop a standard definition for this metric across the System.

Detailed definitions for each metric are provided in the back of the document – starting on page 24.

Scholarship, Research and Innovation (continued)

PERFORMANCE INDICATORS	2025 GOALS	
	ORIGINAL 2011	REVISED 2014
PRODUCTIVITY		
23) Total R&D Expenditures PBF: UF	**$3.25B** (based on 2009-10)	**$2.29B** (based on 2012-13)
24) Percent of R&D Expenditures funded from External Sources PBF: FAMU	**67%** (based on 2008-09)	**71%** (based on 2011-12)
STRATEGIC PRIORITIES		
25) Number of Patents Awarded Annually	**n/a**	**410** (based on 2013)
26) Number of Licenses and Options Executed Annually	**250** (based on 2008-09)	**270** (based on 2011-12)
27) Number of Start-Up Companies Created	**40**	**40**

Detailed definitions for each metric are provided in the back of the document – starting on page 24.

Community and Business Engagement

PERFORMANCE INDICATORS	2025 GOALS	
	ORIGINAL 2011	REVISED 2014
EXCELLENCE		
28) Number of Universities with the Carnegie Foundation's Community Engagement Classification	All	All
STRATEGIC PRIORITIES		
29) Percentage of Baccalaureate Graduates Continuing Education or Employed PBF: ALL	**90%**	**90%**

Detailed definitions for each metric are provided in the back of the document – starting on page 24.

Teaching and Learning

EXCELLENCE

1.National Rankings for Universities

RATIONALE: Excellence is a difficult thing to quantify and measure which is why university rankings are controversial. Institutions that do well try to benefit from the enhanced prestige with better student recruitment, increased alumni donations and government support. Others challenge the methodology by arguing the complex business of educating students, enabling cutting-edge research, and the many community and business engagement efforts cannot be boiled down into a single number -- Einstein's dictum that not everything that counts can be measured. Despite the arguments against any one ranking publication, the purpose of the Board's decision to consider multiple ranking publications was to better understand the national landscape that the System's universities live within, and to have an external evaluation of how well the universities have carried out their academic responsibilities.
SOURCE: Board staff analysis of various publications.

2.Freshman in Top 10% of Graduating High School Class

RATIONALE: The Top 10% of the high school graduating class provides an indicator of the quality of the incoming First-Time-in-College class. This metric enables universities to consider applications from a wide range of schools so they can have a diverse, yet excellent, student body. It is important to note that not every high school in Florida provides a class rank, so this data is missing for about one-quarter of the System's incoming class. The goal (of 50%) was based on the average of the top tier institutions (n=108) listed in the 2011 US News and World Reports National University rankings that cited 2009-10 Common Data Set data.

Is the 50% goal attainable? Yes. The SUS admits about 35,000 FTICs every Fall, so about 17,500 would need to have graduated in the top 10% of their high school class. Florida's public schools produced 154,000 standard diplomas in 2012-13. So, there were roughly 15,000 students in the top 10% from Florida public high schools alone. This does not even consider the students from Florida's private schools or the out of state students.

SOURCE: University submissions to the Common Data Set.

Teaching and Learning (continued)

3.Professional Licensure & Certification Exam Pass Rates Above Benchmarks

RATIONALE: Licensure & certification exam pass rates are one of the few indicators the measure how well universities are preparing students to enter professional occupations relative. This metric is based on the first-time pass rate, rather than the ultimate pass rate, to get a better sense of how well the program prepared students for their profession. For better context, the university pass rates are compared to the state and national averages for first-time pass rates.
SOURCE: Annual Accountability Reports.

4. Percent of SUS courses bearing a "high-quality" rating in the Florida Virtual Campus online catalog

RATIONALE: As stated in the *2025 Strategic Plan for Online Education*, "quality" has been one of the barriers to the adoption and growth of online education. Strategic goals in the Plan focus on quality practices and encourage universities to adopt these practices. This performance indicator, which is also found in the Plan, will require institutions in the SUS and Florida College System to jointly determine the standards a course must meet to be considered "high-quality," making those courses easily recognized by the designation in the Florida Virtual Campus online catalog.
SOURCE: Florida Virtual Campus online catalog.

PRODUCTIVITY

5. Average Time To Degree

RATIONALE: Traditionally, a bachelor's program required 120 credit hours and was expected to be completed in four calendar years for students enrolled full-time. This metric is similar to graduation rate because both are measuring completion based on time; however time-to-degree is a complement to graduation rates because it approaches the issue from the other-side. Time-to-degree looks backwards from the graduating class to see when the FTIC students first entered the university.

It is important to note that this methodology for this metric has changed since the original goal was set. In 2011, the data and goal were based on the mean average with a start date of the most recent admission. In 2014, this was changed to the median average (to reduce the effect of outliers) with a start date based on the date of first entry. This methodology change lowered the System's time to 4.0 years – or, 48 months. Historical data was re-calculated using the new method, and the System median average has been 48 months for the last six years.

SOURCE: Board of Governors staff analysis of the State University Database System (SUDS).

Teaching and Learning (continued)

6 & 7. Four- and Six- Year Graduation Rates (for Full- and Part-time FTIC)

RATIONALE: Graduation rates are one of the key accountability measures that demonstrate how well an institution is serving its First-Time-in-College students. Cohorts are based on undergraduate FTIC students who enter the institution in the Fall term (or Summer term and continue into the Fall term) with fewer than 12 hours earned since high school graduation. The initial cohorts are revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.

For purposes of making national comparisons, this metric is based only on the FTICs who graduate from the same institution where they started. For the 2008-12 FTIC cohort, the State University System of Florida was ranked 14th among states' public four-year universities with 41% graduating from the same institution that they started.

For the 2006-12 FTIC cohort, the State University System of Florida was ranked 10th among states' public four-year universities with 63% graduating from the same institution that they started. *It is important to note that this metric is based on graduation rates from the same university – another 5% transfer to another SUS institution and graduate from within the System.*

The goals (of 50% and 70% respectively) are based on reaching the highest rates among the states based on the most recently available cohorts.

SOURCE: Board of Governors staff analysis of the State University Database System (SUDS).

Teaching and Learning (continued)

8. Percent of Bachelor's Degrees Without Excess Hours

RATIONALE: In 2009, the Florida Legislature established an "Excess Credit Hour Surcharge" to encourage students to complete their baccalaureate degrees as quickly as possible. It is important to note that the statutory provisions of the "Excess Hour Surcharge" have been modified several times by the Florida Legislature, resulting in a phased-in approach that has created three different cohorts of students with different requirements. This Strategic Plan metric is based on the latest statutory requirement that mandates 110% of required hours as the threshold. This metric does not attempt to report how many students have actually paid the actual surcharge during the phase-in years, but over time this metric will come to reflect these students more closely.

Due to recent changes in how the excess hour data has been collected, trend data is not available for this metric. The 2025 goal (of 80%) was set to reflect considerable growth from the current level. In 2012-13, 65% of bachelor's recipients did not earn excess hours.

SOURCE: Board of Governors staff analysis of the State University Database System (SUDS).

Teaching and Learning (continued)

9. Bachelor's Degrees Awarded Annually

RATIONALE: In Fall 2012, the State University System had the second largest undergraduate enrollment in the country, and it is also remains one of the fastest growing over the last five years. Based on continued enrollment growth (for both FTICs and AA Transfers) and improvements in university graduation rates, the number of bachelor's degrees awarded annually was projected to increase to 90,000. It should be noted that the System is still on pace to reach 90,000 degrees awarded (based on 2012-13 data); however, the degree projections in 2014-15 University Work Plans projected a 2016-17 degree total that was behind the 90,000 goal pace.

SOURCE: Board of Governors staff analysis of the State University Database System (SUDS).

10. Graduate Degrees Awarded Annually

RATIONALE: In 2012-13, the Florida ranked 3rd in the number of graduate degrees awarded by public four-year universities. The 2025 goal (of 30,500) has been lowered from an aspirational goal (of 40,000) to reflect changes in five-year historical growth rates due to declining enrollments at the graduate level.

SOURCE: Board of Governors staff analysis of the State University Database System (SUDS).

11. Bachelor's Degrees Awarded to African-Americans and Hispanic Students

RATIONALE: This metric provides a sense of student diversity based on the race/ethnicity of the students. This metric is important to the State University System because increasing the educational attainment across all of Florida's demographics is a key to the State's future workforce. This metric is based on the number of bachelor's degrees awarded annually to African-American and Hispanic/Latino students. The 2010 Census for 18-24 year olds shows that Florida's African-American and Hispanic/Latino populations comprise 46% of the State's population. Because of the uncertainties regarding projected enrollments so far into the future, this metric has a dual goal for the overall number of degrees awarded to minorities (20,500 to 35,000) as well as increasing the proportion of degrees awarded to minorities (from 34% to 40%).

SOURCE: Board of Governors staff analysis of the State University Database System (SUDS).

Teaching and Learning (continued)

12. Number of Adult (Aged 25+) Undergraduates Enrolled

RATIONALE: This metric provides a sense of student diversity based on the age of the student at the time of enrollment (not upon entry). This metric is important to the State University System because Florida's adult educational attainment level is lower than many of the other ten most populous states, which has a negative impact on the economy. Including this metric within the System Strategic Plan recognizes the important role that non-traditional students play in the current and future landscape of postsecondary education.

In Fall 2012, Florida was ranked 4th in the country among public four-year institutions in the number of adult undergraduates enrolled. However, Florida was only 14th in terms of the percentage of adult undergraduates (at 19%). In addition, the SUS has many adults who never completed the bachelor's degree that they attempted - despite many folks who dropped out yet were near completion. The 2025 goal (of 75,000) was based on a trend line that projects 69,000 adult undergraduates enrolled in Fall 2025. Because of the uncertainties regarding projected enrollments so far into the future, this metric has a dual goal of also increasing the proportion of adult undergraduates from 19% to 21%.

SOURCE: Board of Governors staff analysis of the State University Database System (SUDS).

13. Distance-Learning/Online Metric(s)

RATIONALE: Through the *2025 Strategic Plan for Online Education*, the Board of Governors assumed that the system will continue its rapid growth in online education and established aggressive enrollment targets for 2025, along with strategies for reaching those targets. The Plan is expected to result in improved instruction and increased educational opportunities, leading to a greater number of Florida citizens holding valuable academic credentials and more efficient use of existing campuses.

SOURCE: Board of Governors staff analysis of the State University Database System (SUDS).

Teaching and Learning (continued)

14. University Access Rate (Percent of Pell Students Enrolled in Fall)

RATIONALE: The Federal Pell grant program provides financial aid to students from poor and working-class families who want to better themselves by earning a college degree. This metric is based on the percent of undergraduates enrolled in the Fall term who received a Pell grant (excludes unclassified and post-baccalaureate undergraduate students not coded as unclassified). The purpose for this metric within the System Strategic Plan is to serve as an 'access' measure - to ensure that the State University System continues to provide opportunities to all levels of the socio-economic strata. The goal is to have every university have at least 30%of their undergraduate students receiving a Pell grant. This goal serves as an 'access' baseline for the State University System in this new era of Performance-Based Funding.
SOURCE: Board of Governors staff analysis of the State University Database System (SUDS).

15. Academic Progress Rate (2nd Fall Retention with GPA>=2)

RATIONALE: This metric is based on the percent of FTICs who started their first Fall semester with a full load (12+ credit hours) and who were found retained in the same university the following Fall term with at least a 2.0 Grade Point Average (at the end of their first year) .
This is an alternative metric, to the standard second-year retention rate, and is a much better 'leading indicator' of student success – in fact, FTICs who return for their 2nd fall with a GPA above 2.0 are *eight times more likely to graduate* within six years than students who begin their second Fall with a GPA less than 2. This is one reason why the Board of Governors decided to include this metric into the new Performance Funding Model. The trend line for this metric fairly flat, so the Board has set a goal (of 90%) based on expected improvements resulting from university efforts to respond to the Board's Performance-Based Funding model.
SOURCE: Board of Governors staff analysis of the State University Database System (SUDS).

Teaching and Learning (continued)

STRATEGIC PRIORITIES

16 & 18.Bachelor's and Graduate Degrees in Programs of Strategic Emphasis

RATIONALE: This metric is designed to promote the alignment of the State University System degree program offerings and the economic development and workforce needs of the State. The Board of Governors maintains a list of Programs of Strategic Emphasis that were revised in November 2013. This list is comprised of the following four areas: STEM, Health, Education, Global and Gap Analysis. The list of Programs of Strategic Emphasis applies to both bachelor's and graduate degrees.

Because of the uncertainties regarding projections so far into the future, these metrics have a dual goal for both the overall number of degrees awarded as well as the proportion of degrees awarded. The table below provides the 2025 values for both the trend and the goal, the amount of 'stretch' is apparent.

SOURCE: Board of Governors staff analysis of the State University Database System (SUDS).

	2025 BASED ON HISTORICAL TREND (2007-08 to 2012-13)		**2025 GOAL**	
LEVEL	NUMBER	PERCENT	NUMBER	PERCENT
BACHELOR'S	41,700	48%	45,000	50%
GRADUATE	18,200	60%	18,200	60%

Teaching and Learning (continued)

17 & 19. Bachelor's and Graduate Degrees in STEM and Health

(a subset of the larger Programs of Strategic Emphasis)

RATIONALE: This metric is a subset of the larger Programs of Strategic Emphasis, and was included in the 2011 System Strategic Plan as a separate breakout because it is widely believed that education in Science, Technology, Engineering and Mathematics (STEM) are vital to future of both the nation and the planet. In this 2014 revision of the plan, Health has been added in recognition that healthcare is an especially key component of Florida's current and future workforce. The Board of Governors has decided to combine these two programmatic areas in the revised System Strategic Plan, and have established an aspirational goal in an effort to ramp up the Florida's STEM- and Health-related workforce.

Because of the uncertainties regarding projections so far into the future, this metric has a dual goal for both the overall number of STEM & Health degrees awarded as well as the proportion of STEM & Health degrees awarded. The table below provides the 2025 values for both the trend and the goal, the amount of 'stretch' is apparent.

SOURCE: Board of Governors staff analysis of the State University Database System (SUDS).

	2025 BASED ON HISTORICAL TREND (2007-08 to 2012-13)		**2025 GOALS**	
LEVEL	NUMBER	PERCENT	NUMBER	PERCENT
BACHELOR'S	28,600	33%	30,000	35%
STEM	*19,700*	*23%*		
HEALTH	*8,900*	*10%*		
GRADUATE	14,500	48%	15,200	50%
STEM	*7,900*	*26%*		
HEALTH	*6,600*	*22%*		

Scholarship, Research and Innovation

EXCELLENCE

20. Faculty Membership in National Academies

RATIONALE: One of the highest honors that academic faculty can receive is membership in the National Academy of Sciences (NAS), the National Academy of Engineering (NAE), or the Institute of Medicine (IOM). In 2011, the State University System was ranked 17th among states' public universities - with 38 faculty as members of the National Academies. Based on 10 year historical trends, the SUS is projected to have 49 members in 2023, which is projected to be ranked 15th. The goal (of 75) is to be ranked 5th in the country, which is a considerable improvement that is one of the prime objectives for the preeminent universities. *Note: there is a two-year reporting lag for this data, so 2023 data will be the latest available in 2025.*
SOURCE: Center for Measuring University Performance, Top American Research Universities report.

Number of National Academy Members (Publics only)

	YEAR	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
1	CALIFORNIA	501	517	533	554	587	619	629	629	651	660	688	697
2	TEXAS	107	111	115	121	128	141	143	145	147	148	153	152
3	WASHINGTON	78	84	85	85	86	93	95	98	110	110	111	113
4	MICHIGAN	70	73	83	88	91	86	89	89	89	94	95	100
5	WISCONSIN	68	69	69	70	71	71	71	73	74	72	72	68
6	ILLINOIS	58	60	57	60	58	59	60	62	62	59	64	63
7	PENN	43	44	46	51	52	54	55	53	51	52	53	54
8	COLORADO	41	43	46	47	50	49	52	49	50	51	53	50
9	N. CAROLINA	48	54	54	55	54	52	51	49	49	49	48	49
10	VIRGINIA	34	32	34	37	39	43	44	49	48	49	48	48
17	FLORIDA	28	29	29	26	25	32	32	35	36	38	38	38

SOURCE: Board of Governors staff analysis of Center for Measuring University Performance annual 'Top American Research Universities' report.

Scholarship, Research and Innovation (continued)

21. Faculty Awards

RATIONALE: Faculty Awards in the Arts, Humanities, Science, Engineering, and Health provide a more dynamic and current look at faculty honors than the National Academy members that reflect senior faculty with distinguished careers. In 2011, the SUS was ranked 4th among states' public universities. Based on 10 year historical trends, SUS faculty are projected to receive 75 awards in 2023*, which is projected to be ranked 3rd (assumes other state trends remain stable). The 2025 goal is to maintain the current trend. Note: there is a two-year reporting lag for this data, so 2023 data will be the latest available in 2025.
SOURCE: Center for Measuring University Performance, Top American Research Universities report.

Number of Faculty Awards (Publics only)

	YEAR	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
1	CALIFORNIA	244	232	151	228	247	259	265	257	258	275	253	232
2	TEXAS	101	98	84	87	101	87	96	117	114	107	97	85
3	MICHIGAN	55	75	67	59	67	65	72	74	76	75	73	75
4	FLORIDA	47	40	38	44	44	43	55	49	62	53	58	56
5	PENN	38	56	54	55	53	61	59	52	63	65	50	55

SOURCE: Board of Governors staff analysis of Center for Measuring University Performance annual 'Top American Research Universities' report.

22. Percent of Undergraduate Seniors Assisting in Faculty Research or Percent of Undergraduates Engaged in Research

RATIONALE: This is a new metric that addresses the emerging role that research plays in the undergraduate curriculum. This is aligned with the NSF's goal of integrating research and education. Many institutions use a variation of the broad definition provided by the Council on Undergraduate Research (CUR). The University of California System reports undergraduate research data based on their senior exit survey.
SOURCE: This data is not currently quantified at the System-level or nationally -- Board of Governors staff are investigating what data is available that can address this goal.

Scholarship, Research and Innovation (continued)

PRODUCTIVITY

23. Total Research & Development (R&D) Expenditures

RATIONALE: R&D expenditures are the primary source of information on academic research and development (R&D) expenditures in the United States. In FY2011-12, the SUS was ranked 5th among states' public universities. The global economic downturn has slowed the historical trends that were previously used to set the initial 2025 goal. However, Florida's recent annual growth rate (of $31M) is much lower than the top ten state average annual growth (of $98M). Therefore, the 2025 goal intends to reverse the State University System recent decline and project an annual growth rate of $40M. The 2014-15 University Work Plans projected a $24M annual growth rate for the next five years (or, $2.07B in 2024-25).

	NATIONAL TRENDS (2009-12)			STATE UNIVERSITY SYSTEM TRENDS			
	TOP 5 STATES	TOP 10 STATES	50 STATES	ORIGINAL GOAL 2001-09 TREND	RECENT TREND 2009-13	2014-15 WORK PLANS PROJECTIONS	REVISED GOAL
ANNUAL GROWTH	$115M	$98.5M	$32.5M	$100M	$31M	$24M	$40M
2025 GOAL	$3.26B	$3.05B	$2.17B	$3.25B	$2.16B	$2.07B	$2.29B

The Board's goal is slightly higher than the System's recent annual growth rate (of $31M) in recognition of the following issues: (1) new joint effort among SUS Vice Presidents of Research to engage in collaborative research that should be more competitive for Federal grants; (2) the tragic 2010 oil spill in the Gulf of Mexico has caused an increase in the funds available to universities to research impacts on the Gulf and its restoration; (3) the on-going maturation of three new medical schools.
SOURCE: National Science Foundation, Annual Higher Education Research and Development Survey.

Scholarship, Research and Innovation (continued)

24. Percent of R&D Expenditures funded from External Sources

RATIONALE: This metric reflects the ability of SUS institutions to win competitive grant funding from external sources (defined by NSF as from Federal, Private Industry and Other). The Board of Governors included this metric in the System Strategic Plan, because in FY2008-09, Florida was last among the Top 10 states (for public universities) in the percentage of R&D expenditures that were funded externally (with 59%). In FY2012-13, Florida still only received 59% of funding from external sources, while the top 10 average was 71% (up from the 67% in FY2008-09). The Board has decided to revise the 2025 goal so that it equals the top 10 average of 71% in FY2011-12.

SOURCE: National Science Foundation, Annual Higher Education Research and Development Survey.

STRATEGIC PRIORITIES

25. Number of Patents Awarded Annually *(in a Calendar Year)*

RATIONALE: An important aspect of university research is protecting any new Intellectual Property (IP) that results from the research. The overall number of patents awarded in a Calendar year is a general, but valuable, measure of the amount of IP that a university produces and chooses to protect. It is worth noting that when the Florida Legislature created the Preeminence metrics, they only included utility patents in their patent metric definition. The SUS has annually increased the number of patents awarded annually by 35 for the past five years; however, Board staff have used a more conservative growth factor (of 10) based on the 2012 to 2017 projections made in the 2014-15 Work Plans. The System goal is to produce 410 patents during the 2024 calendar year.

SOURCE: Board of Governors staff analysis of US Patent Office data.

Scholarship, Research and Innovation (continued)

26. Number of Licenses and Options Executed

RATIONALE: Another important measure of university research tracks the movement of IP from the lab to the marketplace. Universities make money from patents primarily by licensing them to outside companies, which turn them into commercial products. The overall number of licenses (and options) that have been executed annually provides a measure of the entrepreneurial nature of the university. Based on the historical trend (from 2004 to 2012), the SUS has annually increased the number of new licenses executed by 20 every year; however, given the annual volatility in this metric, Board staff have used a more conservative growth factor (of 5) and project that the System will produce 270 licenses during the 2024-25 year.
SOURCE: Annual Accountability reports.

27. Number of Start-Up Companies Created

RATIONALE: In addition to licensing Intellectual Property, sometimes it is more effective to commercialize research via a small, start-up company that is founded by, or has a close relationship, with university faculty. Many universities foster this entrepreneurial path of research commercialization with the creation of business incubators. In 2011-12, the State University System created a record 30 new start-up companies, which is 12 more than created in 2008-09. There is really no trend line that can support a reasonable prediction for this metric, so Board staff have set the goal to essentially grow one additional startup per year - this would result in about 40 by 2024-25.

SOURCE: Annual Accountability Reports

Community and Business Engagement

EXCELLENCE

28. Number of Universities with the Carnegie Foundation's Community Engagement Classification

RATIONALE: Community engagement describes collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. The purpose of community engagement is the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.

The classification for Community Engagement is an elective classification, meaning that it is based on voluntary participation by institutions. The elective classification involves data collection and documentation of important aspects of institutional mission, identity and commitments, and requires substantial effort invested by participating institutions. It is an institutional classification; it is not for systems of multiple campuses or for part of an individual campus. The classification is not an award. It is an evidence-based documentation of institutional practice to be used in a process of self-assessment and quality improvement. The documentation is reviewed to determine whether the institution qualifies for recognition as a community engaged institution.

The Community Engagement Classification takes place on a five-year cycle. The last time institutions received the classification was in 2010. 2015 is the next opportunity for classification. Because the classification requires gathering and providing evidence of community engagement by a campus through an application, the process begins two years prior to the classification date. For example, for the 2020 classification cycle (classified campuses announced in January of 2020) the applications will be available in the spring of 2018.

SOURCE: Annual Accountability Reports and the Carnegie Foundation for the Advancement of Teaching.

Community and Business Engagement (continued)

STRATEGIC PRIORITIES

29. Percentage of Baccalaureate Graduates Continuing their Education or Employed

RATIONALE: It has always been difficult to quantify the journey of higher education graduates as they transition into the workforce. The Board of Governors included this metric in this 2011-2025 Strategic Plan to focus the System's efforts in better understanding this period of transition. Specifically, the intent of including this metric was to increase the percentage of graduates who continue their education or are found employed. In addition, it was expected that this effort would serve to better inform students about how previous graduating classes faired when they entered the workforce. In 2013 and 2014, this metric gained further importance to policymakers due to its inclusion in the new Performance Funding Models that were created by the Legislature, Governor's Office and the Board of Governors.

The metric used in Performance Based Funding in 2014 was defined as the percentage of recent baccalaureate graduates who are either employed full-time in Florida (based on the Florida Education and Training Placement Information Program [FETPIP] data) or continuing their education in the U.S. (based on the National Student Clearinghouse data). Board staff are working with FETPIP to also include non-Florida employment data for this metric in future years.

The goal (of 90%) reflects the Board's dedication to improving the employment and educational outcomes for the State University System students.

Note: The apparent drop in actual data is due to a correction in the methodology. The original data incorrectly double-counted graduates who were found both employed and enrolled.

SOURCE: Board of Governors staff analyses of data from: Florida Education and Training Placement Information Program (FETPIP), National Student Clearinghouse (NSC), the Wage Record Interchange System (WRIS2), and the Federal Employment Data Exchange System (FEDES) - which includes the US Office of Personnel Management (OPM); the Department of Defense, Defense Manpower Data Center (DMDC).



325 West Gaines Street, Suite 1614
Tallahassee, FL 32399-0400
Phone (850) 245-0466
Fax (850) 245-9685

www.flbog.edu

Performance Funding Metrics

Post-Graduation Data

(Percent Employed or Enrolled & Average Salary)

Overview of Methodology and Procedures

REVISED 04/28/2016



STATE UNIVERSITY SYSTEM *of* FLORIDA

Board of Governors

PERFORMANCE FUNDING METRICS

POST-GRADUATION DATA

METHODOLOGY & PROCEDURES

04/28/2016

The Board of Governors included a post-graduation metric goal in its State University System 2012-2025 Strategic Plan that was approved in 2011. Since then, the Board of Governors created a new Performance-Based Funding Model that included two post-graduation metrics that have further elevated their importance. This document provides details on the methodology and procedures used by Board of Governors staff during the development and analysis of the post-graduation data that is reported in the annual Accountability Reports and used in the Performance-Based Funding model.

1. Defining the Post-Graduation Cohort

The State University System of Florida Board of Governors (BOG) maintains a student unit record database titled the State University Database System (SUDS). This database contains over 400 data elements about students, faculty, and programs at SUS institutions. This metric is based on the data that universities submit to the Board office as part of the Degrees Awarded table on the Degrees Awarded (SIFD) file submission[1].

a. Board staff query SUDS to identify all students who earned a bachelor's degree during the academic year – includes graduates from the summer, fall, spring terms.

b. These graduates serve as a 'post-graduation cohort' that is used to track a particular group of students forward. This dataset is comprised of one record per bachelor's recipient. Note: The number of rows reflects the headcount number of baccalaureates, which will not match published counts of degrees awarded because one student can earn multiple degrees.

c. Note about duplicates: Students who receive a bachelor's degree from two separate SUS institutions during the same academic year are included in both institutions' cohorts.

2. Collecting Post-Graduation Data

Florida Board of Governors staff collect enrollment and employment information about State University System of Florida students from three sources: the National Student Clearinghouse (NSC), the Florida Education and Training Placement Information Program (FETPIP) division within the Florida Department of Education, and the State University System institutions.

a. National Student Clearinghouse (NSC) Data Match

- In compliance with FERPA and other applicable laws, the Board's Institutional Research (IR) staff sends student-level data to NSC StudentTracker staff in a file that includes the following 8 columns: first, middle, last names, suffix, date of birth, school code, search date, and a requestor return field.
- NSC requires that data be submitted to them in a particular format. For example, they require an YYYYMMDD date format from which they start the search for a particular individual – known as the Search Date. Since SUDS data only shows the term of graduation, IR staff transformed the graduation date to the last day of the month of the degree term to serve as a start date for the post-graduate search. So, for those who graduated in the spring term, we use the date YYYY0531 (for May 31). Similarly, for the summer and fall terms, we use the dates YYYY0831 (for August 31) and YYYY1231 (for December 31) respectively.
- NSC staff match the students on four criteria (first, middle, last names, and date of birth) and add enrollment and graduation records to the original dataset that we provided to NSC.
  - *Note: Social Security Numbers are not used during the NSC match process.*
- Due to limitations in the NSC data, the continuing enrollment data includes any enrollment the following year regardless of whether the enrollment was post-baccalaureate or not.
- As a quality assurance step, Board staff send two identical, yet separate, files to NSC for enrollment matching. If a discrepancy is found in the return results, a third matching request will be sent.

[1] The SUDS Data Dictionary has detailed definitions for the 21 elements included within the Degrees Awarded table and is available at: https://prod.flbog.net:4445/pls/apex/f?p=112:50:5018573689494::NO::P50_ROW_DISPLAY_COLUMNS:50.

[2] For more information about the National Student Clearinghouse, visit their website at: http://www.studentclearinghouse.org/.

b. Florida Education and Training Placement Information Program (FETPIP Data) Match

FETPIP was created by the Florida Legislature to compile, maintain, and disseminate information concerning the educational histories, placement and employment, enlistments in the United States armed services, and other measures of success of former participants in state educational and workforce development programs – see Florida Statutes, 1008.39.

- FETPIP matches student Social Security numbers to wage records that are collected as part of the Unemployment Insurance (UI) data. The UI employment data does not include individuals who are self-employed, temporarily employed, employed by a church or association of churches, employed by the military or federal government, or those without a valid Social Security number.
- FETPIP staff are also able to access U.S. Office of Personnel Management wage records for Federal civilian employees via the Federal Employment Data Exchange System (FEDES) pilot project sponsored by the U.S. Department of Labor and staffed by The Jacob France Institute at the University of Baltimore.
- FETPIP staff are able to access non-Florida wage records via the Wage Record Interchange System version 2 (WRIS2)[4]. This voluntary data sharing system allows participating states to share Unemployment Insurance (UI) wage records to calculate aggregate outcomes for select people.
  - Note: reporting individual level data is prohibited by the WRIS2 data sharing agreement.
  - As of February 2016, forty-one states, the District of Columbia, and Puerto Rico were members of the WRIS2 data sharing agreement. Note: Georgia data was not yet available as of the end of April.



c. State University System Institutions

- The State University System of Florida is dedicated to serving the military with over 10,000 students receiving military benefits annually. Unfortunately, Board staff are not able to access employment wage records via the Defense Manpower Data Center (DMDC).
- Board staff ask each university to self-report the number of ROTC Graduates who enter the military following graduation. For documentation purposes, universities should use 'Certificates of Commission' records (for example, 'DD Form 1AF' or 'AF Form 133' in the Air Force), or the Defense Manpower Data Center (free batch file matching services), to serve as documentation for these headcounts.

[3] For more information about FETPIP, visit the Florida Department of Education website at: http://www.fldoe.org/fetpip/.
[4] For more information about WRIS2, visit the U.S. Dept. of Labor website at: https://www.doleta.gov/performance/wris2.cfm.

3. Data Analysis

The enrollment and employment data matching processes typically identify post-college outcomes for about 90% of the State University System's baccalaureate cohort. It is important to note that people without employment data should not be interpreted as indicating there were unemployed. Again, the UI employment data does not include individuals who are self-employed, temporarily employed, or those without a valid Social Security number.

a. Board Staff Analysis of NSC Data

- **Defining One Year After Graduation**

  Board staff assessed all NSC records to determine whether the student had enrolled again anywhere in the United States within 14 months (or, 426 days) of the baccalaureate degree being awarded - so 'BEGIN DATE' was less than 426 days after the 'SEARCH DATE'.

- **Multiple Records**

  The data received from the NSC match typically contains multiple records per student. It was necessary to 'clean' the data by removing duplicate records for the same student. Only the duplicate enrollment records were deleted, so that only one record per individual was kept. If the NSC didn't find any particular individual, then that student had only one record (row) in the data – with no enrollment data. After the IR unit finished this de-duplication step, the total number of rows was equal to the number included in the original file produced by IRM staff.

b. Board Staff Analysis of FETPIP Data

Board staff do not have access to student-level employment data that includes non-Florida data, so the employment data that Board staff receive from FETPIP is aggregated. Board staff provide FETPIP with a report template(s) and FETPIP enters the data into template(s). This means that FETPIP is directly responsible for the quality assurance work of the employment data, and limits Board staff's ability to respond to additional stakeholder questions in a timely manner.

1. Defining One Year After Graduation

Board staff aligned academic semesters and fiscal quarters in order to define one year after graduation – see Table 1 below. The students who graduate in the spring and summer semesters enter the workforce in the middle of a fiscal quarter, so these graduates are given a fifth fiscal quarter – see tables 1 & 2 below.

Table 1. Alignment of Semesters and Fiscal Quarters

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
SPRING SEMESTER					SUMMER SEMESTER			FALL SEMESTER			
1st Fiscal Quarter			2nd Fiscal Quarter			3rd Fiscal Quarter			4th Fiscal Quarter		

Table 2. Graduating Term and Fiscal Quarters after Graduation

Graduating Term	FISCAL QUARTERS AFTER GRADUATION				
	1st	2nd	3rd	4th	5th
SUMMER	FQ-3	FQ-4	FQ-1	FQ-2	FQ-3
FALL	FQ-1	FQ-2	FQ-3	FQ-4	
SPRING	FQ-2	FQ-3	FQ-4	FQ-1	FQ-2

Note about Fiscal Quarters: FQ1=Jan-Mar; FQ2=Apr-Jun; FQ3=Jul-Sep; FQ4=Oct-Dec.

2. Defining ‘ Full-Time W orker’

Florida law requires the Florida Department of Economic Opportunity to calculate a minimum wage rate each year. The annual calculation is based on the percentage increase in the federal Consumer Price Index for Urban Wage Earners and Clerical Workers in the South Region for the 12-month period prior to September 1 each year. [5]

For the purposes of the Board’s post-graduation employment data, full-time employment is measured as an annualized wage that’s greater than or equal to the annualized minimum wage for that year. The annual minimum wage equals the hourly minimum wage times 2,080 hours (52 weeks times 40 hours per week).

Table 3. History of Full-time Wage Thresholds

Calendar Year	FL Min. Wage	Annualized	Bachelor's Cohort
2011	$7.31	$15,205	2010-11
2012	$7.67	$15,954	2011-12
2013	$7.79	$16,203	2012-13
2014	$7.93	$16,494	2013-14

3. Defining a W age Threshold to ReflectAdded V alue of B accalaureate Degree

The Board of Governors asked staff to determine an alternate measure of labor market success for SUS graduates that was higher than just a proxy ‘full-time’ threshold. Board staff analyzed the 2016 U.S. Census Bureau’s Annual Social and Economic Supplement to the Current Population Survey (using a 2012 to 2014 three-year average) and found that the median personal income of a 25-29 year old full-time worker in Florida with a High School Diploma was $25,000 – see table 4 below. This represents the income of someone who decided to work instead of pursue a bachelor’s degree, which suggests a logical place to compare with a bachelor’s recipient income as an measure of the *immediate* impact of the university on their income.

Table 4. Median Personal Income of Florida's Full-Time Workers by Educational Attainment and Age (2012 to 2014)

AGE	NO HIGH SCHOOL DIPLOMA	HIGH SCHOOL DIPLOMA	SOME COLLEGE, LESS THAN 4YR DEGREE	BACHELOR'S DEGREE OR HIGHER	TOTAL
18 to 24	$15,000	$17,420	$20,000	$32,000	$20,000
25 to 29	$19,100	$25,000	$29,010	$42,000	$31,000
30 to 34	$20,000	$28,200	$35,000	$53,000	$39,650
35 to 44	$20,002	$30,000	$40,000	$60,000	$41,130
45 to 54	$25,000	$30,020	$40,830	$60,000	$42,000
55 to 64	$22,000	$39,000	$43,000	$62,000	$46,370
65 to 80+	$25,820	$38,160	$50,140	$75,000	$49,730
TOTAL	$20,160	$30,000	$37,500	$56,000	$40,000

Source: Board of Governors staff analysis of U.S. Census Bureau, Current Population Survey, Annual Social and Economic Supplement, 2016. Data available online at: http://www.census.gov/cps/data/cpstablecreator.html#.

[5] For more information, see the Department of Economic Opportunity’s summary of minimum wages in Florida at: http://www.floridajobs.org/minimumwage/FloridaMinimumWageHistory2000-2014.pdf.

c. Board Staff Analysis of University Data

Universities provide an aggregate total number of headcounts per year in response to Board staff's data request. Board staff add this military headcount number to the total enrolled and/or employed counts from the other sources. Note: Because this data is not provided at the student level, there is a possibility that a small number of individuals *may* be counted twice (in the employment/enrollment data and in the military headcount).

Board staff provide special consideration for New College of Florida due to the small size of their graduating cohorts. Board staff ask for the university to provide a detailed list of the overseas scholarships that any of the students in the graduating cohort received.

4. Using Outcomes

The Performance-Based Funding Model

The Board of Governors includes two metrics that are related to post-graduation outcomes in the Performance-Based Funding (PBF) model: (1) the percent employed or enrolled one year after graduation, and (2) the median wage for those employed full-time. At their January 2016 meeting, the Board of Governors decided to raise the wage threshold for the first PBF metric from the 'full-time' threshold to $25,000.[6]

a. Identifying the Percentage Enrolled or Employed Earning at least $25,000

FETPIP staff provide the data in the format that Board staff requested – this includes data for each university that identifies the headcounts from the graduating cohort for the following:

1. total number of graduates in cohort,
2. total number of graduates in cohort found enrolled in year1,
3. total number of graduates in cohort with invalid SSNs that were not found enrolled in year1,
4. total number of graduates in cohort found employed at the full-time threshold in year1,
5. total number of graduates in cohort found enrolled or employed at the full-time threshold in year1,
6. total number of graduates in cohort found enrolled or employed at the $25,000 threshold in year1,

Board staff compare the data in columns 1&2 to the dataset that was provided to FETPIP. If outputs agree with inputs, Board staff then add the supplemental information received from the universities regarding their graduates who enter the military (and NCF's overseas scholars), as column 7.

The percentage enrolled or employed is based on the numerator (column6 + column7) divided by the denominator (column1 – column 3).

b. Identifying the Median Wage

This metric is designed to reflect the median average wage for graduates within the first year of graduation. The median was used instead of the mean so that outliers did not skew the average. In recognition that many graduates are both employed and continuing their education, the focus for this metric is on those graduates who earned more than a full-time worker making minimum wage. So, the wages of part-time employed are not included in this data.

FETPIP provides Board staff with student-level employment data (only for Florida wages). Board staff query each student's wages a year following graduation and Board staff calculate the median for each university.

[6] The $25,000 threshold gained national prominence as one of the key metrics in the U.S. Department of Education's 2015 release of the College Scorecard website.

The Graduate Follow-up Study

This post-graduation data is used by Board staff to produce graduate follow-up studies. These reports provide additional insights into the outcomes of baccalaureate degree recipients as they transitioned into jobs or as they pursued further education. To this end, the studies answer the following primary questions:

1) Do graduates get jobs in Florida?
2) Are graduates pursuing further education? Do they complete additional credentials?
3) To what extent are graduates enrolled in further education while working?
4) What are the starting salaries of graduates working in Florida? How much do they increase over time?

The answers to these questions provide critical information to students, parents, educators, and policy-makers about the experiences of graduates after they complete baccalaureate degrees. The report does not represent the experiences of graduates for whom post-graduation activities are unknown; rather it depicts those outcomes that are known – known outcomes – as a result of the data matching process. Missing data cannot be interpreted as unemployed or not enrolled. Additional information about the limitations of the data sources and the methodology are available in the reports.

Reports are available from http://www.flbog.edu/forstudents/gfs/.

Performance Funding Metrics

Cost To The Student:

Net Tuition & Fees Per 120 Credit Hours

OVERVIEW OF METHODOLOGY AND PROCEDURES

1/21/2017

STATE UNIVERSITY SYSTEM *of* FLORIDA
Board of Governors

Performance Funding Model Background

The Performance Based Funding (PBF) model was approved at the January 2014 Board of Governors Meeting. The development of the model included university presidents, provosts, boards of trustees, and other stakeholders starting in the fall of 2012. The PBF model includes ten metrics that were chosen from the Board's 2025 System Strategic Plan.

The integrity of data provided to the Board of Governors is critical to the PBF model process. To provide assurance that the data submitted for this process is reliable, accurate, and complete, the Board of Governors developed a Data Integrity Certification process in June 2014. University presidents and boards of trustees were directed to task their chief audit executives to perform annual audits of the university's processes, which ensure the completeness, accuracy, and timeliness of data submissions to the Board of Governors.

Cost per Degree Metric Background

The original Cost per Bachelor's Degree focused on the Cost to the Institution and was derived from university Expenditure Analysis reports. During the June 2015 Budget and Finance Committee meeting, Governor Kuntz indicated that the Board would take suggestions for a possible alternative methodology that would enhance how the Cost of a Bachelor's Degree was calculated. Board staff convened multiple conference calls with university representatives and included a face-to-face workshop meeting on March 29, 2016, which was attended by Board Chair Kuntz and Budget Chair Lautenbach to hear university proposals for alternative metrics. After reviewing all the proposals, the Board decided to use a Cost to the Student metric that was largely based on a 2013 report from the Cost-per-Degree Workgroup.[1]

This document provides details on the methodology and procedures used by Board of Governors staff to calculate the Cost to the Student: Net Tuition & Fees per 120 Credit Hours metric that was approved by the Board at its November 3, 2016 meeting.[2] The data for this metric is reported in the annual Accountability Report (Table 1D) and included within the PBF model as metric #3.

[1] The 2013 report, *Cost of a Degree to the Student, the State & the Institution*, is available at: http://www.flbog.edu/about/budget/docs/cost_per_degree/Cost-Per-Degree-Report-FINAL-06-03-2013.pdf.

[2] The November Board meeting includes an FAQ document that addresses many questions about the new metric and is available at: http://www.flbog.edu/documents_meetings/0202_1033_7800_7.4.4%20BUD%2004c%20-%20Metric3_FAQ__JJ_2016-10-11.pdf.

1. Data Sources and Procedures

The State University System of Florida Board of Governors maintains a student unit record database titled the State University Database System (SUDS). This database contains over 400 data elements about students, faculty and programs at SUS institutions. It is important to note that SUDS does not include student tuition, fee, or book payments, so this 'Cost to the Student' metric is based on a model that serves as a reasonable estimate of the costs to the student.

The Board of Governors' Information Resource Management (IRM) unit builds datamarts that the Institutional Research (IR) staff use to calculate this metric. The datamarts are essentially the same data that is submitted to SUDS by the universities, except that IRM staff replace the student's Social Security Number (SSN) with a new unique ID that IR staff use in the analysis. IRM staff perform a series of quality assurance validation steps before providing IR staff with datamarts.

The datamarts used for this metric are built from the following SUDS files: Student Instruction File (SIF), Student Financial Aid File (SFA), and the Hours to Degree (HTD) file. Once IR staff have finished their analysis, each university Data Administrator leads the university review of the data analysis to make sure it is accurate before the data is approved by each university board of trustees and the Board of Governors as part of the Accountability Report process.

2. Overview

The 'Sticker Price' is the published tuition and fee amount; however, it does not represent the actual amount of tuition paid by most students. Students actually pay the 'net tuition' amount, which is the amount of tuition and fees that remain *after* financial aid has been taken into account.



3. Sticker Price

The sticker price refers to the sum of the published tuition and required fees amount per credit hour and the national average cost for books and supplies. Because this metric represents the cost of a degree, each institution's sum of tuition, fees, books and supplies is multiplied by the average number of credit hours attempted by students for the most recent class of bachelor's recipients who started as first-time-in-college students (FTICs) and graduated from a program that requires only 120 credit hours. This method recognizes that a student who enrolls in more credit hours pays more for tuition, fees and books.

a. Tuition and Required Fees:

The per credit hour tuition rate is established annually by the Florida Legislature in the General Appropriations Act (GAA). The Cost to the Student metric is based on the tuition rate for resident undergraduates and required fees (e.g., activity & service, transportation, health, technology, capital improvement, tuition differential, etc.) that have been approved by the Board of Governors at the request of the university boards of trustees. The tuition and fees used for this metric are available at: http://www.flbog.edu/about/budget/current.php.

b. Books & Supplies:

Textbook affordability is a concern of the Florida Legislature, the Governor, the Board of Governors and students. Board staff chose to use a national cost for books and supplies, as reported annually by the College Board,[3] as a proxy due to the lack of comprehensive data regarding book costs across the multiple sources used by students to acquire their course materials.

- The calculation of book costs is based on the costs for a 120-hour degree. The College Board's national average book cost is based on annual costs, so the average annual cost is multiplied by 4 to produce the book costs for a four-year, 120-hour degree. This new cumulative four-year cost amount is then divided by 120 to produce a 'per credit hour' cost amount.
- Due to the annual volatility of the national estimated costs for books and supplies, Board staff have decided to use the same data for book costs for the two years that are evaluated within the PBF model. This serves to standardize the book costs for the year-over-year improvement assessment.

c. Total Hours Attempted:

The average number of credit hours attempted by students who were admitted as FTIC and who graduated with a bachelor's degree from a program that requires 120 credit hours, as reported on the Hours to Degree (HTD) file.

- Native Credits: Includes all credit hours attempted at the state university from which the student received a baccalaureate degree, which is based on the sum of SECTION_CREDIT [#1459] when CRS_SYSTEM [#1484] = 'N--native'. Native credits include all failed, dropped, repeated, and withdrawals.
  - Board of Governors staff have clarified that graduate-level credit that is attempted for completion of a baccalaureate degree is included in the Cost to the Student metric. However, if graduate credit is attempted as part of a (3+2 or 4+1) dual bachelor's/master's degree, where the credit applies to both the undergraduate and graduate requirements, then it should be considered graduate degree coursework and is therefore excluded from the Cost to the Student metric. The exempted credits are based on the sum of SECTION_CREDIT [#1459] when COURSE_GROUP [#1485] = 'R'.
- Non-Native Credits Used Toward the Degree: Includes only the credit hours (sum of SECTION_CREDIT [#1459]) that are accepted for transfer by the degree-awarding institution (CRS_SYSTEM [#1484] <> 'N--native') and used toward the student's baccalaureate degree program (USAGE_INDICATOR [#1489] = 'D'). Transfer credits that were not used toward the degree are excluded from the calculation of total hours.
- Excluded credit hours: It is important to note that the courses that are excluded for the calculation of total hours for the Cost to the Student metric are slightly different than the methodology used to calculate the Excess Hours PBF metric. This difference is due to the fact that students pay for some courses (e.g., internships, remedial, and foreign language (up to 12 credits that are used to satisfy the FTIC admission requirement) that are exempt from the excess hours calculation. See Table 1 for the comparison of which course credits are included for the two metrics.

[3] The College Board's *Trends in College Pricing* report (Average Estimated Full-Time Undergraduate Budgets, Figure 1), that is based on their Annual Survey of Colleges for public four-year institutions, is available at: https://trends.collegeboard.org/college-pricing.

Table 1. Comparison of Excluded Course Categories	
EXCLUDED FROM EXCESS HOURS	EXCLUDED FROM COST TO THE STUDENT
ACTIVE DUTY MILITARY	ACTIVE DUTY MILITARY
DUAL ENROLLMENT	DUAL ENROLLMENT
EXAM CREDIT	EXAM CREDIT
FOREIGN LANGUAGE	
GRADUATE ROLLOVER	GRADUATE ROLLOVER
INTERNSHIP	
LIFE EXPERIENCE	LIFE EXPERIENCE
MILITARY COURSE	MILITARY COURSE
PERSONAL HARDSHIP	PERSONAL HARDSHIP
REMEDIAL	

4. Financial Aid

Financial aid is an administrative tool for achieving federal, state and institutional goals. Financial aid is used by universities to offset the published tuition (or sticker) price as a way to recruit students based on merit and/or to change campus diversity. The "Cost to the Student" metric includes all the gift aid (e.g., scholarships, grants and waivers) awarded to resident undergraduates in a given academic year. The total gift aid is then divided by the total credit hours earned by that same group of resident undergraduates during the same academic year. This methodology provides an average gift aid per credit hour that is then multiplied by 120 credit hours and compared to the sticker price. It is worth noting that federal 'education tax credits' are not collected within SUDS are therefore not included in the data for the Cost to the Student metric. Therefore, this metric slightly over-estimates the total costs to students.

a. Resident Undergraduates:

The only financial aid data that is included in this "Cost to the Student" metric are funds that were awarded to resident undergraduate students (FEE CLASSIFICATION [#1106] = 'F', 'R', 'T' and STUDENT CLASS LEVEL [#1060] = 'L','U'). This group of students is selected from the enrollments table by academic year and then matched to the financial aid awards table and the courses taken table using a "left join" merge procedure that includes the academic term. Including "term" in the match ensures that the resulting gift aid and credit hours do not include data for graduate students (as some undergraduates become graduate students within the same academic year).

b. Grants & Scholarships:

Grants and scholarships are often called "gift aid" because they are free money—financial aid that doesn't have to be repaid. Grants are often need-based, while scholarships are usually merit-based. Grants and scholarships can come from the federal government, state government, university, or a private or nonprofit organization. Gift aid does not include loans or Florida Prepaid College Plans.

- All grants are included (Financial Aid Award Program Identifier [#1253] between '0 – 99').
- All scholarships are included (Financial Aid Award Program Identifier [#1253] between '200 – 299').[4]

[4] For the first year of reporting, universities that did not include the 'Education Dollars for Duty' awards in their annual Student Financial Aid file (SFA) were asked to provide BOG IR staff with the EDD amounts by term, so these funds could be manually added to the scholarship totals. The Education Dollars for Duty (EDD) scholarship program is administered by the Florida Department of Military Affairs – see Section 250.10, Florida Statutes, for more information.

c. Waivers:

A waiver is a form of "gift aid" that allows for a portion of a student's tuition and fees to be reduced. Using the same methodology as grants and scholarships, the total waivers awarded to resident undergraduates during an academic year are calculated. BOG staff worked with university Data Administrators and Financial Aid Directors to resolve any questions about the waiver data calculated for any university.

- Note: BOG staff are working with university staff in an effort to improve how waivers are reported in SUDS.

d. Credit Hours:

The total credit hours attempted by the group of resident undergraduates during the academic year are included as a denominator in order to calculate the total gift aid amount per credit hour. All credit hours, regardless of the course budget entity, are included. The only exception is for courses which are taught at the institution reporting the credit but are funded through another SUS institution (STU_SECTN_FUND_CD= A-I, K). It should be noted that credit hours are based on student-level (not course-level), so any credit hours attempted at the graduate level by students coded as undergraduates are included in the count.

Performance Funding Metrics
Retention and Graduation Rates

Overview of Methodology and Procedures

REVISED 04/24/2019



STATE UNIVERSITY SYSTEM *of* FLORIDA
Board of Governors

Background

The national standard graduation rate was created by the Student Right to Know Act of 1990, which required institutions of higher education receiving federal financial assistance to report graduation rates to current and prospective students via the US Department of Education's Integrated Postsecondary Education Data System (IPEDS). This act established the graduation rate for first-time in college (FTIC) students based on 150% of the normal time for completion from the program - which is six years for a four-year program.

In 2011, the Board of Governors included retention and graduation rate metrics in its 2012-2025 System Strategic Plan. In 2014, the importance of the retention and graduation rate data was further elevated by their inclusion in a new Performance-Based Funding (PBF) Model. In 2018, the Florida Legislature changed the graduation rate metric included in PBF from a six-year to a four-year measure. This document provides details on the methodology and procedures used by Board of Governors staff during the analysis of the retention and graduation rate data as reported in the annual Accountability Plan and used in the Performance Based Funding model.

1. Overview of Data Sources & Procedure

The State University System of Florida Board of Governors maintains a student unit record database titled the State University Database System (SUDS). This database contains over 400 data elements about students, faculty and programs at SUS institutions. Retention and graduation rate data are finalized using the Retention submission. The Board's Office of Data & Analytics (ODA) unit builds the Retention file annually using data from the Admission (ADM), Student Instruction File (SIF) and the Degrees Awarded (SIFD) submissions that have been previously submitted by Institutional Data Administrators. Once Retention has been built, each Institutional Data Administrator reviews the Retention data and works with ODA staff to make edits before Institutional Data Administrators approve and submit the final data to ODA. After universities have approved the Retention submission, the Board's ODA staff analyze the number of students in a cohort (which serves as the denominator) and the number of those same students who are retained or graduated by a specified year (which serves as the numerator). ODA staff then provide the results of the retention and graduation rate data analysis to each Institutional Data Administrator for their review and approval prior to the data being shared with, and approved by, each university Board of Trustee and the Board of Governors as part of the Accountability Plan process.

2. Defining the Cohort

A cohort is a group of people used in a study who have something in common. In this case, a cohort is composed of students who were all admitted to the university during the same year. The number of students who are assigned to a cohort serves as the denominator in the calculation of retention and graduation rates. Institutional Data Administrators classify students based on the following components which Board staff use to determine student cohorts:

a. Student Level:

Only the students who meet the following criteria are included in the cohort.

- STUDENT CLASS LEVEL [#1060] is either L (lower division undergraduate) or U (upper division undergraduate).
- DEGREE HIGHEST HELD [#1112] must be less than a Bachelor's.
- FEE CLASSIFICATION KIND [#1107] must equal 'G' (general instruction).

b. Cohort Year:

A retention cohort year is defined as the summer, fall, and spring terms when DATE MOST RECENT ADMISSION [#1420] equals REPORTING TIME FRAME [#2001].

COHORTS	RECENT ADMIT DATE		
	SUMMER	FALL	SPRING
2016-2017	201605	201608	201701
2017-2018	201705	201708	201801
2018-2019	201805	201808	201801

Cohort Types:

The COHORT TYPE [#1429] is a derived element that is built by ODA staff and is based on the TYPE OF STUDENT AT TIME OF MOST RECENT ADMISSION [#1413] as assigned by the institution.

- First-Time in College Students include two types of students:
  - Students who are admitted into a university for the first time and who have earned less than 12 credit hours after high school graduation [#1413= 'B'].
  - Students who are considered 'Early Admits' because they have been officially admitted and are seeking a degree at the university prior to their high school graduation [#1413= 'E'].
- AA Transfer Students who have transferred from the Florida College System with an Associate in Arts Degree. This value is based on the three following elements:
  - TYPE OF STUDENT AT DATE OF ENTRY [#1068] or TYPE OF STUDENT AT TIME OF MOST RECENT ADMISSION [#1413] equals 'J'.
  - DEGREE HIGHEST HELD [#1112] equals 'A' (Associates).
  - LAST INSTITUTIONAL CODE [#1067] or INSTITUTION GRANTING HIGHEST DEGREE [#1411] must equal a Florida Public Community College.
- Other Transfer Students include all other undergraduate transfer students.

c. Student Right to Know Flag:

The STUDENT RIGHT TO KNOW (SRK) FLAG [#1437] is an entry status indicator that is a 'Yes/No' flag based on the term (Summer, Fall, or Spring) that a student is first admitted.

- YES: If a student enters the institution in the fall term the SRK flag will be set to 'Yes'. If a student enters the institution in the summer term and progresses to fall term, the SRK flag will be set to 'Yes'.
- NO: If a student enters in the summer term and does not progress to the fall term; or, if a student enters in the spring term the SRK flag will be set to 'No'.

d. Full-Time / Part-Time Indicator:

The FULL-TIME / PART-TIME INDICATOR [#1433] is an indicator based on the number of credit hours attempted (not earned) during their first fall term. A student entering in the fall and taking 12 or more credit hours will remain in the full-time category regardless of the number of credits taken in subsequent terms.

- This indicator is based on the CURRENT TERM COURSE LOAD [#1063] which is the number of hours enrolled/attempted during a term. This excludes courses that are audited and all credits awarded during the term through 'Credit by Examination'. Students completing prior term incompletes are not included unless they have registered and paid fees for the credits they are completing.
- This indicator is used in reporting retention and graduation data to the federal government - to IPEDS.

e. Cohort Revisions and Adjustments:

The US Congress and the US Dept. of Education allow institutions to make revisions and adjustments to their student cohorts. There is a difference between revising and adjusting a cohort. Revising a cohort means modifying the cohort data to reflect better information that has become available since the cohort was first reported. Adjusting a cohort means subtracting any allowable exclusions from the revised cohort to establish a denominator for graduation rate calculation. These cohort revisions and adjustments are typically the cause of the differences between historical and updated retention and graduation rates.

- Cohort Adjustment Flag [#1442] is a data element on the Retention Cohort Changes (RETC) table that is used by Institutional Data Administrators to indicate that a retention file record has been modified

based on a change in status of the student at the institution. Historically, this field was usually only populated for students for the six year cohort, but with the switch to the four year graduation rate, several institutions have started identifying cohort adjustments for multiple cohorts in a single retention submission.

- Institutional Data Administrators identify the students who have died, suffered a permanent disability, left to serve in the Armed Services, left to serve in with Foreign Aid Service of the federal government (such as the Peace Corps), or left to serve on an Official Church Mission. These students are removed from the cohort and are not included in the retention and graduation rates.
- Institutional Data Administrators also identify students who are officially admitted to an Advanced Graduate program (classified as 'P' or 'T') without earning a bachelor's degree. It is important to stress that this code cannot be used for students who are just seeking an Advanced Graduate degree – only students who have been formally admitted to the program and will not be earning a bachelor's degree can have this designation. Since these students will not earn a bachelor's degree, they can be removed from the FTIC cohort for the calculation of graduation rates.
  - When the 2018 Legislature changed the PBF graduation rate from six to four years effective immediately, the institutions did not have time to identify which students in their four-year cohorts had been officially accepted into advanced graduate programs, so the Board's Office of Data & Analytics made a temporary, one-year emergency methodological change to also exclude those students whose Degree Level Sought (#01053), during their fourth year, was identified as seeking a Pharmacy Degree ('W'). The graduation rates reported in the 2018 Accountability Plans used the temporary fix. The graduation rates reported in the 2019 Accountability Plans no longer used the temporary fix, which is why the historical rates for some institutions were revised in the 2019 Accountability Plans.
  - Finally, it is important to note that these Advanced Graduate students will not be removed from the Academic Progress Rate or Retention Rate calculations, as there is no reason why entry into an accelerated program would prohibit enrollment during the second fall term.
- Information Adjusted by Correction (I) is used to revise the cohort type, SRK flag, or full/part-time indicator based on newly confirmed information (e.g., SSN change, new transcription info, etc…).

COHORT ADJUSTMENTS USED IN PBF METRICS

CATEGORIES	APR/RETENTION	GRAD RATES
Death (A)	Used	Used
Registered but never attended (B)	Used	Used
Totally/Permanently Disabled (D)	Used	Used
Serve in Armed Forces (F)	Used	Used
Federal Foreign Aid Service (eg, Peace Corps) (G)	Used	Used
Natural Disaster (K)	Used	Used
Official Church Mission (M)	Used	Used
Multiple Cohorts/Illegally Enrolled (Q)	Used	Used
Information Adjusted by Correction (I)	Used	Used
Pharmacy doctoral program (P)	Not used	Used
Advanced Graduate Program (T)	Not used	Used
Transfers (1, 2, 4)	Not used	Not used

3. Calculating the Number Retained or Graduated

a. Second Year Retention Rates

- Cohorts: The number of students in the cohort serves as the denominator for the retention rate, and is based on the following rules: Cohort Type= 'FTIC'; Student Right to Know (SRK)= 'Yes'; FT/PT Indicator= 'Full-time'.
  - The methodology used for the Retention Rate in the annual Accountability Plans is different from what is reported to the U.S. Department of Education's Integrated Postsecondary Education Data System (IPEDS). The primary difference is due to timing – the retention rate that is reported to IPEDS is based on preliminary enrollment data; whereas the retention rate in the annual Accountability Plan is based on final enrollment data.
- Retained or Graduated: The numerator for the retention rate includes two components: (1) the number of students in the cohort who are still enrolled during the second fall term, and (2) those students who graduated in their first year - prior to the start of the second fall term.
- Grade Point Average: A GPA criterion was added to the standard retention rate metric to gain a sense of how well students who were retained were actually doing in their courses. Board staff decided to use a cumulative GPA (at the end of the first year - before the second fall term) of at least 2.0 as a threshold because 2.0 is a commonly referenced measure of satisfactory academic progress that is a common eligibility threshold for financial aid eligibility. It is also important to know that FTICs who return for their 2nd fall with a first-year GPA above 2.0 are 8 times more likely to graduate within six years than students who begin their second Fall with a GPA of less than 2.0.
  - The University GPA [#1801] element is included on the Enrollments table and provides a student's GPA for a given term as well as the cumulative GPA. Originally, the end of the first year cumulative GPA was based on data that was submitted prior to the second fall term. This process was complicated by timing issues due in large part to the fact that many grades were still incomplete during the summer term before the second fall term (usually due in mid-September). In order to create a smoother procedural flow, and fix timing issues caused by incomplete grades, the Board's Office of Data & Analytics worked with the Council of Data Administrators to revise the methodology to instead use the beginning of term data as reported in the second fall enrollment table (due late January). This new methodology was first implemented for the 2019 Accountability Plan, and was applied to the 2016-17 and 2017-18 cohorts to have a consistent year-over-year methodology for determining PBF 'Improvement points'. The revised GPA calculation is a simpler, more streamlined process that provides more accurate data. The detailed formulas used for calculating GPA are provided below:

  - ORIGINAL END-OF-YEAR1 METHODOLOGY

$$\frac{(GPA\_INST\_GRADE\_PTS[\#1086] + GPA\_TERM\_GRADE\_PTS}{(GPA\_INST\_HRS[\#1085] + GPA\_TERM\_CREDIT\_HRS[\#1}$$

  - NEW BEGINNING-OF-YEAR2 METHODOLOGY

$$\frac{GPA\_INST\_GRADE\_PTS[\#1086]}{GPA\_INST\_HRS[\#1085]}$$

b. Four Year FTIC Graduation Rates

- Cohorts: The number of students in the cohort serves as the denominator for the graduation rate. The denominator used in the calculation of the four-year FTIC graduation rate is based on the following: Cohort Type= 'FTIC' ('B' and 'E'), SRK= 'Yes', FT/PT Indicator= 'Full-time' only, and Cohort Adjustments.
- Graduated: The number of students in the cohort who graduated within four years (by the fourth summer term after entry) from the same institution serves as the numerator for the graduation rate. It is important to note that a small number of degrees are reported to SUDS after the degree was awarded – these are called 'late degrees'. The methodology for four-year graduation rates include these 'late degrees'; however, late degrees that haven't already been submitted on the SIFD must be submitted on the Retention submission to be included in the graduation rates.
- Note about historic rates that change. The table below provides a visualization showing the difference in reporting degrees awarded for graduation rates and academic year degree counts. The '+' symbol indicates when degrees are reported by institutions to the Board office by degree term (rows) and rept_time_frame (columns). Deg_Term indictes when the degree was awarded and rept_time_frame indicates when the institution reported that degree to the Board office. Degrees can be reported for previous terms, which is why each rept_time_frame reports degrees for multiple deg_terms.
  - The red box provides the logic on which degrees are counted for degrees reported in academic year 2016-17. The logic for reporting degrees in an academic year includes three degree terms (summer, fall, and spring) that is based on a 'summer to summer' rept_time_frame rule that excludes degrees if they are reported too late based on rept_time_frame.
  - Alternatively, graduation rates do not exclude 'late late' degrees, so each year historical graduation rates can change as 'late late' degrees are reported. In the table below, the blue horizontal line is the only criteria restricting degrees awarded for purposes of calculating a graduation rate that ends by summer 2017 (or, deg_term=201705).
  - The highlighted cells indicate which degrees were available for the 2016-17 Retention submission that were included in the 2013-17 graduation rate calculation – the yellow highlights would extend all the way back to the 201305 term if calculating the 2013-17 graduation rate. However, the 2017-18 Retention submission would also include any degrees awarded above the blue line that were not shaded yellow. These 'late late' degrees are not a large number but can change rates reported into the decimals.

	REPT_TIME_FRAME						
DEG_TERM	201605	201608	201701	201705	201708	201801	201805
201505	+	+	+	+	+	+	+
201508	+	+	+	+	+	+	+
201601	+	+	+	+	+	+	+
201605	+	+	+	+	+	+	+
201608	-	+	+	+	+	+	+
201701	-	-	+	+	+	+	+
201705	-	-	-	+	+	+	+
201708	-	-	-	-	+	+	+
201801	-	-	-	-	-	+	+
201805	-	-	-	-	-	-	+

Performance Funding Metrics

Percentage of Degrees Awarded in Programs of Strategic Emphasis

(for Bachelor's and Graduate Degrees)

Overview of Methodology and Procedures

REVISED 04/28/2016

State University System of Florida
Board of Governors

PERFORMANCE FUNDING METRICS **METHODOLOGY & PROCEDURES**

PERCENTAGE OF DEGREES AWARDED IN PROGRAMS OF STRATEGIC EMPHASIS

REVISED 04/28/2016

The Board of Governors for the State University System of Florida approves a methodology document that is used to generate a list of Programs of Strategic Emphasis (PSE) to promote the alignment of the State University System degree program offerings with the economic development and workforce needs of the State. The Board has updated the methodology document several times to reflect that Florida's workforce needs change over time. The original methodology document and program list was created as part of a 2001 Advisory Group on Emerging Technologies. In 2005, the Board updated the methodology and list as part of the 2005-2013 System Strategic Plan, and it was again formally updated in 2009 as part of the 2012-2025 Strategic Plan effort. The last update occurred in November 2013 as part of the 2025 System Strategic Plan Re-Alignment initiative.

As with past iterations of the process, the 2009 update renamed the PSE categories to better demonstrate alignment with recommendations found in the key economic and workforce council reports and available data. The categories in the approved methodology document are used to generate a dynamic list of PSE from the State University System Academic Program Inventory database. The 2013 methodology document is designed such that some disciplines are included at the two digit CIP, others at the four digit CIP, and a few selected programs at the six digit CIP. New programs are captured in the dynamic PSE list as long as they fall under one of the Board approved CIP code categories.

For more information about the Programs of Strategic Emphasis please visit the Board's webpage at: http://www.flbog.edu/pressroom/strategic_emphasis/.

This document provides details on the methodology and procedures used by Board of Governors staff to calculate the Percentage of Degrees Awarded in Programs of Strategic Emphasis (for both bachelor's and graduate level) as reported in the 2025 System Strategic Plan, annual Accountability Reports, University Work Plans, and used in the Board's Performance Based Funding model.

1. Board Staff Analysis of State University Database System (SUDS) Data

The State University System of Florida Board of Governors (BOG) maintains a student unit record database titled the State University Database System (SUDS). This database contains over 400 data elements about students, faculty and programs at SUS institutions. The Percentage of Degrees Awarded in Programs of Strategic Emphasis is based on data that universities submit to the Board office as part of the Degrees Awarded table on the Degrees Awarded (SIFD) file submission[1]. Degree data is collected three times a year at the end of each term. The SUDS data elements used to determine the Percentage of Degrees Awarded in Programs of Strategic Emphasis are:

- Degree Program Category [#1082]
- Degree Program Fraction of Degree Granted [#1083]
- Reporting Institution [#1045]
- Term Degree Granted [#1412]
- Degree Level Granted [#1081]
- Major Indicator [#2015]

a. Number of Degrees

The number of degrees awarded in Programs of Strategic Emphasis is a count of graduates with certain skill sets (not an unduplicated count of degrees), so we include all of the disciplines/CIP codes that a student completes – this includes first majors, second majors, and dual degrees.

- There are several scenarios when a student can earn a degree from more than one CIP code. By far the most common examples are at the bachelor's level within Business programs – when a student graduates with an even amount of work from two different CIPs (i.e., finance, business, marketing, accounting and political science to name a few). Other examples, which are much less common, occur when a student earns two separate degrees from two separate disciplines ("dual degrees"), or when a student earns only one degree but has done more work in one CIP than the other ("dual majors").
- The number of degrees used in the calculation of the Percentage of Degrees Awarded in Programs of Strategic Emphasis – for both the numerator (representing the select disciplines identified by the Board) and the denominator (representing all disciplines) – is made by rounding the Degree Program Fraction of Degree Granted [#1083] for each Degree Program Category [#1082] for each student up to '1' and then summing.

b. Reporting Period

The reporting year for degrees includes the summer, fall, and spring terms of a given year. The SIFD submission often includes students who were awarded a degree in a previous term that was not previously reported. The total number of degrees used to calculate the degrees awarded in Programs of Strategic Emphasis can include the degrees that were reported out-of-term (also referred to as 'late' degrees). Because it is not unusual for the summer SIFD to include degrees for students who actually graduated in the previous reporting year, the final degree data can include data reported on the following summer SIFD.

[1] The SUDS Data Dictionary has detailed definitions for the 21 elements included within the Degrees Awarded table and is available at: https://prod.flbog.net:4445/pls/apex/f?p=112:50:5018573689494::NO::P50_ROW_DISPLAY_COLUMNS:50.

2. Academic Program Inventory

In accordance with the requirements of Board of Governors regulation 8.011(4), the Board office maintains the official State University System Academic Degree Program Inventory, which identifies all the approved degree programs for each university within the System.[2] The programs are listed based on the Classification of Instructional Programs (CIP) taxonomy that the US Dept. of Education maintains. Universities may have multiple "majors" at the same degree level under one CIP code in accordance with definitions specified in regulation 8.011, and they may have degree programs at different levels within the same CIP. The degree program inventory is updated continuously, which allows for dynamic reports to be generated, such as the Programs of Strategic Emphasis List.

a. Newly Created Programs

Upon final approval, new degree programs are added into the degree program inventory with an effective term date for which enrollments and degrees can be reported. Programs that are terminated by the university also remain in the inventory database, but are noted as terminated with an effective term date after which no new enrollments can be reported. Enrollment data can still be reported for terminated programs until the programs 'teach out' any students who were enrolled at the time the program was terminated.

b. CIP Code Change

It is important to note that program curricula naturally evolve and change over time to keep up with the latest developments within their respective fields of study. Consequently, universities routinely submit requests to the Board office to change the CIP code assigned to an existing degree program in the Board's Academic Program Inventory. However, a CIP code change cannot have the net effect of adding a new degree program to the academic program inventory by changing the code for a major offered under a currently approved program. CIP Changes are different from program terminations because there is no 'teach out' phase for CIP changes.

Each CIP code change request indicates the future term in which the change will become effective. The effective term is important because any degrees awarded before the effective term are classified under the previous CIP code and degrees awarded after the CIP change are reported as the new CIP code.

c. Programs of Strategic Emphasis (PSE)

The Board of Governors approves a methodology document that is used to generate a list of Programs of Strategic Emphasis (PSE) to promote the alignment of the State University System degree program offerings with the economic development and workforce needs of the State. The Board has updated the methodology document several times to reflect that Florida's workforce needs change over time. The original methodology document and program list was created as part of a 2001 Advisory Group on Emerging Technologies. In 2005, the Board updated the methodology and list as part of the 2005-2013 System Strategic Plan, and it was again formally updated in 2009 as part of the 2012-2025 Strategic Plan effort. The last update occurred in November 2013 as part of the 2025 System Strategic Plan Re-Alignment initiative.

As with past iterations of the process, the 2009 update renamed the PSE categories to better demonstrate alignment with recommendations found in the key economic and workforce council reports and available data. The categories in the approved methodology document are used to generate a dynamic list of PSE from the State University System Academic Program Inventory database. The 2013 methodology document is designed such that some disciplines are included at the two digit CIP, others at the four digit CIP, and a few selected programs at the six digit CIP.

[2] The Board's Academic Program Inventory is available at: https://prod.flbog.net:4445/pls/apex/f?p=136:13.

[3] For more information about the Programs of Strategic Emphasis please visit the Board's webpage at: http://www.flbog.edu/pressroom/strategic_emphasis/.

3. Using Outcomes

Accountability Reports

Board IR staff provide the Percentage of Bachelor's and Graduate Degrees Awarded within the Programs of Strategic Emphasis to each university Data Administrator for their review as well as a static snap-shot of the CIPs that are included in the Programs of Strategic Emphasis for the annual Accountability Reports. Any data discrepancies between university and Board calculations are resolved prior to the printing of the Accountability Report. The data reported in the Accountability Report is subsequently used in the University Work Plans and the Performance-Based Funding Model (PBF).

- The 2012-13 Accountability Report reported the Percentage of Strategic Emphasis Degrees Awarded based on the 2009 methodology of the Areas of Programmatic Strategic Emphasis – that expired at the end of summer 2014.
- The 2013-14 Accountability Report reported the Percentage of Strategic Emphasis Degrees Awarded based on the 2013 *methodology* of the Programs of Strategic Emphasis (PSE) – effective fall 2014.

University Work Plans

University Data Administrators use the Accountability Report data to develop the out-year data goals that are provided as part of the University's Work Plans.

- The June 2014-15 University Work Plans reported the Percentage of Strategic Emphasis Degrees Awarded based on the 2009 methodology of the Areas of Programmatic Strategic Emphasis – that expired at the end of summer 2014.
- The June 2015 University Work Plans reported the Percentage of Strategic Emphasis Degrees Awarded based on the 2013 *methodology* of the Programs of Strategic Emphasis (PSE) – effective fall 2014.

Performance Based Funding Model

In 2014, the Board approved a new Performance-Based Funding Model that included ten metrics – two of which were based on degrees awarded within Programs of Strategic Emphasis at the baccalaureate and graduate levels.

- In 2014, the first cycle of PBF used the Percentage of Bachelor's and Graduate Degrees Awarded within the Programs of Strategic Emphasis that was based on the 2009 *methodology* of the Areas of Programmatic Strategic Emphasis – that expired at the end of summer 2014.
- In 2015, the second cycle of PBF used the Percentage of Bachelor's and Graduate Degrees Awarded within the Programs of Strategic Emphasis that was based on the 2013 *methodology* of the Programs of Strategic Emphasis (PSE) – effective fall 2014.

Performance Funding Metrics

University Access Rate

(Percent of Undergraduates with a Pell Grant)

Overview of Methodology and Procedures

REVISED 06/08/2016



STATE UNIVERSITY SYSTEM *of* FLORIDA
Board of Governors

PERFORMANCE FUNDING METRICS

UNIVERSITY ACCESS RATE

METHODOLOGY & PROCEDURES

REVISED 06/08/2016

The State University System of Florida included the University Access Rate in the Performance-Based Funding model to help preserve access for students from low-income families. This document provides details on the methodology and procedures used by Board of Governors staff to calculate the percentage of undergraduates with a Pell-Grant as reported in the annual Accountability Report and used in the Performance Based Funding model.

BOG Analysis of State University Database System (SUDS) Data

The State University System of Florida Board of Governors maintains a student unit record database titled the State University Database System (SUDS). This database contains over 400 data elements about students, faculty and programs at SUS institutions. The University Access Rate is based on data from the enrollment table on the Student Instruction File (SIF), and the Awards table on the Student Financial Aid (SFA) file.

a. Numerator: Board staff query the Financial Aid Awards table within SUDS to identify the students who received a Pell Grant (award_prog_id='001') during the Fall term (award_payment_term= 'yyyy08').

- In addition to demonstrating financial need, the US Dept. of Education considers other factors when determining eligibility for a federal Pell grant. For example, students must be a US citizen or an eligible noncitizen[1]. The US Dept. of Education does provide a few exceptions whereby non-resident aliens can receive a Pell grant. SUDS does not collect information to allow Board staff to determine the Pell-eligibility for non-resident aliens; therefore, Board staff exclude non-resident aliens (#2043 = 'Y') from both the numerator and denominator for this metric.

b. Denominator: Board IR staff identify all degree-seeking undergraduate (both lower and upper divisions) students enrolled in the Fall term. In addition, Board staff exclude unclassified students (student_class_level='N') and post-baccalaureate students (stu_recent_adm_typ= 'P') from the denominator because these students are not eligible for a Pell grant.

Note on U S Dept. of Education Pell Data

The US Dept. of Education reports data for the 'Percent of Undergraduate Students Receiving Pell Grants' online at the Integrated Postsecondary Education Data System (IPEDS) website. However, Board staff decided not to use the IPEDS data for this metric for the following reasons:

- Since there is funding attached to the data, Board staff felt it was preferable to calculate the percentage of undergraduates receiving Pell grants using the student level data that is available in SUDS rather than simply using the data that universities report to IPEDS.
- Board staff also felt that the methodology that is used by IPEDS to generate their percentage of undergraduates who received a Pell grant is flawed. In IPEDS, the numerator is based on the number of students who received a Pell grant anytime during a particular academic year. Alternatively, the denominator is only based on the students enrolled during the Fall term – including unclassified students who are not seeking a degree and therefore not eligible for financial aid. Furthermore, the IPEDS Financial Aid survey imports the total headcount denominator from their Fall Enrollment survey. Due to the IPEDS schedule for data submissions, the State University System of Florida institutions use the *preliminary* Student Instruction File (SIFP) data when reporting the total Fall enrollment counts on the Fall Enrollment survey, so the denominator that IPEDS uses to calculate the percentage of undergraduates who received a Pell grant is based on preliminary data.

[1] For more information about eligibility requirements for the federal Pell grant, https://studentaid.ed.gov/eligibility/basic-criteria

Performance Funding Metrics

Percent of Bachelor's Degrees Awarded Without Excess Hours

Overview of Methodology and Procedures

REVISED 04/28/2016



STATE UNIVERSITY SYSTEM *of* FLORIDA
Board of Governors

PERFORMANCE FUNDING METRICS

PERCENTAGE OF BACHELOR'S DEGREES WITHOUT EXCESS HOURS

METHODOLOGY & PROCEDURES

REVISED 04/28/2016

The State University System of Florida has been reporting the number of hours in excess of degree requirements for decades in its annual accountability reports. In 2009, the Florida Legislature established an "Excess Credit Hour Surcharge" to encourage students to complete their baccalaureate degrees as quickly as possible. This law created an additional fee for each credit hour that exceeds specific thresholds. It is important to note that the statutory provisions of the Excess Hour Surcharge have been modified several times by the Florida Legislature, resulting in a phased-in approach that has created three different cohorts of students with different requirements. The data described in this document are based on the latest statutory requirements, which mandate a 110% threshold of the required hours.[1]

In 2011, the Board of Governors included the excess hours metric in its 2012-2025 System Strategic Plan. In 2014, the importance of the excess hours metric was further elevated by its inclusion in a new Performance-Based Funding Model. This document provides details of the methodology and procedures used by Board of Governors staff during the analysis of the 'Percentage of Bachelor's Degrees Awarded Without Excess Hours' as reported in the Accountability Reports and used in the Performance Based Funding model.

[1] The Board's accountability metric is a retrospective summary for a given graduating class. The accountability metric does not attempt to report (and cannot be used to calculate) how many students have actually paid the surcharge at a given time. The Board of Governors will monitor actual surcharge payment data, but will continue to base the accountability metric on the latest statutory requirements because it provides a good perspective on what impact this new fee will have in the near future after the phase-in period is over. For more details see Section 1009.286, Florida Statutes at: http://www.flsenate.gov/laws/statutes/2012/1009.286.

PERFORMANCE FUNDING METRICS

PERCENTAGE OF BACHELOR'S DEGREES WITHOUT EXCESS HOURS

METHODOLOGY & PROCEDURES

REVISED 04/28/2016

1. Defining the Cohort

The State University System of Florida Board of Governors (BOG) maintains a student unit record database titled the State University Database System (SUDS). This database contains more than 400 data elements about students, faculty, and programs at SUS institutions.

a. The source data for the excess hours accountability metric are the Courses to Degree (CTD) and Hours to Degree (HTD) tables that are submitted to SUDS by each university as part of their Hours To Degree (HTD) file[2]. Note: New College of Florida (NCF) does not submit a HTD file.

b. The Hours to Degree file only includes single-major bachelor's degree recipients who were awarded a bachelor's for the first time during the academic year – summer, fall, and spring terms.

c. The course information for the students reported includes all post-secondary course work and their course work taken in high school and accepted as post-secondary credit after high school.

2. Board Staff Query of HTD

The Board's Information Resource Management (IRM) staff query the database and provide the Board's Institutional Research (IR) unit with a student-level summary of the HTD data. The primary action of this query is to summarize the number of credit hours attempted for each individual in the HTD file into the groups described below. These groupings are critically important because the Legislature has exempted several types of credit hours from being included in the calculation of excess hours. The determination of credit hour groupings is done by university staff who report to the BOG using the following HTD elements:

- Course System Code [#1484]
- Course Grouping Code [#1485]
- Credit Hour Usage Indicator [#1489]
- Section Credit [#1459]
- Credit Hour Testing Method [#1488]
- Course Section Type [#1104]
- Excess Hours Exclusion [#2065]

a. Statutory Inclusions

- Native Credits: The statute includes all credit hours attempted at the state university from which the student received a baccalaureate degree, which is based on the sum of SECTION_CREDIT [#1459] when CRS_SYSTEM [#1484] = 'N--native'. Native credits include all failed, dropped, repeated, and most withdrawals. In addition, Board of Governors staff have clarified that graduate-level credit that is attempted for completion of a baccalaureate degree is included in any calculation for excess hours.
  - However, if graduate credit is attempted as part of a (3+2 or 4+1) dual bachelor's/master's degree, where the credit applies to both the undergraduate and graduate requirements, then it should be considered graduate degree coursework and therefore should be considered exempt from excess hours. The exempted credits are based on the sum of SECTION_CREDIT [#1459] when COURSE_GROUP [#1485] = 'R'.
- Non-Native Credits Used Toward the Degree: Based on all credit hours (sum of SECTION_CREDIT [#1459]) accepted for transfer by the degree-awarding institution (CRS_SYSTEM [#1484] <> 'N--native') and used toward the student's baccalaureate degree program (USAGE_INDICATOR [#1489] = 'D').

[2] For detailed information regarding the Hours to Degree file, please see the master file documentation that is available at: http://www.flbog.edu/resources/_doc/ditr/susmaster/htd_print.pdf.

b. Statutory Exclusions

- Accelerated Mechanisms: Based on the sum of SECTION_CREDIT [#1459] when COURSE_GROUP [#1485] = 'D' or 'E'. This includes College Level Examination Program (CLEP), College Board Advanced Placement Program (AP), Advanced International Certificate of Education (AICE), International Baccalaureate (IB) examinations, and High School Dual (or Early Admit) Enrollment. Note: High School Dual/Early-Admit credits that are earned at another institution and accepted as transfer credit are also exempt from the excess hours calculation.
- Internship Courses: Based on the sum of SECTION_CREDIT [#1459] when COURSE_SECTION_TYPE [#1104] = 'I'. This should include externships, practicums, and supervised teaching activities within teacher education.
- Certification: The data collected by the Board of Governors do not identify credit hours that are classified as 'for certification'; therefore, no certification credits are being excluded from the BOG accountability metric for excess hours.
- Withdrawal Due to Personal Hardship: After summer 2014 Data Workshop discussions, a new 'Excess Hours Exclusion' element [#2065] was added to the State University Database System (SUDS) Hours to Degree file to identify these credit hours. It is important to note that for these hours to be exempted from the calculation of 'Excess Hours' for the Accountability Report, the COURSE_GROUP [#1485] code must be equal to 'A—academic course.' If the credit hours have already been exempted as a result of the COURSE_GROUP [#1485] values, then they will not be exempted again.
- Active Duty Military: These data have historically not been identified in the HTD. After summer 2014 Data Workshop discussions, a new element was added to the State University Database System (SUDS) Hours to Degree file to identify these credit hours. These hours will only include credit hours taken while on active duty. It is important to note that for these hours to be exempted from the calculation of 'Excess Hours' for the Accountability Report, the COURSE_GROUP [#1485] code must be equal to 'A—academic course.' If the credit hours have already been exempted as a result of the COURSE_GROUP [#1485] values, then they will not be exempted again.
- Dual Major: Dual majors are not included in the HTD data. Surcharge Note: Because of the variation in how the curricula for dual majors can be constructed, the credits applicable to this exemption need to be determined by each university.
- Remedial/English as a Second Language: Based on the sum of SECTION_CREDIT [#1459] when COURSE_GROUP [#1485] = 'C'. In addition, Board of Governors staff decided that up to 10 credit hours of foreign language that are used to meet FTIC admission requirements (per Regulation 6.002(1)(h)) should also be exempt from excess hours. These data are based on the sum of SECTION_CREDIT [#1459] when USAGE_INDICATOR [#1489] = 'L—Foreign Language.' It is important to note that for these hours to be exempted from the calculation of 'Excess Hours' for the Accountability Report, the COURSE_GROUP [#1485] code must be equal to 'A—academic course.' If the credit hours have already been exempted as a result of the COURSE_GROUP [#1485] values, then they will not be exempted again.
- Military Sciences: Based on the sum of SECTION_CREDIT [#1459] when COURSE_GROUP [#1485] = 'M'. This identifies courses that are part of the Reserve Officers' Training Corps (ROTC) program or credit for Military Training and Education granted to students with military training or coursework that is recognized by the American Council on Education (ACE) subject to regular institution transfer practices or limitations on amount, level, etc. of transfer credit. Credit hours earned from military courses from U.S. Military Colleges and Military Academies are also included.
- Note about Teacher Education: Board of Governors staff recommend that universities evaluate their Teacher Education programs to determine whether the number of credit hours required for the program needs to be adjusted. If so, then the university needs to apply for the change in catalog hours with BOG staff.

3. Board Staff Analysis of HTD Query

a. Quality Assessment

- Calculating Total Credit Hours: The first action that IR staff performs is a quality assessment step to see if all bachelor's recipients have earned at least 120 total credit hours – per Board regulation 6.017(b). This step sums the total native hours and the non-native hours used toward the degree. If a student has less than 120 total credit hours used toward the degree, he or she is excluded from the excess hours calculation.

- Catalog Hours and the Academic Degree Program Inventory:
  In accordance with the requirements of Board of Governors regulation 8.011(4), the Board office maintains the official State University System Academic Degree Program Inventory, which identifies all the approved degree programs for each university within the System.[3] The programs are listed based on the Classification of Instructional Programs (CIP) taxonomy that the U.S. Dept. of Education maintains. Universities may have multiple "majors" at the same degree level under one CIP code, in accordance with definitions specified in regulation 8.011, and they may have degree programs at different levels within the same CIP.

  In accordance with the requirements of Section 1007.25(8), F.S., and Board regulation 8.014, the Board of Governors may approve a request by a university board of trustees for a bachelor's degree program to exceed 120 credit hours to degree. Baccalaureate programs that have been granted this exception are identified in the Board's Academic Program Inventory along with the required catalog hours and the term when the change was made effective. The Board's Inventory displays only the credit hours associated with the longest track/major within any program associated with a six-digit CIP code.

  It is important to note that program curricula naturally evolve and change over time to keep up with the latest developments within their respective fields of study. A program curriculum change *may* cause the university to change the required credit hours associated with an academic program. Universities that want to change the maximum credit hours for a program that has already been approved to exceed 120 credit hours must request approval for the administrative change (whether higher or lower) from the Board's Academic and Student Affairs (ASA) staff as specified in Board of Governors regulation 8.014. If ASA staff approve a change, the Program Inventory is updated to reflect the new maximum credit hours along with the effective term for the new maximum hours.

  In the HTD file, the university reports the catalog hours for each student, which can vary within a CIP due to differences between majors that are grouped into the same CIP, or due to students who entered the university years apart and completed slightly different curricula. To ensure compliance with statute and regulation, Board staff use the Board-approved maximum credit hours for each university's CIP, combined with their effective terms, as reported in the Program Inventory, when calculating the 'Excess Hour' threshold for each program.

[3] The Board's Academic Program Inventory is available at: https://prod.flbog.net:4445/pls/apex/f?p=136:13.

b. Calculating Excess Hours

- The calculation of the excess hours metric is executed at the student level and combines the different groups of data provided by IRM in a way that mirrors statute as closely as possible.
  - The formula starts with a sum of all 'native' credit hours plus non-native credits that were used toward the degree. 'Native' refers to whether the credits were earned at the same institution. 'Non-Native' credits refers to the credits that were earned elsewhere and accepted for transfer. This credit hour subtotal is then compared to 110% of the Board-approved maximum catalog hours. The final step subtracts the credit hours from the statutory exempt categories (which include all exempted native credit hours and only the non-native exempted credit hours that were used toward the degree). Note: Non-native credit hours that were not used toward the degree are not included in the exempted hours because these credit hours were already excluded from the initial subtotal.
  - The formula used is shown below.

    [ALL NATIVE + NON-NATIVE HOURS USED TO DEGREE] – (CATALOG HOURS*1.10) – (EXEMPTED HOURS)

    EXEMPTED HOURS include all native hours plus non-native hours that were used toward the degree from the following categories: Dual Enrollment, Exam Credit, Internships, Remedial, Language (to fulfill 2nd language admission requirements), Life Experience, Military Course Credit, Graduate Rollover Courses, Withdrawals due to Personal Hardship, and courses earned while serving on Active Duty in the Military (as described in Section 2b of this document).

- The result of the 'Excess Hour' formula above provides a numerical value for each baccalaureate recipient that is either negative, zero, or positive. If negative or zero, the student did not accrue any excess hours. If positive, the student did accrue excess hours. This numerical value is translated into a simple "Yes/No" flag, which is then used to summarize the number and percentage of baccalaureate recipients based on their designation.

4. Using Outcomes

The Performance-Based Funding Model

Board staff provides the results of the Excess Hours data analysis (as well as the student-level data that it was based upon) to each university Data Administrator for their review prior to the data being approved by each university Board of Trustees and the Board of Governors as part of the Accountability Report process. The Percentage of Bachelor's without Excess Hours is reported as an overall total and by student type (FTIC, AA Transfer, and Other Transfer). The percentage for all students is used in the Performance-Based Funding model.

- Board staff compare newly submitted HTD data to prior year data and ask university Data Administrators about any odd trends. It is important to note that if the university implemented any methodology, or procedural changes that cause an impact to the data, then Board staff will require the university resubmit the prior year HTD using the same improved method/process. This is needed to ensure that the year-over-year change in data is based on actual performance and not due to a technical methodological/procedural change to the data collection processes.

Performance Based Funding Model 2019-20 Benchmarks

		EXCELLENCE *(Achieving System Goals)*									
	Points	**10**	**9**	**8**	**7**	**6**	**5**	**4**	**3**	**2**	**1**
Key Metrics Common to All Universities											
1	**Percent of Bachelor's Graduates Employed ($25,000+) and/or Continuing their Education Further 1 Yr after Graduation**	72.8%	70.5%	68.3%	66.0%	63.7%	61.4%	59.2%	56.9%	54.6%	52.3%
2	**Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation**	$40,700	$38,200	$35,700	$33,200	$30,700	$28,200	$25,700	$23,200	$20,700	$18,200
3	**Net Tuition & Fees per 120 Credit Hours**	$9,000	$10,000	$11,000	$12,000	$13,000	$14,000	$15,000	$16,000	$17,000	$18,000
4	**Four Year Graduation Rate** *Full-time FTIC*	50%	48.8%	47.5%	46.3%	45%	43.8%	42.5%	41.3%	40%	38.8%
5	**Academic Progress Rate** *2nd Year Retention with GPA Above 2.0*	90%	88.8%	87.5%	86.3%	85%	83.8%	82.5%	81.3%	80%	78.8%
6	**Bachelor's Degree's Awarded in Areas of Strategic Emphasis** *(includes STEM)*	50%	47.5%	45%	42.5%	40%	37.5%	35%	32.5%	30%	27.5%
7	**University Access Rate** *Percent of Undergraduates with a Pell-grant*	42%	38%	34%	30%	26%	22%	18%	14%	10%	6%
8.A.	**Graduate Degrees Awarded in Areas of Strategic Emphasis** *(includes STEM)*	60%	57.5%	55%	52.5%	50%	47.5%	45%	42.5%	40%	37.5%
8.B.	**Freshmen in Top 10% of Graduating High School Class** *(Alternative metric for NCF only)*	50%	47.5%	45%	42.5%	40%	37.5%	35%	32.5%	30%	27.5%
9	**Percent of Bachelor's Degrees without Excess Hours**	80%	77.5%	75%	72.5%	70%	67.5%	65%	62.5%	60%	57.5%
		IMPROVEMENT									
	% Improvement	**5.0%**	**4.5%**	**4.0%**	**3.5%**	**3.0%**	**2.5%**	**2.0%**	**1.5%**	**1.0%**	**0.5%**
	Points	**10**	**9**	**8**	**7**	**6**	**5**	**4**	**3**	**2**	**1**

Note: For Metric 3 only the percentage improvement should be negative in order to receive points.

Performance Based Funding Model 2019-20 Benchmarks

		EXCELLENCE *(Achieving System Goals)*									
Points		**10**	**9**	**8**	**7**	**6**	**5**	**4**	**3**	**2**	**1**
Metric 10											
10.A.	**FAMU - Percent of R&D Expenditures Funded from External Sources**	80%	78%	76%	74%	72%	70%	68%	66%	64%	62%
10.B.	**FAU - Bachelor's Degrees Awarded to Minorities**	40%	38%	36%	34%	32%	30%	28%	26%	24%	22%
10.B.	**FGCU - Bachelor's Degrees Awarded to Minorities**	452	450	448	446	444	442	440	438	436	434
10.B.	**FIU - Bachelor's Degrees Awarded to Minorities**	40%	37.5%	35%	32.5%	30%	27.5%	25%	22.5%	20%	17.5%
10.C.	**FSU - National Rank Higher than Predicted by the Financial Resources Ranking Based on a US and World News Report**	75	67	59	51	43	35	27	19	11	3
10.D.	**NCF - Percent of Undergraduate Seniors Participating in a Research Course**	100%	99.5%	99%	98.5%	98%	97.5%	97%	96.5%	96%	95.5%
10.E.	**UCF - Number of Bachelor's Degrees Awarded Annually**	12,300	12,250	12,200	12,150	12,100	12,050	12,000	11,950	11,900	11,850
10.F.	**UF - Number of Licenses/Options Executed Annually**	1st-10th	11th-20th	21st-30th	31st-40th	41st-50th	51st-60th	61st-70th	71st-80th	81st-90th	91st-100th
10.G.	**UNF - Percent of Undergraduate FTE in Online Courses**	13%	12%	11%	10%	9%	8%	7%	6%	5%	4%
10.H.	**USF - Number of Postdoctoral Appointees**	200	190	180	170	160	150	140	130	120	110
10.I.	**UWF - Number of Undergraduate Students Aged 25 and Older Enrolled in Fall**	25%	24%	23%	22%	21%	20%	19%	18%	17%	16%

Note: 10.H. The USF System revised the benchmark to match the Florida Preeminence criteria and be consistent with PBF Metrics 4 and 5 (excellence threshold is same as Preeminence threshold).

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
August 29, 2019

SUBJECT: Board of Governors Regulation 5.001 Performance-Based Funding

PROPOSED COMMITTEE ACTION

Approve the Public Notice of Intent to Amend Regulation 5.001.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

Senate Bill 190 was signed by the Governor on June 18, 2019.

Included in the bill is the requirement that each university conduct an annual audit to verify that the data submitted to the Board complies with the data definitions. This requirement has been added to the regulation along with the requirement that the audit and certification be submitted to the Board's Inspector General by March 1 of each year.

Supporting Documentation Included: Amended Regulation 5.001

Facilitators/Presenters: Tim Jones

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 51-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 threshold of 51-points 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.(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.(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.(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.(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.(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 51-point threshold, its institutional investment will be redistributed to the institutions meeting the 51-point threshold, based on the points earned by each institution.

(5) State Investment

(a) On a 100-point scale, institutions with the top three 3 scores shall be eligible for their proportional amount of the state's investment. In the case of a tie for the top three3 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.(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.(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.(3) The student success plan monitoring report shall be submitted to the Board of Governors on a date specified by the Chancellor.

4.(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.(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 their 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, x-x-19.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
August 29, 2019

SUBJECT: Board of Governors Regulation 7.003 Fees, Fines, and Penalties

PROPOSED COMMITTEE ACTION

Approve the Public Notice of Intent to Amend Regulation 7.003.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

Senate Bill 190 was signed by the Governor on June 18, 2019. Included in the bill are changes to the excess hour threshold.

Effective with the 2019 summer term and thereafter, an excess hour surcharge equal to 100 percent of the tuition rate will be charged for each credit hour in excess of 120 percent degree program hours. If a student changes their degree program, the excess hour threshold will only be adjusted if the number of credit hours required to complete the new degree program exceeds that of the original degree program.

Supporting Documentation Included: Amended Regulation 7.003

Facilitators/Presenters: Tim Jones

7.003 Fees, Fines and Penalties.

(1) The Board of Governors must authorize all fees assessed to students. Accordingly, the specific fees listed in this section, and the tuition and associated fees defined in Regulation 7.001, are the only fees that may be charged for state fundable credit hours without the specific approval of the board, except as authorized in Regulation 8.002. For purposes of clarification, the term "at cost" or "cost" as used in this regulation includes those increased costs that are directly related to the delivery of the goods, services, or programs.

(2) Each university board of trustees is authorized to assess the following fees at the statutory amounts listed:

(a) Security / Access / Identification Card, Duplicate Security / Access / Identification Card, Fee Card, or Passbook:
1. Annual – cost up to $10.00.
2. All duplicates – cost up to $15.00

(b) Orientation Fee – up to $35.00.
1. Effective fall 2011, the board of trustees of the University of West Florida may assess a $50 Orientation Fee.

(c) Admissions Deposit – Up to $200. The admissions deposit shall be imposed at the time of an applicant's acceptance to the university and shall be applied toward tuition upon registration and budgeted in the Student and Other Fee Trust Fund. In the event the applicant does not enroll in the university, the admissions deposit shall be budgeted in an auxiliary account of the university and used to expand financial assistance, scholarships, student academic and career counseling services, and admission services at the university.

(d) Transcript Fee – per item; up to $10.00.

(e) Diploma Replacement Fee – per item; up to $10.00.

(f) Service Charge – up to $15.00 for the payment of tuition and fees in installments.

(g) Audit Registration Fees -- Audit registration assures a course space for the student; however, no grade is awarded. This fee is the same as the tuition and associated fees provided in Regulation 7.001. Budgeting of fee proceeds shall be in the Student and Other Fee Trust Fund.

(h) Registration of Zero Hours -- Such registration provides for examinations, graduations, use of facilities, etc., when deemed appropriate by the institution. The student is assessed tuition and associated fees for one credit hour. The Zero Credit Fee shall be budgeted in the Student and Other Fee Trust Fund.

(i) Application Fee -- Individuals who make application for admission to universities within the State University System shall pay a non-refundable Application Fee of not more than $30.00. The fee shall be budgeted in the

Student and Other Fee Trust Fund. Provisions may be made to waive the application fee as specified by the university.

(j) Late Registration Fee -- Universities shall assess a Late Registration Fee to students who fail to register before the end of the regular registration period. This fee may also be assessed to students reinstated after their course schedules were cancelled due to non-payment of fees. The fee shall be not less than $50 nor more than $100 with a minimum of 50 percent budgeted to the Student and Other Fee Trust Funds and the balance budgeted in an Auxiliary Trust Fund. Provisions may be made to waive the Late Registration Fee as specified by the university.

(k) Late Payment Fee -- Universities may assess a Late Payment Fee to students who fail to pay, or make appropriate arrangements for payment (installment payment, deferment, or third-party billing), of tuition and associated fees by the deadline set by each university. The fee shall be not less than $50 nor more than $100 with a minimum of 50 percent budgeted to the Student and Other Fee Trust Fund and the balance budgeted in an Auxiliary Trust Fund. Provisions may be made to waive the Late Payment Fee as specified by the university.

(3) Before the board's last meeting of each calendar year, the university board of trustees shall notify the board of any potential increases in fees outlined in sub-paragraph (2). A university board of trustees may then submit a proposal for an increase in that fee to the Board of Governors' budget committee for consideration by the committee during a June meeting.

(a) The proposal shall be submitted in a format designated by the chancellor and include at a minimum:

1. The current and proposed increase to the fee and a description of the process used to determine the need for the increase, including any student involvement.
2. The service or operation currently being funded by the fee.
3. An analysis of whether the service or operation can be performed more efficiently to alleviate the need for any increase.
4. The additional or enhanced service or operation to be implemented.
5. Identification of other resources that could be used to meet this need.
6. The financial impact on students, including those with financial need.
7. The current revenue collected and expenditures from the current fee.
8. The estimated revenue to be collected and expenditures for the fee increase.

(b) The board will act upon the budget committee recommendation at the next scheduled meeting.

(c) An increase in these fees can only be implemented with the fall term.

(d) Every five years the university board of trustees shall review the fee increase to determine if the fee has met its intended outcomes and whether the fee should be increased, decreased or discontinued. The

university board of trustees shall submit its findings to the board. Any subsequent decreases or continuation in these fees are delegated to the university board of trustees, with notification to the chancellor.

(4) Each university board of trustees is authorized to establish separate activity and service, health, and athletic fees on the main campus, branch campus, or center.

(a) The fees shall be retained by the university and paid into the separate activity and service, health, and athletic funds. A university may transfer revenues derived from the fees authorized pursuant to this section to a university direct-support organization of the university pursuant to a written agreement approved by the Board of Governors.

(b) The sum of the activity and service, health, and athletic fees a student is required to pay to register for a course shall not exceed 40 percent of the tuition. Within the 40 percent cap, universities may not increase the aggregate sum of activity and service, health, and athletic fees more than 5 percent per year or the same percentage increase in tuition, whichever is higher.

(c) A university may increase its athletic fee to defray the costs associated with changing National Collegiate Athletic Association divisions. Any such increase in the athletic fee may exceed both the 40 percent cap and the 5 percent cap imposed by this subsection. Any such increase must be approved by the athletic fee committee in the process outlined in subparagraph (4)(d) and cannot exceed $2 per credit hour.

(d) Increases in the health, athletic, and activity and service fee must be recommended by a fee committee, at least one-half of whom are students appointed by the student body president. The remainder of the committee shall be appointed by the university president. A chairperson, appointed jointly by the university president and the student body president, shall vote only in the case of a tie. The recommendations of the committee shall take effect only after approval by the university president, after consultation with the student body president, and approval by the university board of trustees. An increase in these fees may occur only once each fiscal year and must be implemented beginning with the fall term.

(e) The student activity and service fee shall be expended for lawful purposes to benefit the student body in general. This shall include, but shall not be limited to, student publications and grants to duly recognized student organizations, the membership of which is open to all students at the university without regard to race, sex, or religion. The fee may not benefit activities for which an admission fee is charged to students, except for student-government-association-sponsored concerts. The allocation and expenditure of the fees shall be determined by the student government association of the university, except that the president of the university may veto any line item or portion thereof within the budget when

submitted by the student government association legislative body. The university president shall have 15 school days from the date of presentation of the budget to act on the allocation and expenditure recommendations, which shall be deemed approved if no action is taken within the 15 school days. If any line item or portion thereof within the budget is vetoed, the student government association legislative body shall within 15 school days make new budget recommendations for expenditure of the vetoed portion of the fees. If the university president vetoes any line item or portion thereof within the new budget revisions, the university president may reallocate by line item that vetoed portion to bond obligations guaranteed by activity and service fees.

(f) Unexpended fees and undisbursed fees remaining at the end of a fiscal year shall be carried over and remain in the student activity and service fund and be available for allocation and expenditure during the next fiscal year.

(5) Technology Fee – Each university board of trustees may establish a technology fee to be paid by all students. The fee may be up to 5 percent of the tuition charged per credit hour. The revenue from this fee shall be used to enhance instructional technology resources for students and faculty. The revenue and expenditures shall be budgeted in the Local Fund budget entity.

(6) Off-Campus Educational Activities - As used herein, "off-campus" refers to locations other than state-funded main campuses, branch campuses, or centers. Each university board of trustees is authorized to establish fees for state fundable off-campus course offerings when the location results in specific, identifiable increased costs to the university. These fees will be in addition to the tuition and associated fees charged to students enrolling in these courses on-campus. The additional fees charged are for the purpose of recovering the increased costs resulting from off-campus vis-à-vis on-campus offerings. The university shall budget the fees collected for these courses to the Student and Other Fee Trust Funds. Each university shall use the additional fees collected to cover the increased cost of these courses and reimburse the appropriate Educational and General fund, or other appropriate fund if the costs are incurred in other than Educational and General funds.

(7) Material and Supply Fees - Each university board of trustees is authorized to assess Material and Supply Fees not to exceed the amount necessary to offset the cost of materials or supply items which are consumed in the course of the student's instructional activities, excluding the cost of equipment and equipment repairs and maintenance. Revenues from such fees shall be budgeted in the Auxiliary Trust Fund.

(8) Housing Rental Rates – Basic rates for housing rental shall be set by each university board of trustees. In addition, the university board of trustees is authorized to establish miscellaneous housing charges for services provided by the university at the request of the students.

(9) Parking Fines, Permits and Decals -- Each university board of trustees shall establish charges for parking decals, permits and parking fines.

(10) Transportation Access Fee - Each university board of trustees is authorized to establish a transportation access fee, with appropriate input from students, to support the university's transportation infrastructure and to increase student access to transportation services.

(11) Returned Check Fee -- Each university board of trustees shall assess a service charge for unpaid checks returned to the university.

(12) Collection costs -- Each university board of trustees is authorized to assess a charge representing reasonable cost of collection efforts to effect payment for overdue accounts. Amounts received for collection costs shall be retained by the university.

(13) Service Charge -- Each university board of trustees is authorized to assess a service charge on university loans in lieu of interest and administrative handling.

(14) Educational Research Center for Child Development Fee -- Each university board of trustees is authorized to assess child care and service fees.

(15) Transient Student Fee – Each university board of trustees is authorized to assess a fee not to exceed $5.00 per course for accepting a transient student and processing the student's admissions application pursuant to Section 1006.73.

(16) Capital Improvement Fee – This fee may be used to fund any project or real property acquisition that meets the requirements of Chapter 1013. Each university board of trustees shall assess $4.76 per credit hour per semester. Any increase in the fee beyond $4.76 must be first recommended by a fee committee, at least half of whom are students appointed by the student body president. The remainder of the committee shall be appointed by the university president. A chairperson, appointed jointly by the university president and the student body president, shall vote only in the case of a tie. The recommendations of the committee shall take effect only after approval by the university president, after consultation with the student body president, and approval by the university board of trustees. An increase in these fees may occur only once each fiscal year and must be implemented beginning with the fall term. The fee may not exceed 10 percent of the tuition for resident students or 10 percent of the sum of tuition

and out-of-state fees for nonresident students. The fee for resident students shall be limited to an increase of $2 per credit hour over the prior year, and any proposed fee increases or decreases must be approved by the Board of Governors. No project proposed by a university which is to be funded by this fee shall be submitted to the Board of Governors for approval without prior consultation with the student government association of that university.

(17) Student Financial Aid Fee – Each university board of trustees is authorized to collect for financial aid purposes an amount not to exceed 5 percent of the tuition and out-of-state fee. The revenues from fees are to remain at each university. A minimum of 75 percent of funds from the student financial aid fee shall be used to provide financial aid based on demonstrated financial need. Each university shall report annually to the Board of Governors on the revenue collected pursuant to this subsection, the amount carried forward, the criteria used to make awards, the amount and number of awards for each criterion, and a delineation of the distribution of such awards. The report shall include an assessment by category of the financial need of every student who receives an award, regardless of the purpose for which the award is received. Awards which are based on financial need shall be distributed in accordance with the federal methodology for determining need. An award for academic merit shall require a minimum overall grade point average of 3.0 on a 4.0 scale or the equivalent for both initial receipt of the award and renewal of the award.

(18) Each university board of trustees is authorized to assess the following fees which will have varied amounts:

(a) Development Research School Fees – activity fees which shall be discretionary with each university.
(b) Library Fines – per book or unit, per day; the funds shall be budgeted to the Student and Other Fee Trust Fund.
(c) Overdue Reserve Library books – per book, per library hour; the funds shall be budgeted to the Student and Other Fee Trust Fund.
(d) Late Equipment Fee, Physical Education – per item, per day.
(e) Fees and fines relating to the use, late return, and loss and damage of facilities and equipment.
(f) Distance Learning Fee - Universities may assess a distance learning fee to any student enrolled in a course listed in the distance learning catalog. The average distance learning fee amount assessed by a state university may not exceed $30 per credit hour.

(19) Each university board of trustees is authorized to assess reasonable fees for incidental non-academic services provided directly to individuals. This could include, but not be limited to, fees for duplicating, lost keys, copyright material, breakage, standardized tests, library loans.

(20) Each university board of trustees is authorized to assess an international student service fee to cover the university costs associated with reporting requirements of the Student and Exchange Visitor Information System administered by the Department of Homeland Security for F-Visa and J-Visa degree seeking students.

(21) Excess Hour Fee –This fee shall be budgeted in the Student and Other Fee Trust Fund.

(a) State universities shall require a student to pay an excess hour surcharge for each credit hour in excess of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled. Each university must calculate an excess hour threshold for each student based on the number of credit hours required for the degree. For any student who changes degree programs, the excess hour threshold must be adjusted only if the number of credit hours required to complete the new degree program exceeds that of the original degree program.

(~~a~~ b) All state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education as a first-time-in-college student in fall 2009 or thereafter and prior to fall 2011 shall pay an excess hour fee equal to 50 percent of the undergraduate tuition identified in Regulation 7.001(3) for each credit hour in excess of 120 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(~~b~~ c) All state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education as a first-time-in-college student in fall 2011 and prior to fall 2012 shall pay an excess hour fee equal to 100 percent of the undergraduate tuition identified in Regulation 7.001(3) for each credit hour in excess of 115 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(~~c~~ d) All state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education as a first-time-in-college student in fall 2012 ~~or~~ through the 2019 spring term ~~and thereafter~~ shall pay an excess hour fee equal to 100 percent of the undergraduate tuition identified in Regulation 7.001(3) for each credit hour in excess of 110 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled. For the 2019 summer term and thereafter, an excess hour surcharge equal to 100 percent of the tuition rate for each credit hour in excess of 120 percent shall be paid. Effective July 1, 2018 each university shall refund the excess hour

surcharge assessed for up to 12 credit hours to any first-time-in-college student who completes a baccalaureate degree program within four years after their initial enrollment in a university.

(~~d~~ e) Each university shall implement a process for notifying students of this fee upon a student's initial enrollment. A second notice must be provided to the student when the student has attempted the number of credit hours needed to complete the baccalaureate degree program in which the student is enrolled. The second notice must include a recommendation that each student who intends to earn credit hours at the university in excess of the credit hours required for the baccalaureate degree program in which the student is enrolled meet with the student's academic advisor. The excess hours' determination shall be based on the baccalaureate degree program in which the student is enrolled. If a student changes degree programs, the excess hours' threshold shall be adjusted to the new program's required hours. Pursuant to Regulation 7.002(1), the university shall establish regulation procedures for the implementation of this section.

(~~e~~ f) All credit hours for courses taken at the university from which the student is seeking a baccalaureate degree shall be included when calculating the number of hours taken by a student, including:

1. Failed courses.
2. Courses dropped or withdrawn from after the university's advertised last day of the drop and add period, except as provided for in subparagraph (21)(f).
3. Repeated courses, except repeated courses for which the student has paid the full cost of instruction as provided in Regulation 7.001(11).
4. All credit hours earned at another institution and accepted for transfer by the university and applied toward the student's baccalaureate degree program.

(~~f~~ g) All credit hours earned under the following circumstances shall not be calculated as hours required to earn a baccalaureate degree:

1. College credits earned through an articulated accelerated mechanism.
2. Credit hours earned through internship programs.
3. Credit hours required for certification, recertification, or certificate programs.
4. Credit hours in courses from which a student must withdraw due to reasons of medical or personal hardship.
5. Credit hours taken by active-duty military personnel.
6. Credit hours required to achieve a dual major taken while pursing a baccalaureate degree.
7. Remedial and English as a Second Language credit hours.

8. Credit hours earned in military science courses that are part of the Reserve Officers' Training Corps program.

(22) Convenience fee – Each university board of trustees may establish a convenience fee when accepting payments by credit cards, charge cards, and debit cards. The fee shall not be greater than the cost of providing the service. The fee is not refundable to the payor.

(23) Before the Board of Governors' last meeting of each calendar year, the university board of trustees shall notify the board of any potential new fees that are being considered by the university. A university board of trustees may then submit a proposal for a new fee not currently authorized in board regulation or statute to the Board of Governors' budget committee for consideration by the committee during a June meeting.

(a) The proposal shall be submitted in a format designated by the chancellor, and include at a minimum:

1. The purpose to be served or accomplished with the fee.
2. The demonstrable student-based need for the fee that is currently not being met through existing university services, operations or another fee.
3. The process used to assure substantial student input or involvement.
4. Any proposed restrictions, limitations, or conditions to be placed on the fee.
5. The financial impact of the fee on students, including those with financial need.
6. The estimated revenue to be collected and proposed expenditures for the new fee.
7. The outcome measures that will be implemented to determine when the purpose of the fee will be accomplished.

(b) The aggregate sum of any fees approved by the board that a student is required to pay to register for a course shall not exceed 10 percent of tuition. All other fees shall be based on cost.

(c) The fee can only be implemented in the fall term.

(d) The revenue generated by this fee may not be transferred to an auxiliary enterprise or a direct-support organization and may not be used to pay or secure debt.

(e) The university shall account for the revenue and detailed expenditures of this fee in the Annual Report.

(f) The fee cannot be an extension of, or cover the same services, as an existing statutory fee.

(g) The fee cannot be utilized to create additional bonding capacity in an existing fee.

(h) The fee should support a new service or activity that is not currently supported or should be supported with education and general funds (state and tuition).
(i) The fee shall not supplant revenue from other sources that are currently used or have been used to support a service or activity.
(j) The fee should support a service or activity in which a majority of students is able to participate or from which derive a benefit.
(k) Once the board approves a fee under this section, a university fee committee shall be established similar to other existing fee committees.
(l) The board will act upon the budget committee recommendation at the next scheduled meeting.
(m) Every five years the university board of trustees shall review the fee to determine if the fee has met its intended outcomes and whether the fee should be increased, decreased or discontinued. The university board of trustees shall submit its findings to the board. Any subsequent decreases or continuation in these fees are delegated to the university board of trustees, with notification to the chancellor.
(n) If a university board of trustees' proposal is denied, within five calendar days the university board of trustees may request reconsideration by the board's Tuition Appeals Committee, which shall consist of the chair of the board and the chair of each board committee. The Tuition Appeals Committee will meet within ten calendar days after the Board of Governors denial to consider a university board of trustees request for reconsideration.

(24) Pursuant to subparagraph (23), the university boards of trustees designated below are authorized to assess the following fees:

(a) Green Fee – This fee may be assessed to establish or improve the use of renewable energy technologies or energy efficiencies that lower the university's greenhouse emissions.

1. University of South Florida: up to $1.00 per credit hour
2. New College of Florida: up to $1.00 per credit hour
3. University of West Florida: up to $1.00 per credit hour

(b) Test Preparation Fee – at cost. This fee may be assessed to increase accessibility to test preparation courses in programs where students are expected to obtain specific preparation for a practice-based examination.

1. Florida International University
2. Florida A&M University – (bar test preparation)

(c) Student Life and Services Fee – This fee may be assessed to expand student participation in transformational learning opportunities that build new and enhances ongoing activities which connect students to the institution.

1. University of North Florida: not to exceed 5 percent of tuition.

Authority: Section 7(d), Art. IX, Fla. Const.; History–Formerly BOR Rule 6C-7.003. Derived from 6C-2.74 and 6C-2.76, Amended and Renumbered 12-17-74, Amended 2-22-76, 6-22-76, 6-28-76, 11-1-76, 9-8-77, 2-14-79, 9-28-81, 12-7-82, 12-13-83, 10-2-84, Formerly 6C-7.03, Amended 1-8-86, 8-11-86, 12-25-86, 6-2-87, 10-17-89, 4-10-90, 1-7-91, 7-2-91, 9-15-91, 8-4-92, 11-9-92, 4-12-93, 5-30-93, 9-23-93, 8-1-94, 1-24-96, 4-16-96, 12-15-97, 8-28-00, 8-12-01, Amended and Renumbered as 7.003 9-25-08, Amended 12-10-09, 11-4-10, 9-15-11, 6-21-12, 11-08-12, 11-21-13, 9-22-16, 11-8-18, _____.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
August 29, 2019

SUBJECT: Board of Governors Regulation 7.008 Waiver and Exemptions of Tuition and Fees

PROPOSED COMMITTEE ACTION

Approve the Public Notice of Intent to Amend Regulation 7.008.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

Senate Bill 7098 was signed by the Governor on May 10, 2019.

Included in the bill is the requirement that boards of trustees must waive tuition and associated fees for children and spouses of deceased emergency medical technicians, paramedics, and active duty members of the United States Armed Forces. The amount waived by the university shall be an amount equal to the cost of tuition and associated fees for a total of 120 credit hours.

The child or spouse may attend on either a full-time or part-time basis. The benefits provided to a child under this section must continue until the child's 25th birthday. The benefits provided to a spouse under this subsection must commence within five years after the death occurs and may continue until the 10th anniversary of that death.

Upon failure of any child or spouse benefited by the provisions of this subsection to comply with the ordinary and minimum requirements of the institution attended, both as to discipline and scholarship, the benefits shall be withdrawn as to the child or spouse and no further moneys may be expended for the child's or spouse's benefits so long as such failure or delinquency continues.

Only a student in good standing in his or her respective university may receive the benefits.

A child or spouse receiving benefits under this subsection must be enrolled according to the customary rules and requirements of the university attended.

Supporting Documentation Included: Amended Regulation 7.008

Facilitators/Presenters: Tim Jones

7.008 Waivers and Exemptions of Tuition and Fees

(1) Each university board of trustees is authorized to waive tuition, non-resident tuition and associated fees for purposes that support and enhance the mission of the university. All tuition, non-resident tuition and associated fees waived must be based on regulations that are adopted by the university board of trustees and where applicable, consistent with regulations adopted by the Board of Governors.

(2) Each university shall have an individual designated as the university liaison to handle student issues and/or questions regarding waivers.

(3) The following categories of tuition and fee exemptions and waivers are established pursuant to Florida Statute and are considered mandatory:

(a) Deceased Law Enforcement, Correctional, or Correctional Probation Officers Employed by the State or Political Subdivision thereof – Each university board of trustees shall waive certain educational expenses that the child or spouse of the deceased officer incurs while obtaining an undergraduate education or a postgraduate education if a law enforcement, correctional, or correctional probation officer is accidentally killed or receives accidental bodily injury which results in the loss of the officer's life while engaged in the performance of the officer's law enforcement duties on or after June 22, 1990, or is unlawfully and intentionally killed or dies as a result of such unlawful and intentional act on or after July 1, 1980, while the officer was employed by a political subdivision of the state.

1. The amount waived by the university must~~shall~~ be in an amount equal to the cost of tuition and associated fees for a total of 120 credit hours. The child or spouse may attend on either a full-time or part-time basis. The benefits provided to a child under this section shall continue until the child's 25th birthday. The benefits provided to a spouse under this subsection must commence within five (5) years after the death occurs, and entitlement thereto shall continue until the 10th anniversary of that death.

2. Upon failure of any child or spouse who receives a waiver in accordance with~~benefited by the provisions of this~~ this subsection to comply with the ordinary and minimum requirements regarding discipline and scholarship of the institution attended, ~~both as to discipline and scholarship, the~~ such benefits ~~shall~~ must be withdrawn as to the child or spouse and no further moneys may be expended for the child's or spouse's benefits so long as such failure or delinquency continues.

3. Only a student in good standing in his or her respective university

may receive the benefits provided in this subsection.

4. A child or spouse receiving benefits under this subsection must be enrolled according to the customary rules and requirements of the university attended.

(b) Deceased Firefighters Employed by the State or a Political Subdivision thereof - Each university board of trustees shall waive certain educational expenses that the child or spouse of the deceased firefighter incurs while obtaining an undergraduate education or a postgraduate education if a firefighter is accidentally killed or receives accidental bodily injury which results in the loss of the firefighter's life while engaged in the performance of the firefighter's duties on or after June 22, 1990, or is unlawfully and intentionally killed or dies as a result of such unlawful and intentional act on or after July 1, 1980, while the firefighter was employed by a political subdivision of the state.

1. The amount waived by the university mustshall be in an amount equal to the cost

of tuition and associated fees for a total of 120 credit hours. The child or spouse may attend on either a full-time or part-time basis. The benefits provided to a child under this section shall continue until the child's 25th birthday. The benefits provided to a spouse under this subsection must commence within five (5) years after the death occurs, and entitlement thereto shall continue until the 10th anniversary of that death.

2. Upon failure of any child or spouse who receives a waiver in accordance with benefited by the provisions of this

subsection to comply with the ordinary and minimum requirements regarding discipline and scholarship of the institution attended, such both as to discipline and scholarship, the benefits must

shall be withdrawn as to the child or spouse and no further moneys may be expended for the child's or spouse's benefits so long as such failure or delinquency continues.

3. Only a student in good standing in his or her respective university may receive the benefits provided in this subsection.

4. 4. A child or spouse receiving benefits under this subsection must be enrolled according to the customary rules and requirements of the university attended.

(c) Deceased Emergency Medical technician or Paramedic Employed by the State or Political Subdivision thereof – Each university board of trustees shall waive certain educational expenses that the child or spouse of a deceased emergency medical technician or paramedic incurs while obtaining an undergraduate education or postgraduate education if an emergency medical technician or paramedic is accidentally killed or receives an accidental bodily injury that subsequently results in the loss of the emergency medical

technician's or paramedic's life while engaged in the performance of his or her duties on or after July 1, 2019.

1. The amount waived by the university must be in an amount equal to the cost of tuition and associated fees for a total of 120 credit hours. The child or spouse may attend on either a full-time or part-time basis. The benefits provided to a child under this section must continue until the child's 25th birthday. The benefits provided to a spouse under this subsection must commence within five (5) years after the death occurs, and entitlement thereto may continue until the 10th anniversary of that death.

2. Upon failure of any child or spouse who receives a waiver in accordance with this subsection to comply with the ordinary and minimum requirements regarding discipline and scholarship of the institution attended, such benefits to the child or spouse must be withdrawn and no further moneys may be expended for the child's or spouse's benefits so long as such failure or delinquency continues.

3. Only a student in good standing in his or her respective university may receive the benefits provided in this subsection.

4. A child or spouse receiving benefits under this subsection must be enrolled according to the customary rules and requirements of the university attended.

(de) Deceased Teacher or School Administrator Employed by a Florida District school Board – Each university board of trustees shall waive certain educational expenses that the child of the deceased teacher or school administrator incurs while obtaining an undergraduate education or a postgraduate education if the teacher or school administrator is killed or is injured and dies as a result of an unlawful and intentional act, provided such killing or injury inflicted by another person and the motivation for the act is related in whole or part to the fact that the individual is a teacher or school administrator, or such act is inflicted while he or she is engaged in the performance of teaching duties or schooladministration duties while employed by a Florida district school board. The amount waived by the university shall be an amount equal to the cost of tuition and associated fees for a total of 120 credit hours at a university. The child may attend on either a full-time or part-time basis. The benefits provided under this paragraph shall continue until the child's 25th birthday.

1. Upon failure of any child benefited by the provisions of this paragraph to comply with the ordinary and minimum requirements of the university attended, both as to discipline and scholarship, the benefits shall be withdrawn as to the child and no further moneys may be expended for the child's benefits so long as such failure or delinquency continues.

2. A student who becomes eligible for benefits under the provisions of this paragraph while enrolled in a university must be in good standing with the institution to receive the benefits provided herein.
3. A child receiving benefits under this paragraph must be enrolled according to the customary rules and requirements of the university attended.

(e) Deceased Active Duty Member of the United State Armed Forces – Each university board of trustees must waive certain educational expenses that the child or spouse of the deceased active duty United States Armed Forces member incurs while obtaining an undergraduate education or a postgraduate education if a member is killed or receives bodily injury while on active duty which results in the loss of the member's life, provided that such killing is not the result of suicide and that such bodily injury is not intentionally self-inflicted. Members of the Florida National Guard who are killed, or who die as the result of injuries incurred, while on active duty qualify for educational benefits as a member of the United States Armed Forces as provided in this subsection.

1. The amount waived by the university must be in an amount equal to the cost of tuition and associated fees for a total of 120 credit hours. The child or spouse may attend on either a full-time or part-time basis. The benefits provided to a child under this section must continue until the child's 25th birthday. The benefits provided to a spouse under this subsection must commence within five (5) years after the death occurs and may continue until the 10th anniversary of that death.

2. Upon failure of any child or spouse who receives a waiver in accordance with this subsection to comply with the ordinary and minimum requirements regarding discipline and scholarship of the institution attended, such benefits to the child or spouse must be withdrawn and no further moneys may be expended for the child's or spouse's benefits so long as such failure or delinquency continues.

3. Only a student in good standing in his or her respective university may receive the benefits provided in this subsection.

4. A child or spouse receiving benefits under this subsection shall be enrolled according to the customary rules and requirements of the university attended.

(f~~d~~) Wrongfully Incarcerated – A university shall waive tuition and associated fees for up to 120 hours of instruction if the wrongfully incarcerated person meets and maintains the regular admission requirement of the university; remains registered and makes satisfactory academic progress as defined by the university in which the person is enrolled. A wrongfully incarcerated person is someone who has had a felony conviction and sentence vacated by a court and the original sentencing court has issued its order finding that the person neither committed the act, nor did not aid, abet or act as an accomplice or accessory to the act or offense.

(ge) Acceleration – Each university board of trustees shall waive tuition and associated fees for eligible secondary, or home educated, students who enroll in postsecondary courses that are creditable toward both a Florida high school diploma and an associate or baccalaureate degree. Early admission is a form of dual enrollment through which eligible secondary students enroll in a postsecondary institution on a full-time basis in courses that are creditable toward the high school diploma and the associate or baccalaureate degree.

(hf) Florida Department of Children and Families - Each university board of trustees shall exempt from the payment of tuition and associated fees, including lab fees, any student who is or was at the time he or she reached the age of 18 in the custody of the Department of Children and Families or a relative or nonrelative under section 39.5085, Florida Statutes; who was adopted from the Department of Children and Families after May 5, 1997; or after spending at least six (6) months in the custody of the Department of Children and Families after reaching 16 years of age. Additionally, material and supply fees and fees associated with enrollment in career-preparatory instruction shall be exempted. Any student requesting this exemption must provide certification of eligibility from the Department of Children and Families or its contracted providers to the university in which the student seeks to enroll. This exemption shall remain valid up until the time the student reaches the age of 28.

(ig) Homeless – Each university board of trustees shall waive tuition and associated fees for any student who lacks a fixed, regular, and adequate nighttime residence, excluding university housing, or whose primary nighttime residence is a public or private shelter designed to provide temporary residence for individuals intended to be institutionalized, or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

(jh) Child Protection and Child Welfare Personnel – Employees as defined in section 402.403, Florida Statutes, who are enrolled in an accredited master's degree in social work or a certificate program, and maintain at least a grade of 'B' in all courses are exempt from tuition and fees.

1. Eligible employees shall have an approved Department of Children and Families, community-based agency or a subcontractor waiver form stating that the necessary employment qualifications have been met.

(ki) School Psychology Training Program – Each university board of trustees shall waive tuition and associated fees for internship credit hours applicable to an internship in the public school system under the supervision of the Florida Department of Education certified school psychologist employed by the school system for any graduate student.

(lj) Purple Heart Recipients – Each university board of trustees shall waive undergraduate tuition and associated fees for each recipient of a Purple Heart, or another combat decoration superior in precedence which was awarded for valor, and who:

1 . Is enrolled as a full-time, part-time, or summer-school student in an undergraduate program that terminates in a degree or certificate;
2 . Is currently, or was at the time of the military action that resulted in the awarding of the Purple Heart or other combat decoration superior in precedence, a resident of this state; and
3 . Submits to the university the DD-214 form issued at the time of separation from service as documentation that the student has received a Purple Heart or another combat decoration superior in precedence. In situations where admissions or financial aid application deadlines preclude providing a DD-214 in time to meet such a deadline, the official (service specific) transmitting correspondence that would normally accompany such an award to a previously discharged service member would suffice until an updated DD-214 could be obtained and presented to the postsecondary institution. However, the updated DD-214 must be submitted to the postsecondary institution by the start of the student's next term of enrollment for continued eligibility for the waiver. In situations where a service member is on active duty and has not been issued a DD-214, the official (service specific) transmitting correspondence that would normally accompany such an award or a certification of the appropriate combat award by the service specific administrative record holder [e.g., Adjutant, G-1 (general staff officer - personnel), or JAG (Judge Advocate General)] would meet the documentation requirement.
4. A waiver for a Purple Heart recipient or recipient of another combat decoration superior in precedence shall be applicable for 110 percent of the number of required credit hours of the degree or certificate program for which the student is enrolled. This waiver is considered "countable aid" for student financial aid purposes. Therefore, if this waiver is administered by an office other than the college financial aid office, college officials must notify the Director of Financial Aid that a student has qualified for the waiver. The waiver covers only tuition and fees associated with credit hour instruction provided directly by the university and does not include any additional fees that may be charged for specialized programs or by external organizations. This includes, but is not limited to, flight school, study abroad travel and living expenses, and courses taken elsewhere as a transient student.

(mk) Non-resident Waiver – Each university board of trustees shall waive out-of-state fees, including the out-of-state financial aid fee, for students, including, but not limited to, students who are undocumented for federal immigration purposes, who meet the following conditions:

1. Attended a secondary school in this state for three (3) consecutive years immediately before graduating from a high school in this state;
2. Apply for enrollment in an institution of higher education with 24 months after high school graduation; and
3. Submit an official Florida high school transcript as evidence of attendance and graduation.
4. The waiver is applicable for 110 percent of the required credit hours of the undergraduate degree or certificate program for which the student is enrolled.
5. A state university student granted an out-of-state fee waiver must be considered a non-resident student for purposes of calculating the system-wide total enrollment of non-resident students as limited in Regulation 7.006.
6. A student who is granted an out of state fee waiver is not eligible for state financial aid.
7. Each university shall, within the non-resident student enrollment system-wide, prioritize the enrollment of a veteran who is granted an out-of-state fee waiver pursuant to paragraph L over a student who is granted an out-of-state fee waiver under this paragraph.

(n~~l~~) Veterans – Each university board of trustees shall waive out-of-state fees for honorably discharged veterans of the United States Armed and Reserve Forces (Air Force, Army, Coast Guard, Marines, and Navy) and the National Guard (Army and Air) who physically reside in Florida while enrolled at a university. Persons who are entitled to and uses educational assistance provided by the United States Department of Veterans Affairs also qualify for this waiver if they physically reside in Florida while enrolled at the university in any term beginning after July 1, 2015. Tuition and fees charged to a veteran or person who qualifies for the out-of-state fee waiver under this subsection may not exceed the tuition and fees charged a resident student enrolled in the same course~~program.~~.

(o~~m~~) Active Duty – Each university board of trustees shall waive out-of-state fees for a person who is an active duty member of the Armed Forces of the United States residing or stationed outside of the state. Tuition and fees charged to a student who qualifies for the out-of-state fee waiver may not exceed the tuition and fees charged to a resident student.

(p~~n~~) Welfare Transition Program – Each university board of trustees shall exempt tuition and fees for any student enrolled in an employment and training program under the welfare transition program. The local workforce development board shall pay the state university for costs incurred for welfare transition program participants.

(q~~o~~) State Employees – Each university board of trustees shall waive tuition and

fees for state employees, subject to approval by an employee's agency head or the equivalent, to enroll in up to six credit hours of courses per term on a space-available basis. This does not include persons employed by a state university.

(4) The following general categories of tuition and fee exemptions and waivers are established pursuant to Florida Statute and are considered discretionary:

(a) Florida Linkage Institutes – Each university board of trustees may exempt up to 25 full-time equivalent students per year from the payment of out-of-state fee and out-of-state financial aid fee for students enrolled through the Florida Linkage Institutes Program.

(b) A university may waive the tuition differential for students who meet the eligibility requirements for the Florida public assistance grant.

(c) Intern Supervisors – Persons who supervise interns for institutions within the State University System may be given one non-transferable certificate (fee waiver) for each full academic term during which the person serves as an intern supervisor. This certificate shall provide for waiver of the basic fee (as defined in Regulation 7.001).

1. Certificate holders are entitled to a waiver of tuition for a maximum of six (6) hours credit instruction (including credit through continuing education) during a single term at any state university.
2. Certificates shall be valid for three (3) years from date of issuance.
3. Eligible recipients of an Intern Participation Certificate may be identified by a university as a person who engages in the direct supervision of at least one university intern for 300 contact hours, which may be accumulated over multiple semesters provided at least 100 contact hours of direct supervision is provided per semester.
4. To be eligible for a Certificate, the internship program must be an essential part of the course of instruction and must be required as part of the degree.
5. Each university shall develop procedures and policies to govern the issuance, distribution, security, and redemption of certificates.
6. Each university shall maintain accurate data on Intern Participation Certificates and annually submit a report of certificate activity to the Board of Governors according to a prescribed format.

(d) University Employees – Each university board of trustees may allow full-time university employees to enroll up to six 6 credit hours of tuition-free courses per term on a space available basis.

(e) Florida residents 60 years of age or older - Each university board of trustees may waive any or all application, tuition, and associated fees for persons 60 years

of age or older who are residents of this state and who enroll to audit courses being offered for college credit. No academic credit shall be awarded for attendance in classes for which fees are waived under this subsection. This privilege may be granted only on a space-available basis, if such classes are not filled as of the close of registration. A university may limit or deny the privilege for courses which are in programs for which the Board of Governors has established selective admissions criteria. Persons paying full fees and state employees taking courses on a space-available basis shall have priority over those persons whose fees are waived in all cases where classroom spaces are limited.

(f) Public School Classroom Teacher – Each university board of trustees may waive tuition and fees for a classroom teacher who is employed full-time by a school district and who meets the academic requirements established by the university for up to six (6) credit hours per term on a space-available basis in undergraduate courses related to special education, mathematics or science approved by the Department of Education. The waiver may not be used for courses scheduled during the school district's regular school day.

(g) Sponsored Credit Courses and Programs – Each university board of trustees is authorized to waive tuition, associated fees and material and supply fees for participants in sponsored credit courses and programs in accordance with Board of Governors Regulation 8.002 and pursuant to a regulation adopted by the university board of trustees under Board Regulation 7.008, and section 1009.26(9), Florida Statutes.

(h) Non-resident students – Non-resident students who are non-degree seeking may be entitled to a waiver of the out-of-state fee if the credit hours generated by such students are non-state fundable and the cost for the program of study is recovered from the fees charged to all students.

(i) Admissions Deposit – A university that establishes an admissions deposit must adopt policies that provide for the waiver of this deposit on the basis of financial hardship.

(5) Each university shall report the purpose, number, authority, and value of all fee waivers and exemptions granted annually in a format prescribed by the Board of Governors. For these reporting purposes, there is no differentiation between waivers and exemptions.

Authority: Section 7(d), Art. IX, Fla. Const.; History–Formerly BOR Rule 6C-7.008 and 6C-2.53, Amended 7-19-74, Amended and Renumbered 12-17-74, Amended 1-10-78, 9-28-81, 8-11-85, Formerly 6C-7.08, Amended 12-25-86, 9-7-87, 12-9-91,

11-9-92, 9-23-93, 8-1-94, 10-10-95, 4-16-96, 12-15-97, Amended and Renumbered as 7.008 9-25-08, Amended 12-10-09, 9-17-10, 11-08-12, 11-21-13, 11-06-14, 09-03-15, 9-22-16, 8-31-17.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
August 29, 2019

SUBJECT: Board of Governors Regulation 9.007 State University Operating Budgets

PROPOSED COMMITTEE ACTION

Approve the Public Notice of Intent to Amend Regulation 9.007.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

This regulation is being amended to include requirements in Senate Bill 190 that was approved by the Governor on June 18, 2019 and to provide clarification and guidance on other operating budget issues. The following changes include:

- Requires Board of Trustees and Board of Governors to approve the use of carryforward spending plans.
- Clarifies that Education & General (E&G) funds can be used for furniture, fixtures, and equipment.
- Clarifies that E&G funds can be used to maintain, repair, remodel, and renovate existing E&G facilities and space.
- Clarifies the use of interest and investment earnings.
- Defines non-recurring expenditures.
- Requires amendments to the carryforward spending plans be reported to the Board of Governors.

Supporting Documentation Included: Amended Regulation 9.007

Facilitators/Presenters: Tim Jones

9.007 State University Operating Budgets

(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 is 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 represent 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 E&G balances from all prior-period E&G appropriations) shall be included in the actual history fiscal year reporting. University budgeted E&G carryforward funds shall not be included in any estimated-year (budgeted) amounts shall be reported in the E&G Carryforward Spending Plan Fund Balance Composition Report.

1. Except as Unless otherwise provided expressed 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,, furniture, fixtures, and equipment, student services, libraries, administrative support, 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), but not limited to, student successa contingency for unfunded enrollment growth, potential budget reductions, anticipated increases in university operations, and prior year encumbrances. The ending E&G carryforwardfund 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) percentfive (5) percent of the approved total, the universitypresident shall provide a written notification and planexplanation 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 14.0025) 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;
    c. Completion of a remodeling or infrastructure project (as defined in Board Regulation 14.0025), 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.

2.6. 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 Science
UF Health Science Center
USF Medical Center
FSU Medical School
UCF Medical School
FIU Medical School
FAU Medical School
FAMU-/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 SUS 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 not be included in any estimated-year (budgeted) amounts, but shall be reportedbudgeted 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 or other) earnings 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 interest earnings are not to be utilized for non-E&G related activities or for fixed capital outlay activities except as provided where expressly allowed by law. Interest Earnings 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 interest earnings for the estimated year from invested E&G funds should not be included when building the detailed operating budget schedules. Estimated-year E&G interest 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 except as otherwise provided where expressly allow 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 ChancellorB.

Authority: Section 7(d), Art. IX, Fla. Const., History: New 12-6-07, Amended 11-21-13, 9-22-16, _____.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
August 29, 2019

SUBJECT: 2019-2020 State University System Operating Budget

PROPOSED COMMITTEE ACTION

Approve the 2019-2020 State University System Operating Budget.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Regulation 9.007

BACKGROUND INFORMATION

Each state university is required to submit a detailed operating plan for each budget entity for the 2019-2020 fiscal year. The State University System (SUS) operating budget consists of five different budget entities: 1) Education and General, 2) Contracts and Grants, 3) Auxiliary Enterprises, 4) Local Funds, and 5) Faculty Practice Plans.

1. The Education and General (E&G) budget entity includes the allocation of funds appropriated by the 2019 Legislature, student tuition, and other previously appropriated funds. The E&G budget entity contains resources that provide educational opportunities to citizens through instructional programs; research directed toward solving technical, social, and economic problems facing the state and nation; and public service programs. Universities have flexibility in the development of the E&G operating budget but must report in the traditional SUS categories.

2. The Contracts and Grants budget entity supports research and public service through awards from federal, state, and local sources.

3. Auxiliary Enterprises budget entity is comprised of ancillary support units such as student housing, food service, bookstores, parking services, and computer support.

4. The Local Funds budget entity consists of operating resources for student activities, athletics, concessions, student financial aid, technology fee, Board-approved local fees, and self-insurance programs.

5. Finally, the Faculty Practice Plans budget entity provides for clinical activities associated with the University of Florida and University of South Florida Health Centers, and the Florida State University, University of Central Florida, and Florida International University Medical Schools.

Each university Board of Trustees has approved an operating budget. The universities have developed their budgets in accordance with Board Regulation 9.007 State University System Operating Budgets. The regulation requires each university to maintain an unencumbered balance in the E&G fund equal to or greater than seven percent of the university Board of Trustees approved operating budget.

Supporting Documentation Included:	State University System Operating Budget and Summary and University Schedule I (To be Provided)
Facilitators/Presenters:	Mr. Tim Jones

STATE UNIVERSITY SYSTEM OF FLORIDA
2019-2020 System Operating Budget
University Summary Schedule I Reports

The state universities are required to submit a detailed plan for each budget entity for the 2019-2020 fiscal year. Universities have developed their budgets in accordance with Board of Governors Regulation 9.007 – State University System Operating Budgets. Each university Board of Trustees has approved an operating budget for the current year.

The State University System (SUS) operating budget consists of five different budget entities: 1) Education and General, which includes both non-medical and medical entities, 2) Contracts and Grants, 3) Auxiliary Enterprises, 4) Local Funds, and 5) Faculty Practice Plans which are affiliated with the universities' medical programs. A description of these entities is provided below:

1. The **Education and General** budget funds the general instruction, research, and public service operations of the universities. A large portion of the system's 2019-2020 beginning fund balance reserves ($361.4 million) is dedicated to meeting the 7% reserve requirement set forth in Section 1011.45(1) of the Florida Statutes. Additionally, millions of dollars have been reserved by the SUS to cover the costs associated with the hiring of faculty, maintenance of facilities and equipment, the maintenance of each university's financial software system, various research enhancement programs and initiatives, and the potential for budget reduction shortfalls.
   NOTES:
   1) For fiscal 2019-20, the Board of Governors will not be approving the non-operating expenditures line items for University E&G Carryforward or Fixed Capital Outlay. These items will be reviewed and approved at the October 3, 2019, Budget and Finance Committee meeting.
   2) The Florida Postsecondary Comprehensive Transition Program estimated activity, for which the University of Central Florida is the fiscal agent, is reflected in the Education and General budget column.

2. The **Contracts and Grants** budget contains activities in support of research, public service, and training. Large fund balances are due to the timing of receipt of federal contracts or grants.

3. **Auxiliaries** are ancillary support units on each university campus. Major activities include housing, food services, bookstores, student health centers, facilities management, and computer support. Ending fund balances includes financial activities such as debt service payments, reserves, repair and replacement reserves for future maintenance costs, construction and renovation of auxiliary facilities, and prior-year encumbrances.

4. **Local Funds** include the following university activities:
a) **Student Activities –** Supported primarily by the student activity and service fee revenues generated by the operations of student government, cultural events, organizations, and intramural/club sports.
b) **Financial Aid –** This activity represents the financial aid amounts for which the university is fiscally responsible. Examples include the student financial aid fee, bright futures, federal grants, college work study, and scholarships. The ending fund balance represents a timing difference between the receipt of the funds and disbursement to students.
c) **Concessions –** These resources are generated from various vending machines located on the university campuses.
d) **Athletics –** Revenues are primarily derived from the student athletic fee, ticket sales, and sales of other goods and services. Sufficient fund balances are maintained to provide the necessary support for ongoing athletic activities.
e) **Technology Fee –** Revenues generated from this fee are to be used to enhance instructional technology resources for students and faculty.
f) **Board Approved Local Fees –** Resources generated from these local fees are utilized to address student-based needs not currently being met through existing university services, operations, or another fee.
g) **Self-Insurance Programs –** These programs at UF, FSU, USF, UCF, FAU, and FIU are directed by the respective self-insurance councils and the captive insurance companies (these companies underwrite the risks of its owner and the owner's affiliates). These activities are supported by premiums charged to the insured individuals and entities (primarily medical faculty and institutions).

5. **Faculty Practice –** The Faculty Practice Plans collect and distribute income from faculty billings for patient services to the University of Florida, Florida State University, University of South Florida, Florida Atlantic University, University of Central Florida, and Florida International University Medical Schools and Health Science Centers.

Other notes referred to on the Summary Schedule I report are:

6. Other Receipts/Revenues includes items such as interest, penalties, refunds, admissions, fines, taxes, etc.

7. Other Non-Operating Expenditures include items such as refunds, payment of sales taxes, or indirect costs.

The following Summary Schedule I reports were provided to the Board of Governors' Office of Budgeting and Fiscal Policy as a component of each state university's annual operating budget for fiscal year 2019-2020.

STATE UNIVERSITY SYSTEM OF FLORIDA
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Main Campus	FAMU-FSU Joint College of Engineering	UF- IFAS	Medical Schools	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Faculty Practice Plans[5]	Summary
1 Beginning Fund Balance	$1,168,927,869	$1,054,118,503	$ 1,133,196	$ 28,039,846	$ 85,636,324	$1,219,985,631	$1,228,751,585	$ 502,491,913	$ 308,055,212	$ 4,428,212,210
2										
3 Receipts/Revenues										
4 General Revenue	$ 2,754,852,088	$2,299,789,121	$ 14,493,616	$150,178,455	$ 290,390,896					$ 2,754,852,088
5 Lottery	$ 381,276,085	$ 342,732,781		$ 17,079,571	$ 21,463,733					$ 381,276,085
6 Student Tuition	$ 1,868,711,535	$1,709,957,797			$ 158,753,738		$ 46,389,581	$ 15,952,717		$ 1,931,053,833
7 Phosphate Research	$ 2,945,111	$ 2,945,111								$ 2,945,111
8 Other U.S. Grants	$ 12,044,000			$ 12,044,000	$ -	$1,224,037,624	$ 500,000	$1,474,092,178		$ 2,710,673,802
9 City or County Grants						$ 4,409,009				$ 4,409,009
10 State Grants						$ 110,500,220	$ 180,230	$ 618,812,087		$ 729,492,537
11 Other Grants and Donations						$ 272,495,546	$ 534,351	$ 68,511,580	$ 4,539,762	$ 346,081,239
12 Donations / Contrib. Given to the State	$ 18,500,414				$ 18,500,414	$ 774,752,270	$ 5,392,790	$ 4,744,961		$ 803,390,435
13 Sales of Goods / Services	$ 24,080,577			$ 4,124,500	$ 19,956,077	$ 32,343,877	$ 616,662,495	$ 184,254,363	$ 181,165,376	$ 1,038,506,688
14 Sales of Data Processing Services							$ 25,925,000			$ 25,925,000
15 Fees	$ 3,850,000	$ 3,850,000				$ 677,080	$ 418,811,100	$ 393,707,846	$ 924,549,792	$ 1,741,595,818
16 Miscellaneous Receipts						$ 28,193,323	$ 406,695,496	$ 163,491,920	$ 350,620,192	$ 949,000,931
17 Rent	$ 1,470,882			$ 371,800	$ 1,099,082	$ 304,386	$ 115,661,883		$ 511,017	$ 117,948,168
18 Concessions							$ 2,534,777	$ 1,041,980		$ 3,576,757
19 Assessments / Services								$ 12,171,435		$ 12,171,435
20 Other Reciepts / Revenues[6]	$ 15,286,597	$ 13,264,478	$ 50,000	$ 50,900	$ 1,921,219	$ 23,656,388	$ 86,706,269	$ 29,117,522	$ 22,924,400	$ 177,691,176
21 Subtotal:	$5,083,017,289	$4,372,539,288	$ 14,543,616	$183,849,226	$ 512,085,159	$2,471,369,723	$1,725,993,972	$2,965,898,589	$1,484,310,539	$13,730,590,112
22 Transfers In	$ 1,718,174	$ 379,066		$ 84,000	$ 1,255,108	$ 733,263,412	$ 338,261,551	$ 322,230,279	$ 1,885,887	$ 1,397,359,303
23 Total - Receipts / Revenues:	$5,084,735,463	$4,372,918,354	$ 14,543,616	$183,933,226	$ 513,340,267	$3,204,633,135	$2,064,255,523	$3,288,128,868	$1,486,196,426	$15,127,949,415
24										
25 Operating Expenditures										
26 Salaries and Benefits	$ 3,630,094,199	$3,089,720,711	$ 11,610,698	$143,085,612	$ 385,677,178	$1,247,715,740	$ 581,664,243	$ 236,809,292	$ 349,338,349	$ 6,045,621,823
27 Other Personal Services	$ 243,443,533	$ 216,399,031	$ 1,080,805	$ 806,695	$ 25,157,002	$ 354,748,331	$ 156,758,957	$ 71,589,012	$ 381,615	$ 826,921,448
28 Expenses	$ 943,291,431	$ 811,490,904	$ 1,790,438	$ 36,642,887	$ 93,367,202	$ 826,819,093	$ 879,646,708	$1,541,326,773	$ 307,355,143	$ 4,498,439,148
29 Operating Capital Outlay	$ 8,435,535	$ 7,353,364	$ 2,420	$ 405,500	$ 674,251	$ 44,740,674	$ 18,760,781	$ 9,243,396	$ 34,971,088	$ 116,151,474
30 Risk Management	$ 23,261,636	$ 19,620,143	$ 9,255	$ 1,719,660	$ 1,912,578	$ 639,972	$ 2,118,296	$ 564,186		$ 26,584,090
31 Financial Aid	$ 127,575,821	$ 123,025,821			$ 4,550,000	$ 546,719		$ 697,944,785		$ 826,067,325
32 Scholarships	$ 7,820,000	$ 7,820,000				$ 250,000	$ 4,379,184	$ 543,160,295		$ 555,609,479
33 Waivers	$ 1,591,584	$ 1,591,584								$ 1,591,584
34 Finance Expense	$ 5,000			$ 5,000		$ 128,643	$ 62,635			$ 196,278
35 Debt Service	$ 1,514,846	$ 1,514,846				$ 489,646	$ 69,428,891	$ 11,077,967	$ 3,357,752	$ 85,869,102
36 Salary Incentive Payments	$ 166,385	$ 166,385								$ 166,385
37 Law Enforcement Incentive Payments	$ 14,799	$ 14,799								$ 14,799
38 Library Resources	$ 47,581,413	$ 43,471,313			$ 4,110,100	$ 10,642	$ 155,884	$ 2,200		$ 47,750,139
39 Institute of Government										$ -
40 Regional Data Centers - SUS						$ 84,400				$ 84,400
41 Black Male Explorers Program	$ 198,000	$ 198,000								$ 198,000
42 Phosphate Research	$ 2,945,111	$ 2,945,111								$ 2,945,111
43 Other Operating Category	$ 8,156,296	$ 8,156,296								$ 8,156,296
44 Total Operating Expenditures :	$5,046,095,589	$4,333,488,308	$ 14,493,616	$182,665,354	$ 515,448,311	$2,476,173,860	$1,712,975,579	$3,111,717,906	$ 695,403,947	$13,042,366,881
45										
46 Non-Operating Expenditures										
47 Transfers	$ 1,136,619			$ 210,700	$ 925,919	$ 681,645,841	$ 445,329,068	$ 194,425,748	$ 770,832,179	$ 2,093,369,455
48 Fixed Capital Outlay	$ 43,454,772	$ 43,454,772				$ 1,504,000	$ 11,319,595	$ 325,000		$ 56,603,367
49 Carryforward (From Prior Period Funds)	$ 593,976,534	$ 528,079,826	$ 118,643	$ 16,190,154	$ 49,587,911					$ 593,976,534
50 Other[7]										$ -
51 Total Non-Operating Expenditures :	$ 638,567,925	$ 571,534,598	$ 118,643	$ 16,400,854	$ 50,513,830	$ 683,149,841	$ 456,648,663	$ 194,750,748	$ 770,832,179	$ 2,743,949,356
52										
53 Ending Fund Balance :	$ 568,999,818	$ 522,013,951	$ 1,064,553	$ 12,906,864	$ 33,014,450	$1,265,295,065	$1,123,382,866	$ 484,152,127	$ 328,015,512	$ 3,769,845,388
54										
55 Fund Balance Increase / Decrease :	$ (599,928,051)	$ (532,104,552)	$ (68,643)	$ (15,132,982)	$ (52,621,874)	$ 45,309,434	$ (105,368,719)	$ (18,339,786)	$ 19,960,300	$ (658,366,822)
56 Fund Balance Percentage Change :	-51.32%	-50.48%	-6.06%	-53.97%	-61.45%	3.71%	-8.58%	-3.65%	6.48%	-14.87%

UNIVERSITY OF FLORIDA
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	IFAS E&G[1]	HSC E&G[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Faculty Practice[5]	Summary
1 Beginning Fund Balance	$222,655,158	$ 28,039,846	$ 14,408,308	$ 836,345,024	$248,131,362	$260,781,169	$ 260,158,981	$ 1,870,519,848
2								
3 Receipts/Revenues								
4 General Revenue	$429,884,006	$150,178,455	$107,622,434					$ 687,684,895
5 Lottery	$ 63,020,006	$ 17,079,571	$ 7,898,617					$ 87,998,194
6 Student Tuition	$337,415,000		$ 35,840,000					$ 373,255,000
7 Phosphate Research								$ -
8 Other U.S. Grants		$ 12,044,000		$ 361,245,532		$311,128,835		$ 684,418,367
9 City or County Grants								$ -
10 State Grants				$ 42,325,033	$ 876	$173,239,545		$ 215,565,454
11 Other Grants and Donations				$ 145,352,441		$ 40,654,967		$ 186,007,408
12 Donations / Contrib. Given to the State			$ 18,500,414	$ 774,752,270	$ 5,392,790	$ 4,744,961		$ 803,390,435
13 Sales of Goods / Services		$ 4,124,500	$ 19,956,077	$ 4,431,173	$242,955,648	$113,098,992	$ 172,957,976	$ 557,524,366
14 Sales of Data Processing Services								$ -
15 Fees	$ 3,850,000				$ 85,288,004	$ 36,928,161	$ 713,355,081	$ 839,421,246
16 Miscellaneous Receipts				$ 1,548,915	$ 17,857,426	$ 2,465,144	$ 189,442,106	$ 211,313,591
17 Rent		$ 371,800	$ 1,099,082	$ 304,386	$ 7,340,482			$ 9,115,750
18 Concessions					$ 119,777	$ 978,980		$ 1,098,757
19 Assessments / Services						$ 12,171,435		$ 12,171,435
20 Other Reciepts / Revenues[6]	$ 100,000	$ 50,900	$ 8,872	$ 12,746,833	$ 2,909,650	$ 20,037,940	$ 22,889,400	$ 58,743,595
21 Subtotal:	$834,269,012	$183,849,226	$190,925,496	$1,342,706,583	$361,864,653	$715,448,960	$1,098,644,563	$ 4,727,708,493
22 Transfers In		$ 84,000	$ 1,255,108	$ 472,625,253	$120,147,395	$ 46,400,201		$ 640,511,957
23 Total - Receipts / Revenues:	$834,269,012	$183,933,226	$192,180,604	$1,815,331,836	$482,012,048	$761,849,161	$1,098,644,563	$ 5,368,220,450
24								
25 Operating Expenditures								
26 Salaries and Benefits	$688,743,860	$143,085,612	$141,023,442	$ 771,651,889	$143,094,900	$ 72,594,946	$ 129,404,000	$ 2,089,598,649
27 Other Personal Services	$ 21,357,351	$ 806,695	$ 11,988,534	$ 162,611,543	$ 22,189,024	$ 4,450,382		$ 223,403,529
28 Expenses	$ 75,563,304	$ 36,642,887	$ 39,231,766	$ 396,180,703	$198,319,647	$ 93,357,445	$ 217,491,100	$ 1,056,786,852
29 Operating Capital Outlay	$ 618,120	$ 405,500	$ 423,123	$ 16,728,343	$ 5,894,590	$ 279,679	$ 34,821,088	$ 59,170,443
30 Risk Management	$ 2,975,094	$ 1,719,660	$ 1,305,133					$ 5,999,887
31 Financial Aid	$ 1,737,381							$ 1,737,381
32 Scholarships	$ 6,600,000					$539,531,081		$ 546,131,081
33 Waivers	$ 1,415,510							$ 1,415,510
34 Finance Expense		$ 5,000		$ 128,643	$ 62,635			$ 196,278
35 Debt Service					$ 10,790,080	$ 10,796,101	$ 3,210,000	$ 24,796,181
36 Salary Incentive Payments								$ -
37 Law Enforcement Incentive Payments								$ -
38 Library Resources	$ 7,871,810		$ 1,928,997					$ 9,800,807
39 Institute of Government								$ -
40 Regional Data Centers - SUS								$ -

UNIVERSITY OF FLORIDA
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	IFAS E&G[1]	HSC E&G[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Faculty Practice[5]	Summary
Black Male Explorers Program								$ -
Phosphate Research								$ -
Other Operating Category								$ -
Total Operating Expenditures :	$806,882,430	$182,665,354	$195,900,995	$1,347,301,121	$380,350,876	$721,009,634	$ 384,926,188	$ 4,019,036,598
Non-Operating Expenditures								
Transfers		$ 210,700	$ 925,919	$ 483,973,546	$111,949,284	$ 30,792,959	$ 707,739,192	$ 1,335,591,600
Fixed Capital Outlay						$ 325,000		$ 325,000
Carryforward (From Prior Period Funds)	$101,368,988	$ 16,190,154	$ 3,379,515					$ 120,938,657
Other[7]								$ -
Total Non-Operating Expenditures :	$101,368,988	$ 16,400,854	$ 4,305,434	$ 483,973,546	$111,949,284	$ 31,117,959	$ 707,739,192	$ 1,456,855,257
Ending Fund Balance :	$148,672,752	$ 12,906,864	$ 6,382,483	$ 820,402,193	$237,843,250	$270,502,737	$ 266,138,164	$ 1,762,848,443
Fund Balance Increase / Decrease :	$ (73,982,406)	$ (15,132,982)	$ (8,025,825)	$ (15,942,831)	$ (10,288,112)	$ 9,721,568	$ 5,979,183	$ (107,671,405)
Fund Balance Percentage Change :	-33.23%	-53.97%	-55.70%	-1.91%	-4.15%	3.73%	2.30%	-5.76%

FLORIDA STATE UNIVERSITY
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Medical School - E&G[1]	FAMU-FSU College of Engineering	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Faculty Practice[5]	Summary
1 Beginning Fund Balance	$ 91,217,182	$ 5,471,635	$ 1,133,196	$ 200,472,826	$ 217,799,247	$ 47,010,610	$ 128,454	$ 563,233,150
2								
3 Receipts/Revenues								
4 General Revenue	$ 383,078,699	$ 35,030,376	$ 14,493,616					$ 432,602,691
5 Lottery	$ 52,653,153	$ 824,574						$ 53,477,727
6 Student Tuition	$ 198,577,650	$ 13,739,435						$ 212,317,085
7 Phosphate Research								$ -
8 Other U.S. Grants				$ 169,381,000	$ 500,000	$ 58,081,060		$ 227,962,060
9 City or County Grants				$ 687,126				$ 687,126
10 State Grants				$ 19,745,634	$ 119,135	$ 134,281,045		$ 154,145,814
11 Other Grants and Donations				$ 67,138,918	$ 171,800	$ 206,500		$ 67,517,218
12 Donations / Contrib. Given to the State								$ -
13 Sales of Goods / Services				$ 20,617,545	$ 123,543,311	$ 63,716,588	$7,907,680	$ 215,785,124
14 Sales of Data Processing Services					$ 25,925,000			$ 25,925,000
15 Fees				$ 481,071	$ 75,675,436	$ 40,435,753		$ 116,592,260
16 Miscellaneous Receipts								$ -
17 Rent					$ 50,632,736			$ 50,632,736
18 Concessions								$ -
19 Assessments / Services								$ -
20 Other Reciepts / Revenues[6]	$ 4,700,000	$ 250,000	$ 50,000	$ 3,501,797	$ 10,707,694	$ 2,476,958	$ 35,000	$ 21,721,449
21 Subtotal:	$ 639,009,502	$ 49,844,385	$ 14,543,616	$ 281,553,091	$ 287,275,112	$ 299,197,904	$7,942,680	$ 1,579,366,290
22 Transfers In		$ -	$ -	$ -	$ -	$ 23,627,634		$ 23,627,634
23 Total - Receipts / Revenues:	$ 639,009,502	$ 49,844,385	$ 14,543,616	$ 281,553,091	$ 287,275,112	$ 322,825,538	$7,942,680	$ 1,602,993,924
24								
25 Operating Expenditures								
26 Salaries and Benefits	$ 461,714,473	$ 39,219,166	$ 11,610,698	$ 89,990,516	$ 88,956,046	$ 46,340,364	$6,711,875	$ 744,543,138
27 Other Personal Services	$ 42,089,343	$ 3,561,724	$ 1,080,805	$ 36,515,795	$ 19,514,818	$ 7,982,581	$ 65,000	$ 110,810,066
28 Expenses	$ 95,541,276	$ 5,664,550	$ 1,790,438	$ 107,830,393	$ 138,568,891	$ 270,228,642	$ 711,803	$ 620,335,993
29 Operating Capital Outlay	$ 1,516,846	$ 20,640	$ 2,420	$ 8,749,241	$ 4,069,360	$ 2,312,401	$ 150,000	$ 16,820,908
30 Risk Management	$ 2,486,003	$ 139,407	$ 9,255					$ 2,634,665
31 Financial Aid	$ 21,723,595	$ 399,000		$ 20,000				$ 22,142,595
32 Scholarships								$ -
33 Waivers	$ 45,236							$ 45,236
34 Finance Expense								$ -
35 Debt Service					$ 24,302,750			$ 24,302,750
36 Salary Incentive Payments	$ 88,205							$ 88,205
37 Law Enforcement Incentive Payments								$ -
38 Library Resources	$ 9,104,525	$ 589,898		$ 10,642	$ 40,434	$ 2,200		$ 9,747,699
39 Institute of Government								$ -
40 Regional Data Centers - SUS				$ 84,400				$ 84,400

FLORIDA STATE UNIVERSITY
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Medical School - E&G[1]	FAMU-FSU College of Engineering	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Faculty Practice[5]	Summary
Black Male Explorers Program								$ -
Phosphate Research								$ -
Other Operating Category								$ -
Total Operating Expenditures :	$ 634,309,502	$ 49,594,385	$ 14,493,616	$ 243,200,987	$ 275,452,299	$ 326,866,188	$7,638,678	$ 1,551,555,655
Non-Operating Expenditures								
Transfers				$ 7,604,265	$ 34,025,478	$ 3,416,036	$ 25,800	$ 45,071,579
Fixed Capital Outlay					$ 610,000			$ 610,000
Carryforward (From Prior Period Funds)	$ 46,815,517	$ 2,000,028	$ 118,643					$ 48,934,188
Other[7]								$ -
Total Non-Operating Expenditures :	$ 46,815,517	$ 2,000,028	$ 118,643	$ 7,604,265	$ 34,635,478	$ 3,416,036	$ 25,800	$ 94,615,767
Ending Fund Balance :	$ 49,101,665	$ 3,721,607	$ 1,064,553	$ 231,220,665	$ 194,986,582	$ 39,553,924	$ 406,656	$ 520,055,652
Fund Balance Increase / Decrease :	$ (42,115,517)	$ (1,750,028)	$ (68,643)	$ 30,747,839	$ (22,812,665)	$ (7,456,686)	$ 278,202	$ (43,177,498)
Fund Balance Percentage Change :	-46.17%	-31.98%	-6.06%	15.34%	-10.47%	-15.86%	216.58%	-7.67%

FLORIDA AGRICULTURAL & MECHANICAL UNIVERSITY
2019-2020 Operating Budget
Summary Schedule I

		Education & General[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Summary
1	**Beginning Fund Balance**	$ 30,320,225	$ 245,164	$ 50,306,581	$ 11,751,937	$ 92,623,907
2						
3	**Receipts/Revenues**					
4	General Revenue	$ 102,962,224				$ 102,962,224
5	Lottery	$ 19,881,878				$ 19,881,878
6	Student Tuition	$ 67,801,614				$ 67,801,614
7	Phosphate Research					$ -
8	Other U.S. Grants		$ 54,296,393		$ 35,139,780	$ 89,436,173
9	City or County Grants					$ -
10	State Grants		$ 5,738,914	$ 60,219	$ 267,781	$ 6,066,914
11	Other Grants and Donations		$ 25,000			$ 25,000
12	Donations / Contrib. Given to the State					$ -
13	Sales of Goods / Services			$ 33,626,661	$ 4,065,000	$ 37,691,661
14	Sales of Data Processing Services					$ -
15	Fees			$ 1,500,000	$ 9,171,977	$ 10,671,977
16	Miscellaneous Receipts		$ 58,686	$ 4,519,699	$ 12,843,397	$ 17,421,782
17	Rent					$ -
18	Concessions					$ -
19	Assessments / Services					$ -
20	Other Reciepts / Revenues[6]			$ 4,873,798		$ 4,873,798
21	Subtotal:	$ 190,645,716	$ 60,118,993	$ 44,580,377	$ 61,487,935	$ 356,833,021
22	Transfers In		$ 5,799,733	$ 4,846,709	$ 1,431,120	$ 12,077,562
23	Total - Receipts / Revenues:	$ 190,645,716	$ 65,918,726	$ 49,427,086	$ 62,919,055	$ 368,910,583
24						
25	**Operating Expenditures**					
26	Salaries and Benefits	$ 133,373,982	$ 25,305,128	$ 9,623,140	$ 4,484,830	$ 172,787,080
27	Other Personal Services	$ 5,353,837	$ 8,310,112	$ 2,764,177	$ 720,129	$ 17,148,255
28	Expenses	$ 46,914,871	$ 22,980,267	$ 26,852,937	$ 57,144,227	$ 153,892,302
29	Operating Capital Outlay	$ 50,704	$ 1,122,019	$ 537,598	$ 242,704	$ 1,953,025
30	Risk Management	$ 1,482,953				$ 1,482,953
31	Financial Aid	$ 624,417				$ 624,417
32	Scholarships					$ -
33	Waivers	$ 130,838				$ 130,838
34	Finance Expense					$ -
35	Debt Service	$ 1,514,846		$ 4,477,932		$ 5,992,778
36	Salary Incentive Payments					$ -
37	Law Enforcement Incentive Payments	$ 14,799				$ 14,799
38	Library Resources	$ 775,689				$ 775,689
39	Institute of Government					$ -
40	Regional Data Centers - SUS					$ -

FLORIDA AGRICULTURAL & MECHANICAL UNIVERSITY
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Summary
Black Male Explorers Program	$ 198,000				$ 198,000
Phosphate Research					$ -
Other Operating Category					$ -
Total Operating Expenditures :	$ 190,434,936	$ 57,717,526	$ 44,255,784	$ 62,591,890	$ 355,000,136
Non-Operating Expenditures					
Transfers		$ 4,523,302	$ 17,330,319	$ 1,746,998	$ 23,600,619
Fixed Capital Outlay					$ -
Carryforward (From Prior Period Funds)	$ 30,231,182				$ 30,231,182
Other[7]					$ -
Total Non-Operating Expenditures :	$ 30,231,182	$ 4,523,302	$ 17,330,319	$ 1,746,998	$ 53,831,801
Ending Fund Balance :	$ 299,823	$ 3,923,062	$ 38,147,564	$ 10,332,104	$ 52,702,553
Fund Balance Increase / Decrease :	$ (30,020,402)	$ 3,677,898	$ (12,159,017)	$ (1,419,833)	$ (39,921,354)
Fund Balance Percentage Change :	-99.01%	1500.18%	-24.17%	-12.08%	-43.10%

UNIVERSITY OF SOUTH FLORIDA
2019-2020 Operating Budget
Summary Schedule I

		Education & General[1]	HSC E&G[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Faculty Practice[5]	Summary
1	**Beginning Fund Balance**	$ 181,746,357	$ 35,094,520	$ 109,033,530	$ 202,740,298	$ 41,173,172	$ 48,201,344	$ 617,989,221
2								
3	**Receipts/Revenues**							
4	**General Revenue**	$ 295,968,620	$ 68,230,054					$ 364,198,674
5	**Lottery**	$ 50,816,304	$ 12,740,542					$ 63,556,846
6	**Student Tuition**	$ 224,789,637	$ 65,297,620		$ 3,225,304			$ 293,312,561
7	**Phosphate Research**							$ -
8	**Other U.S. Grants**			$ 364,299,104		$ 316,009,643		$ 680,308,747
9	**City or County Grants**							$ -
10	**State Grants**					$ 63,901,800		$ 63,901,800
11	**Other Grants and Donations**				$ 11,800			$ 11,800
12	**Donations / Contrib. Given to the State**							$ -
13	**Sales of Goods / Services**							$ -
14	**Sales of Data Processing Services**							$ -
15	**Fees**				$ 64,907,448	$ 66,974,891	$ 205,930,404	$ 337,812,743
16	**Miscellaneous Receipts**			$ 720,500	$ 144,398,275	$ 27,023,048	$ 148,965,814	$ 321,107,637
17	**Rent**							$ -
18	**Concessions**							$ -
19	**Assessments / Services**							$ -
20	**Other Reciepts / Revenues[6]**	$ 3,590,079	$ 1,190,640	$ 3,525,500	$ 36,508,570	$ 325,147		$ 45,139,936
21	**Subtotal:**	$ 575,164,640	$ 147,458,856	$ 368,545,104	$ 249,051,397	$ 474,234,529	$ 354,896,218	$ 2,169,350,744
22	**Transfers In**	$ 178,645		$ 135,336,000	$ 44,586,728	$ 37,731,272		$ 217,832,645
23	**Total - Receipts / Revenues:**	$ 575,343,285	$ 147,458,856	$ 503,881,104	$ 293,638,125	$ 511,965,801	$ 354,896,218	$ 2,387,183,389
24								
25	**Operating Expenditures**							
26	**Salaries and Benefits**	$ 376,239,584	$ 109,533,053	$ 189,347,600	$ 75,799,128	$ 22,319,242	$ 202,897,340	$ 976,135,947
27	**Other Personal Services**	$ 34,622,260	$ 3,927,347	$ 76,555,104	$ 16,364,578	$ 5,226,323	$ 316,615	$ 137,012,227
28	**Expenses**	$ 139,254,742	$ 30,200,441	$ 153,502,600	$ 127,166,965	$ 466,089,144	$ 78,415,717	$ 994,629,609
29	**Operating Capital Outlay**	$ 628,581	$ 230,488	$ 5,002,000	$ 2,450,417	$ 616,969		$ 8,928,455
30	**Risk Management**	$ 3,071,245	$ 401,756	$ 474,000	$ 1,370,016	$ 564,186		$ 5,881,203
31	**Financial Aid**	$ 12,820,068	$ 1,151,000					$ 13,971,068
32	**Scholarships**							$ -
33	**Waivers**							$ -
34	**Finance Expense**							$ -
35	**Debt Service**				$ 2,940,330	$ 91,500		$ 3,031,830
36	**Salary Incentive Payments**							$ -
37	**Law Enforcement Incentive Payments**							$ -
38	**Library Resources**	$ 4,958,081	$ 824,131		$ 95,950			$ 5,878,162
39	**Institute of Government**							$ -
40	**Regional Data Centers - SUS**							$ -

UNIVERSITY OF SOUTH FLORIDA
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	HSC E&G[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Faculty Practice[5]	Summary
Black Male Explorers Program							$ -
Phosphate Research							$ -
Other Operating Category							$ -
Total Operating Expenditures :	$ 571,594,561	$ 146,268,216	$ 424,881,304	$ 226,187,384	$ 494,907,364	$ 281,629,672	$ 2,145,468,501
Non-Operating Expenditures							
Transfers			$ 78,888,900	$ 64,612,732	$ 31,396,198	$ 60,901,257	$ 235,799,087
Fixed Capital Outlay	$ 9,000,000		$ 1,504,000	$ 9,117,000			$ 19,621,000
Carryforward (From Prior Period Funds)	$ 109,745,185	$ 26,477,567					$ 136,222,752
Other[7]							$ -
Total Non-Operating Expenditures :	$ 118,745,185	$ 26,477,567	$ 80,392,900	$ 73,729,732	$ 31,396,198	$ 60,901,257	$ 391,642,839
Ending Fund Balance :	$ 66,749,896	$ 9,807,593	$ 107,640,430	$ 196,461,307	$ 26,835,411	$ 60,566,633	$ 468,061,270
Fund Balance Increase / Decrease :	$(114,996,461)	$ (25,286,927)	$ (1,393,100)	$ (6,278,991)	$ (14,337,761)	$ 12,365,289	$ (149,927,951)
Fund Balance Percentage Change :	-63.27%	-72.05%	-1.28%	-3.10%	-34.82%	25.65%	-24.26%

FLORIDA ATLANTIC UNIVERSITY
2019-2020 Operating Budget
Summary Schedule I

		Education & General[1]	Medical School E&G[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Faculty Practice[5]	Summary
1	**Beginning Fund Balance**	$ 64,752,926	$ 6,281,897	$ 16,786,803	$ 102,821,752	$ 20,374,104	$ 358,784	$ 211,376,266
2								
3	**Receipts/Revenues**							
4	General Revenue	$ 165,671,382	$ 16,472,760					$ 182,144,142
5	Lottery	$ 27,939,279						$ 27,939,279
6	Student Tuition	$ 136,074,256	$ 9,648,247					$ 145,722,503
7	Phosphate Research							$ -
8	Other U.S. Grants			$ 29,900,000		$ 114,076,400		$ 143,976,400
9	City or County Grants							$ -
10	State Grants			$ 21,184,172		$ 78,355,597		$ 99,539,769
11	Other Grants and Donations			$ 16,100,000				$ 16,100,000
12	Donations / Contrib. Given to the State							$ -
13	Sales of Goods / Services				$ 79,626,707			$ 79,626,707
14	Sales of Data Processing Services							$ -
15	Fees				$ 46,448,912	$ 49,801,063	$ 5,264,307	$ 101,514,282
16	Miscellaneous Receipts				$ 6,635,559	$ 50,000		$ 6,685,559
17	Rent							$ -
18	Concessions							$ -
19	Assessments / Services							$ -
20	Other Reciepts / Revenues[6]			$ 3,500,000		$ 4,559,500		$ 8,059,500
21	Subtotal:	$ 329,684,917	$ 26,121,007	$ 70,684,172	$ 132,711,178	$ 246,842,560	$ 5,264,307	$ 811,308,141
22	Transfers In			$ 12,750,000	$ 16,622,364	$ 6,398,622		$ 35,770,986
23	Total - Receipts / Revenues:	$ 329,684,917	$ 26,121,007	$ 83,434,172	$ 149,333,542	$ 253,241,182	$ 5,264,307	$ 847,079,127
24								
25	**Operating Expenditures**							
26	Salaries and Benefits	$ 211,047,419	$ 19,677,361	$ 32,353,489	$ 52,817,952	$ 12,092,481	$ 4,773,177	$ 332,761,879
27	Other Personal Services	$ 15,272,543	$ 1,142,656	$ 9,621,274	$ 29,834,225	$ 2,955,371		$ 58,826,069
28	Expenses	$ 92,761,887	$ 5,300,990	$ 28,127,169	$ 80,148,565	$ 228,411,418	$ 491,130	$ 435,241,159
29	Operating Capital Outlay							$ -
30	Risk Management	$ 2,330,782						$ 2,330,782
31	Financial Aid	$ 8,272,286						$ 8,272,286
32	Scholarships							$ -
33	Waivers							$ -
34	Finance Expense							$ -
35	Debt Service							$ -
36	Salary Incentive Payments							$ -
37	Law Enforcement Incentive Payments							$ -
38	Library Resources							$ -
39	Institute of Government							$ -
40	Regional Data Centers - SUS							$ -

FLORIDA ATLANTIC UNIVERSITY
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Medical School E&G[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Faculty Practice[5]	Summary
Black Male Explorers Program							$ -
Phosphate Research							$ -
Other Operating Category							$ -
Total Operating Expenditures :	$ 329,684,917	$ 26,121,007	$ 70,101,932	$ 162,800,742	$ 243,459,270	$ 5,264,307	$ 837,432,175
Non-Operating Expenditures							
Transfers			$ 13,200,000	$ 21,870,681	$ 11,054,362		$ 46,125,043
Fixed Capital Outlay	$ 1,173,424						$ 1,173,424
Carryforward (From Prior Period Funds)	$ 41,674,982	$ 4,453,427					$ 46,128,409
Other[7]							$ -
Total Non-Operating Expenditures :	$ 42,848,406	$ 4,453,427	$ 13,200,000	$ 21,870,681	$ 11,054,362	$ -	$ 93,426,876
Ending Fund Balance :	$ 21,904,520	$ 1,828,470	$ 16,919,043	$ 67,483,871	$ 19,101,654	$ 358,784	$ 127,596,342
Fund Balance Increase / Decrease :	$ (42,848,406)	$ (4,453,427)	$ 132,240	$ (35,337,881)	$ (1,272,450)	$ -	$ (83,779,924)
Fund Balance Percentage Change :	-66.17%	-70.89%	0.79%	-34.37%	-6.25%	0.00%	-39.64%

UNIVERSITY OF WEST FLORIDA
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Summary
1 Beginning Fund Balance	$ 24,419,318	$ 8,540,799	$ 34,895,053	$ 10,094,965	$ 77,950,135
2					
3 Receipts/Revenues					
4 General Revenue	$ 108,734,666				$ 108,734,666
5 Lottery	$ 10,542,913				$ 10,542,913
6 Student Tuition	$ 45,798,775				$ 45,798,775
7 Phosphate Research					$ -
8 Other U.S. Grants		$ 9,796,339		$ 41,234,485	$ 51,030,824
9 City or County Grants		$ 62,076			$ 62,076
10 State Grants		$ 2,790,632			$ 2,790,632
11 Other Grants and Donations		$ 5,834,882	$ 32,351		$ 5,867,233
12 Donations / Contrib. Given to the State					$ -
13 Sales of Goods / Services			$ 2,604,012	$ 277,300	$ 2,881,312
14 Sales of Data Processing Services					$ -
15 Fees		$ 37,390	$ 23,269,316	$ 15,185,414	$ 38,492,120
16 Miscellaneous Receipts		$ 1,189,661	$ 1,707,803	$ 41,433,578	$ 44,331,042
17 Rent			$ 393,305		$ 393,305
18 Concessions					$ -
19 Assessments / Services					$ -
20 Other Reciepts / Revenues[6]	$ 375,000	$ 374,758	$ 5,866,173	$ 948,737	$ 7,564,668
21 Subtotal:	$ 165,451,354	$ 20,085,738	$ 33,872,960	$ 99,079,514	$ 318,489,566
22 Transfers In		$ 356,379		$ 1,037,476	$ 1,393,855
23 Total - Receipts / Revenues:	$ 165,451,354	$ 20,442,117	$ 33,872,960	$ 100,116,990	$ 319,883,421
24					
25 Operating Expenditures					
26 Salaries and Benefits	$ 106,241,450	$ 6,215,633	$ 9,255,771	$ 4,560,279	$ 126,273,133
27 Other Personal Services	$ 7,158,102	$ 1,914,283	$ 2,886,539	$ 1,185,994	$ 13,144,918
28 Expenses	$ 41,196,758	$ 12,610,046	$ 16,454,921	$ 96,444,170	$ 166,705,895
29 Operating Capital Outlay	$ (227,712)	$ 752,708	$ 171,070	$ 890,120	$ 1,586,186
30 Risk Management	$ 547,363				$ 547,363
31 Financial Aid	$ 719,949				$ 719,949
32 Scholarships					$ -
33 Waivers					$ -
34 Finance Expense					$ -
35 Debt Service					$ -
36 Salary Incentive Payments					$ -
37 Law Enforcement Incentive Payments					$ -
38 Library Resources	$ 1,284,148				$ 1,284,148
39 Institute of Government					$ -
40 Regional Data Centers - SUS					$ -

UNIVERSITY OF WEST FLORIDA
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Summary
Black Male Explorers Program					$ -
Phosphate Research					$ -
Other Operating Category	$ 8,156,296				$ 8,156,296
Total Operating Expenditures :	$ 165,076,354	$ 21,492,670	$ 28,768,301	$ 103,080,563	$ 318,417,888
Non-Operating Expenditures					
Transfers			$ 954,084	$ 439,771	$ 1,393,855
Fixed Capital Outlay	$ 7,990,656		$ 1,592,595		$ 9,583,251
Carryforward (From Prior Period Funds)	$ 5,248,162				$ 5,248,162
Other[7]					$ -
Total Non-Operating Expenditures :	$ 13,238,818	$ -	$ 2,546,679	$ 439,771	$ 16,225,268
Ending Fund Balance :	$ 11,555,500	$ 7,490,246	$ 37,453,033	$ 6,691,621	$ 63,190,400
Fund Balance Increase / Decrease :	$ (12,863,818)	$ (1,050,553)	$ 2,557,980	$ (3,403,344)	$ (14,759,735)
Fund Balance Percentage Change :	-52.68%	-12.30%	7.33%	-33.71%	-18.93%

UNIVERSITY OF CENTRAL FLORIDA
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Medical School E&G[1]	FCSWUA	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Faculty Practice[5]	Summary
1 Beginning Fund Balance	$ 250,412,655	$ 11,771,196	$16,379,026	$ 16,347,599	$104,726,965	$ 68,729,560	$ (6,273,364)	$ 462,093,637
2								
3 Receipts/Revenues								
4 General Revenue	$ 288,541,184	$ 30,414,638	$ 8,984,565					$ 327,940,387
5 Lottery	$ 48,209,374							$ 48,209,374
6 Student Tuition	$ 304,640,516	$ 15,708,657						$ 320,349,173
7 Phosphate Research								$ -
8 Other U.S. Grants				$ 107,452,526		$447,829,362		$ 555,281,888
9 City or County Grants								$ -
10 State Grants				$ 9,722,145		$ 98,304,006		$ 108,026,151
11 Other Grants and Donations				$ 23,035,407		$ 9,868,009		$ 32,903,416
12 Donations / Contrib. Given to the State								$ -
13 Sales of Goods / Services								$ -
14 Sales of Data Processing Services								$ -
15 Fees					$ 77,817,455	$ 67,018,147		$ 144,835,602
16 Miscellaneous Receipts				$ 2,193,665	$153,917,372	$ 62,980,403	$ 7,717,475	$ 226,808,915
17 Rent								$ -
18 Concessions								$ -
19 Assessments / Services								$ -
20 Other Reciepts / Revenues[6]	$ 3,070,000	$ 300,000			$ 6,248,459	$ 380,933		$ 9,999,392
21 Subtotal:	$ 644,461,074	$ 46,423,295	$ 8,984,565	$ 142,403,743	$237,983,286	$686,380,860	$ 7,717,475	$1,774,354,298
22 Transfers In				$ 51,930,039	$ 50,243,932	$ 74,979,063	$ 1,885,887	$ 179,038,921
23 Total - Receipts / Revenues:	$ 644,461,074	$ 46,423,295	$ 8,984,565	$ 194,333,782	$288,227,218	$761,359,923	$ 9,603,362	$1,953,393,219
24								
25 Operating Expenditures								
26 Salaries and Benefits	$ 419,871,984	$ 33,835,851	$ 5,528,818	$ 49,318,052	$ 78,351,583	$ 35,413,015	$ 5,551,957	$ 627,871,260
27 Other Personal Services	$ 34,042,861	$ 2,477,378	$ 320,738	$ 33,770,105	$ 36,772,416	$ 39,563,267		$ 146,946,765
28 Expenses	$ 139,595,814	$ 7,110,066	$ 3,135,009	$ 46,230,794	$124,963,968	$ 24,043,394	$ 4,051,405	$ 349,130,450
29 Operating Capital Outlay				$ 5,931,977	$ 71,240	$ 3,816,144		$ 9,819,361
30 Risk Management	$ 3,014,591							$ 3,014,591
31 Financial Aid	$ 40,877,802	$ 3,000,000				$652,188,838		$ 696,066,640
32 Scholarships								$ -
33 Waivers								$ -
34 Finance Expense								$ -
35 Debt Service					$ 12,864,841			$ 12,864,841
36 Salary Incentive Payments								$ -
37 Law Enforcement Incentive Payments								$ -
38 Library Resources	$ 7,058,022							$ 7,058,022
39 Institute of Government								$ -
40 Regional Data Centers - SUS								$ -

UNIVERSITY OF CENTRAL FLORIDA
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Medical School E&G[1]	FCSWUA	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Faculty Practice[5]	Summary
Black Male Explorers Program								$ -
Phosphate Research								$ -
Other Operating Category								$ -
Total Operating Expenditures :	$ 644,461,074	$ 46,423,295	$ 8,984,565	$ 135,250,928	$253,024,048	$755,024,658	$ 9,603,362	$1,852,771,930
Non-Operating Expenditures								
Transfers				$ 53,277,072	$ 49,361,852	$ 5,830,196		$ 108,469,120
Fixed Capital Outlay	$ 16,140,692							$ 16,140,692
Carryforward (From Prior Period Funds)	$ 116,793,363	$ 8,444,994	$ 7,312,844					$ 132,551,201
Other[7]								$ -
Total Non-Operating Expenditures :	$ 132,934,055	$ 8,444,994	$ 7,312,844	$ 53,277,072	$ 49,361,852	$ 5,830,196	$ -	$ 257,161,013
Ending Fund Balance :	$ 117,478,600	$ 3,326,202	$ 9,066,182	$ 22,153,381	$ 90,568,283	$ 69,234,629	$ (6,273,364)	$ 305,553,913
Fund Balance Increase / Decrease :	$(132,934,055)	$ (8,444,994)	$(7,312,844)	$ 5,805,782	$ (14,158,682)	$ 505,069	$ -	$ (156,539,724)
Fund Balance Percentage Change :	-53.09%	-71.74%	-44.65%	35.51%	-13.52%	0.73%	0.00%	-33.88%

FLORIDA INTERNATIONAL UNIVERSITY
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Medical School E&G[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Faculty Practice[5]	Summary
1 **Beginning Fund Balance**	$ 91,746,068	$ 12,608,768	$ 24,069,975	$ 190,707,685	$ 24,973,314	$ 5,481,013	$ 349,586,823
2							
3 **Receipts/Revenues**							
4 General Revenue	$ 244,927,576	$ 32,620,634					$ 277,548,210
5 Lottery	$ 41,214,709						$ 41,214,709
6 Student Tuition	$ 251,138,415	$ 18,519,779		$ 43,164,277	$ 15,952,717		$ 328,775,188
7 Phosphate Research							$ -
8 Other U.S. Grants			$ 114,839,081		$ 108,427,613		$ 223,266,694
9 City or County Grants			$ 3,438,626				$ 3,438,626
10 State Grants			$ 236,186		$ 55,462,313		$ 55,698,499
11 Other Grants and Donations			$ 7,632,481	$ 89,700		$ 4,539,762	$ 12,261,943
12 Donations / Contrib. Given to the State							$ -
13 Sales of Goods / Services			$ 7,295,159	$ 121,285,662	$ 3,096,483	$ 299,720	$ 131,977,024
14 Sales of Data Processing Services							$ -
15 Fees				$ 21,911,361	$ 71,066,501		$ 92,977,862
16 Miscellaneous Receipts			$ 20,957,456	$ 22,461,405	$ 12,576,882	$ 4,494,797	$ 60,490,540
17 Rent				$ 31,988,545		$ 511,017	$ 32,499,562
18 Concessions							$ -
19 Assessments / Services							$ -
20 Other Reciepts / Revenues[6]	$ 1,179,399	$ 171,707		$ 16,960,570	$ 256,325		$ 18,568,001
21 **Subtotal:**	$ 538,460,099	$ 51,312,120	$ 154,398,989	$ 257,861,520	$ 266,838,834	$ 9,845,296	$1,278,716,858
22 Transfers In			$ 46,175,898	$ 91,430,662	$ 118,577,690		$ 256,184,250
23 **Total - Receipts / Revenues:**	$ 538,460,099	$ 51,312,120	$ 200,574,887	$ 349,292,182	$ 385,416,524	$ 9,845,296	$1,534,901,108
24							
25 **Operating Expenditures**							
26 Salaries and Benefits	$ 372,248,765	$ 42,388,305	$ 72,029,562	$ 92,086,092	$ 21,007,478		$ 599,760,202
27 Other Personal Services	$ 38,870,128	$ 2,059,363	$ 22,886,016	$ 19,180,585	$ 4,928,904		$ 87,924,996
28 Expenses	$ 85,596,425	$ 5,859,389	$ 46,529,976	$ 106,423,969	$ 249,254,969	$ 6,193,988	$ 499,858,716
29 Operating Capital Outlay	$ 3,924,371		$ 3,477,706	$ 4,893,436	$ 935,879		$ 13,231,392
30 Risk Management	$ 2,158,495	$ 66,282	$ 165,972	$ 626,580			$ 3,017,329
31 Financial Aid	$ 25,816,279						$ 25,816,279
32 Scholarships				$ 4,377,884			$ 4,377,884
33 Waivers							$ -
34 Finance Expense							$ -
35 Debt Service			$ 489,646	$ 12,704,958	$ 190,366	$ 147,752	$ 13,532,722
36 Salary Incentive Payments	$ 48,180						$ 48,180
37 Law Enforcement Incentive Payments							$ -
38 Library Resources	$ 8,618,057	$ 767,074					$ 9,385,131
39 Institute of Government							$ -
40 Regional Data Centers - SUS							$ -

FLORIDA INTERNATIONAL UNIVERSITY
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Medical School E&G[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Faculty Practice[5]	Summary
Black Male Explorers Program							$ -
Phosphate Research							$ -
Other Operating Category							$ -
Total Operating Expenditures :	$ 537,280,700	$ 51,140,413	$ 145,578,878	$ 240,293,504	$ 276,317,596	$ 6,341,740	$1,256,952,831
Non-Operating Expenditures							
Transfers			$ 44,010,434	$ 115,602,076	$ 109,491,832	$ 2,165,930	$ 271,270,272
Fixed Capital Outlay							$ -
Carryforward (From Prior Period Funds)	$ 41,417,871	$ 4,832,380					$ 46,250,251
Other[7]							$ -
Total Non-Operating Expenditures :	$ 41,417,871	$ 4,832,380	$ 44,010,434	$ 115,602,076	$ 109,491,832	$ 2,165,930	$ 317,520,523
Ending Fund Balance :	$ 51,507,596	$ 7,948,095	$ 35,055,550	$ 184,104,287	$ 24,580,410	$ 6,818,639	$ 310,014,577
Fund Balance Increase / Decrease :	$ (40,238,472)	$ (4,660,673)	$ 10,985,575	$ (6,603,398)	$ (392,904)	$ 1,337,626	$ (39,572,246)
Fund Balance Percentage Change :	-43.86%	-36.96%	45.64%	-3.46%	-1.57%	24.40%	-11.32%

UNIVERSITY OF NORTH FLORIDA
2019-2020 Operating Budget
Summary Schedule I

		Education & General[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Summary
1	Beginning Fund Balance	$ 32,463,603	$ 1	$ 46,506,542	$ 8,735,413	$ 87,705,559
2						
3	Receipts/Revenues					
4	General Revenue	$ 102,647,149				$102,647,149
5	Lottery	$ 17,167,641				$ 17,167,641
6	Student Tuition	$ 73,884,501				$ 73,884,501
7	Phosphate Research					$ -
8	Other U.S. Grants		$ 405,000		$ 20,000,000	$ 20,405,000
9	City or County Grants					$ -
10	State Grants		$ 7,924,069		$ 14,025,000	$ 21,949,069
11	Other Grants and Donations					$ -
12	Donations / Contrib. Given to the State					$ -
13	Sales of Goods / Services			$ 7,991,351		$ 7,991,351
14	Sales of Data Processing Services					$ -
15	Fees		$ 158,619	$ 16,633,427	$ 22,124,735	$ 38,916,781
16	Miscellaneous Receipts		$ 1,285,123	$ 6,746,287	$ 2,145,018	$ 10,176,428
17	Rent			$ 25,306,815		$ 25,306,815
18	Concessions			$ 2,415,000	$ 38,000	$ 2,453,000
19	Assessments / Services					$ -
20	Other Reciepts / Revenues[6]		$ 2,300	$ 2,165,130	$ 130,982	$ 2,298,412
21	Subtotal:	$ 193,699,291	$ 9,775,111	$ 61,258,010	$ 58,463,735	$323,196,147
22	Transfers In		$ 131,548	$ 5,847,662	$ 579,247	$ 6,558,457
23	Total - Receipts / Revenues:	$ 193,699,291	$ 9,906,659	$ 67,105,672	$ 59,042,982	$329,754,604
24						
25	Operating Expenditures					
26	Salaries and Benefits	$ 137,999,548	$ 4,067,281	$ 18,445,825	$ 8,701,310	$169,213,964
27	Other Personal Services	$ 5,816,522	$ 247,322	$ 4,808,472	$ 2,188,916	$ 13,061,232
28	Expenses	$ 42,089,364	$ 4,941,297	$ 40,107,680	$ 48,181,170	$135,319,511
29	Operating Capital Outlay	$ 182,461	$ 475,494	$ 166,720	$ 17,500	$ 842,175
30	Risk Management					$ -
31	Financial Aid	$ 5,544,389	$ (6,382)		$ 448,350	$ 5,986,357
32	Scholarships					$ -
33	Waivers					$ -
34	Finance Expense					$ -
35	Debt Service					$ -
36	Salary Incentive Payments	$ 30,000				$ 30,000
37	Law Enforcement Incentive Payments					$ -
38	Library Resources	$ 2,037,007		$ 17,000		$ 2,054,007
39	Institute of Government					$ -
40	Regional Data Centers - SUS					$ -

UNIVERSITY OF NORTH FLORIDA
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Summary
Black Male Explorers Program					$ -
Phosphate Research					$ -
Other Operating Category					$ -
Total Operating Expenditures :	$ 193,699,291	$ 9,725,012	$ 63,545,697	$ 59,537,246	$326,507,246
Non-Operating Expenditures					
Transfers		$ 131,548	$ 9,157,864	$ 76,001	$ 9,365,413
Fixed Capital Outlay	$ 4,950,000				$ 4,950,000
Carryforward (From Prior Period Funds)	$ 13,954,653				$ 13,954,653
Other[7]					$ -
Total Non-Operating Expenditures :	$ 18,904,653	$ 131,548	$ 9,157,864	$ 76,001	$ 28,270,066
Ending Fund Balance :	$ 13,558,950	$ 50,100	$ 40,908,653	$ 8,165,148	$ 62,682,851
Fund Balance Increase / Decrease :	$ (18,904,653)	$ 50,099	$ (5,597,889)	$ (570,265)	$ (25,022,708)
Fund Balance Percentage Change :	-58.23%	5009900.00%	-12.04%	-6.53%	-28.53%

FLORIDA GULF COAST UNIVERSITY
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Summary
1 Beginning Fund Balance	$ 18,137,174	$ 4,448,544	$ 24,223,453	$ 9,549,551	$ 56,358,722
2					
3 Receipts/Revenues					
4 General Revenue	$ 96,128,817				$ 96,128,817
5 Lottery	$ 9,539,051				$ 9,539,051
6 Student Tuition	$ 63,776,749				$ 63,776,749
7 Phosphate Research					$ -
8 Other U.S. Grants		$ 11,289,322		$ 22,165,000	$ 33,454,322
9 City or County Grants		$ 221,181			$ 221,181
10 State Grants		$ 833,435		$ 975,000	$ 1,808,435
11 Other Grants and Donations		$ 4,780,148	$ 228,700	$ 12,829,069	$ 17,837,917
12 Donations / Contrib. Given to the State					$ -
13 Sales of Goods / Services					$ -
14 Sales of Data Processing Services					$ -
15 Fees			$ 4,358,645	$ 13,677,354	$ 18,035,999
16 Miscellaneous Receipts		$ (331,929)	$ 42,335,666	$ 1,967,450	$ 43,971,187
17 Rent					$ -
18 Concessions					$ -
19 Assessments / Services					$ -
20 Other Reciepts / Revenues[6]		$ 700	$ 415,025		$ 415,725
21 Subtotal:	$ 169,444,617	$ 16,792,857	$ 47,338,036	$ 51,613,873	$ 285,189,383
22 Transfers In		$ 8,158,562	$ 4,536,099	$ 1,467,954	$ 14,162,615
23 Total - Receipts / Revenues:	$ 169,444,617	$ 24,951,419	$ 51,874,135	$ 53,081,827	$ 299,351,998
24					
25 Operating Expenditures					
26 Salaries and Benefits	$ 121,004,176	$ 5,594,851	$ 10,612,531	$ 8,878,471	$ 146,090,029
27 Other Personal Services	$ 7,796,713	$ 1,505,407	$ 2,253,573	$ 2,193,425	$ 13,749,118
28 Expenses	$ 30,861,852	$ 6,458,213	$ 13,151,839	$ 7,560,490	$ 58,032,394
29 Operating Capital Outlay	$ 633,387	$ 2,501,186	$ 371,350	$ 122,000	$ 3,627,923
30 Risk Management	$ 1,333,117		$ 121,700		$ 1,454,817
31 Financial Aid	$ 4,403,502	$ 533,101		$ 33,715,000	$ 38,651,603
32 Scholarships			$ 1,300		$ 1,300
33 Waivers					$ -
34 Finance Expense					$ -
35 Debt Service					$ -
36 Salary Incentive Payments					$ -
37 Law Enforcement Incentive Payments					$ -
38 Library Resources	$ 1,582,309		$ 2,500		$ 1,584,809
39 Institute of Government					$ -
40 Regional Data Centers - SUS					$ -

FLORIDA GULF COAST UNIVERSITY
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Summary
41 **Black Male Explorers Program**					$ -
42 **Phosphate Research**					$ -
43 **Other Operating Category**					$ -
44 **Total Operating Expenditures :**	$ 167,615,056	$ 16,592,758	$ 26,514,793	$ 52,469,386	$ 263,191,993
45					
46 **Non-Operating Expenditures**					
47 **Transfers**		$ (3,963,226)	$ 20,464,698	$ 181,395	$ 16,682,867
48 **Fixed Capital Outlay**	$ 4,200,000				$ 4,200,000
49 **Carryforward (From Prior Period Funds)**	$ 3,870,612				$ 3,870,612
50 **Other**[7]					$ -
51 **Total Non-Operating Expenditures :**	$ 8,070,612	$ (3,963,226)	$ 20,464,698	$ 181,395	$ 24,753,479
52					
53 **Ending Fund Balance :**	$ 11,896,123	$ 16,770,431	$ 29,118,097	$ 9,980,597	$ 67,765,248
54					
55 **Fund Balance Increase / Decrease :**	$ (6,241,051)	$ 12,321,887	$ 4,894,644	$ 431,046	$ 11,406,526
56 **Fund Balance Percentage Change :**	-34.41%	276.99%	20.21%	4.51%	20.24%

NEW COLLEGE OF FLORIDA
2019-2020 Operating Budget
Summary Schedule I

		Education & General[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Summary
1	**Beginning Fund Balance**	$ 8,197,771	$ 396,443	$ 3,844,816	$ 135,172	$ 12,574,202
2						
3	**Receipts/Revenues**					
4	General Revenue	$ 35,412,927				$ 35,412,927
5	Lottery	$ 1,385,113				$ 1,385,113
6	Student Tuition	$ 4,006,082				$ 4,006,082
7	Phosphate Research					$ -
8	Other U.S. Grants		$ 660,827			$ 660,827
9	City or County Grants					$ -
10	State Grants					$ -
11	Other Grants and Donations		$ 2,596,269		$ 4,953,035	$ 7,549,304
12	Donations / Contrib. Given to the State					$ -
13	Sales of Goods / Services					$ -
14	Sales of Data Processing Services					$ -
15	Fees			$ 712,680	$ 659,463	$ 1,372,143
16	Miscellaneous Receipts		$ 321,246	$ 6,116,004	$ 7,000	$ 6,444,250
17	Rent					$ -
18	Concessions					$ -
19	Assessments / Services					$ -
20	Other Reciepts / Revenues[6]	$ 250,000	$ 4,500	$ 51,200	$ 1,000	$ 306,700
21	Subtotal:	$ 41,054,122	$ 3,582,842	$ 6,879,884	$ 5,620,498	$ 57,137,346
22	Transfers In					$ -
23	Total - Receipts / Revenues:	$ 41,054,122	$ 3,582,842	$ 6,879,884	$ 5,620,498	$ 57,137,346
24						
25	**Operating Expenditures**					
26	Salaries and Benefits	$ 26,903,521	$ 1,841,739	$ 1,527,548	$ 300,732	$ 30,573,540
27	Other Personal Services	$ 1,407,538	$ 811,370	$ 149,750	$ 93,720	$ 2,462,378
28	Expenses	$ 10,658,139	$ 955,135	$ 3,366,884	$ 171,772	$ 15,151,930
29	Operating Capital Outlay	$ 26,606		$ 135,000	$ 10,000	$ 171,606
30	Risk Management	$ 220,500				$ 220,500
31	Financial Aid	$ 436,153			$ 1,496,696	$ 1,932,849
32	Scholarships	$ 1,220,000			$ 3,629,214	$ 4,849,214
33	Waivers					$ -
34	Finance Expense					$ -
35	Debt Service			$ 1,348,000		$ 1,348,000
36	Salary Incentive Payments					$ -
37	Law Enforcement Incentive Payments					$ -
38	Library Resources	$ 181,665				$ 181,665
39	Institute of Government					$ -
40	Regional Data Centers - SUS					$ -

NEW COLLEGE OF FLORIDA
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Summary
Black Male Explorers Program					$ -
Phosphate Research					$ -
Other Operating Category					$ -
Total Operating Expenditures :	$ 41,054,122	$ 3,608,244	$ 6,527,182	$ 5,702,134	$ 56,891,682
Non-Operating Expenditures					
Transfers					$ -
Fixed Capital Outlay					$ -
Carryforward (From Prior Period Funds)	$ 4,250,000				$ 4,250,000
Other[7]					$ -
Total Non-Operating Expenditures :	$ 4,250,000	$ -	$ -	$ -	$ 4,250,000
Ending Fund Balance :	$ 3,947,771	$ 371,041	$ 4,197,518	$ 53,536	$ 8,569,866
Fund Balance Increase / Decrease :	$ (4,250,000)	$ (25,402)	$ 352,702	$ (81,636)	$ (4,004,336)
Fund Balance Percentage Change :	-51.84%	-6.41%	9.17%	-60.39%	-31.85%

FLORIDA POLYTECHNIC UNIVERSITY
2019-2020 Operating Budget
Summary Schedule I

		Education & General[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Summary
1	**Beginning Fund Balance**	$ 21,671,040	$ 3,298,923	$ 2,047,831	$ (817,054)	$ 26,200,740
2						
3	**Receipts/Revenues**					
4	General Revenue	$ 36,847,306				$ 36,847,306
5	Lottery	$ 363,360				$ 363,360
6	Student Tuition	$ 2,054,602				$ 2,054,602
7	Phosphate Research	$ 2,945,111				$ 2,945,111
8	Other U.S. Grants		$ 472,500			$ 472,500
9	City or County Grants					$ -
10	State Grants					$ -
11	Other Grants and Donations					$ -
12	Donations / Contrib. Given to the State					$ -
13	Sales of Goods / Services			$ 5,029,143		$ 5,029,143
14	Sales of Data Processing Services					$ -
15	Fees			$ 288,416	$ 664,387	$ 952,803
16	Miscellaneous Receipts		$ 250,000			$ 250,000
17	Rent					$ -
18	Concessions				$ 25,000	$ 25,000
19	Assessments / Services					$ -
20	Other Reciepts / Revenues[6]					$ -
21	Subtotal:	$ 42,210,379	$ 722,500	$ 5,317,559	$ 689,387	$ 48,939,825
22	Transfers In	$ 200,421			$ 10,000,000	$ 10,200,421
23	Total - Receipts / Revenues:	$ 42,410,800	$ 722,500	$ 5,317,559	$ 10,689,387	$ 59,140,246
24						
25	**Operating Expenditures**					
26	Salaries and Benefits	$ 28,803,131		$ 1,093,727	$ 116,144	$ 30,013,002
27	Other Personal Services	$ 2,291,095		$ 40,800	$ 100,000	$ 2,431,895
28	Expenses	$ 8,321,463	$ 472,500	$ 4,120,442	$ 439,932	$ 13,354,337
29	Operating Capital Outlay					$ -
30	Risk Management					$ -
31	Financial Aid	$ 50,000			$ 10,095,901	$ 10,145,901
32	Scholarships		$ 250,000			$ 250,000
33	Waivers					$ -
34	Finance Expense					$ -
35	Debt Service					$ -
36	Salary Incentive Payments					$ -
37	Law Enforcement Incentive Payments					$ -
38	Library Resources					$ -
39	Institute of Government					$ -
40	Regional Data Centers - SUS					$ -

FLORIDA POLYTECHNIC UNIVERSITY
2019-2020 Operating Budget
Summary Schedule I

	Education & General[1]	Contracts & Grants[2]	Auxiliaries[3]	Local Funds[4]	Summary
Black Male Explorers Program					$ -
Phosphate Research	$ 2,945,111				$ 2,945,111
Other Operating Category					$ -
Total Operating Expenditures :	$ 42,410,800	$ 722,500	$ 5,254,969	$ 10,751,977	$ 59,140,246
Non-Operating Expenditures					
Transfers					$ -
Fixed Capital Outlay					$ -
Carryforward (From Prior Period Funds)	$ 5,396,467				$ 5,396,467
Other[7]					$ -
Total Non-Operating Expenditures :	$ 5,396,467	$ -	$ -	$ -	$ 5,396,467
Ending Fund Balance :	$ 16,274,573	$ 3,298,923	$ 2,110,421	$ (879,644)	$ 20,804,273
Fund Balance Increase / Decrease :	$ (5,396,467)	$ -	$ 62,590	$ (62,590)	$ (5,396,467)
Fund Balance Percentage Change :	-24.90%	0.00%	3.06%	7.66%	-20.60%

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
August 29, 2019

SUBJECT: 2019-2020 Board General Office Budget

PROPOSED COMMITTEE ACTION

Approve the 2019-2020 Board General Office Budget and authorize the Chancellor to make changes as necessary to support office functions.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; 2018 General Appropriations Act

BACKGROUND INFORMATION

The Board General Office Budget for 2019-2020 totals $11.4 million and supports 65 authorized positions. The 2019 General Appropriations Act allocates funds by specific category and funding source as follows:

Appropriation Category	Appropriation
Salaries & Benefits - GR	$6,078,233
Salaries & Benefits – Trust Funds	$794,554
Other Personal Services – GR	$51,310
Other Personal Services – Trust Funds	$20,785
Expenses - GR	$736,982
Expenses – Trust Funds	$156,799
Operating Capital Outlay - GR	$11,782
Operating Capital Outlay – Trust Funds	$5,950
Contracted Services – GR*	$784,103
Contracted Services – Trust Funds	$73,000
Risk Management Insurance - GR	$11,960

DMS – HR Services - GR	$17,110
DMS – HR Services – Trust Funds	$4,249
Data Processing Services - GR	$269,527
Special Projects - GR	$2,350,000

*$2,350,000 in pass-through funds were included in the Board General Office Budget for a Take Stock in Children program and UF Medical Marijuana Clinical Research program.

Each funding source and category has specific restrictions on spending funds from that appropriation. Appropriations are allowed to be transferred between categories via budget transfers filed with the Governor's Office. These transfers cannot exceed five percent or $250,000 whichever is greater. Any transfers in excess of this amount must be approved by the Legislature and Governor through an established budget amendment process.

Appropriation Funding Source:

- General Revenue – appropriations from this source have the least restrictions and can be used for any basic operating expense.
- Trust Funds – appropriations from this source are primarily used to support Board Facility Office staff and expenses.

Appropriation Category:

- Salaries & Benefits – salaries and benefits associated with 63 authorized positions.
- Other Personal Services – these funds are utilized for temporary employment. The Board utilizes university students to supplement basic phone coverage and other office needs.
- Expenses – these funds are utilized for basic operating expenses such as travel, rent, office supplies, or equipment costing less than $1,000.
- Operating Capital Outlay – these funds are utilized for items costing more than $1,000, such as computers or furniture.
- Contracted Services – these funds are utilized for any service requiring a contractual agreement.
- Risk Management Insurance – these funds are transferred to the Department of Management Services to cover the costs associated with the State's risk management pool.
- DMS – HR Services – these funds are transferred to the Department of Management Services to cover the costs associated with the State's PeopleFirst System.

- Data Processing Services – these funds are transferred to the Northwest Regional Data Center to pay for data storage services.
- Special Projects – legislative initiatives included in the General Appropriations Act.

Supporting Documentation Included:	Board General Office Operating Budget Summary for Fiscal Year 2019-2020
Facilitators/Presenters:	Mr. Tim Jones

Board of Governors
2019-2020 General Office Budget
Total (General Revenue & Trust Funds)

		Salaries & Benefits	Other Personal Services	Expenses	Operating Capital Outlay	Contracted Services	Northwest Regional Data Center	DMS - PeopleFirst	Risk Management Insurance	Special Projects	Total
	Beginning Appropriation as of 7/1/19	**$6,872,787**	**$72,095**	**$893,781**	**$17,732**	**$857,103**	**$269,527**	**$21,359**	**$11,960**	**$2,350,000**	**$11,366,344**
	Transfers between Categories	**$23,941**		**($23,941)**		**($34,747)**	**$34,747**				**$0**
	Adjusted Appropriation	**$6,896,728**	**$72,095**	**$869,840**	**$17,732**	**$822,356**	**$304,274**	**$21,359**	**$11,960**	**$2,350,000**	**$11,366,344**
	Less Obligations:										
1	65 Authorized Positions	($6,896,728)									($6,896,728)
2	Tempoary Employees (Student Assistance)		($68,872)								($68,872)
3	Tnsfr to DMS for Rent - Turlington Building			($311,395)							($311,395)
4	Communication & DOE Support Services			($24,845)							($24,845)
5	Printing			($5,427)							($5,427)
6	Travel & Training (Board Members & Staff)			($248,435)							($248,435)
7	Office Supplies			($25,101)							($25,101)
8	Property & Crime Insurances			($809)							($809)
9	Memberships/Dues/Subscriptions			($93,709)							($93,709)
10	Equipment & Furniture Replacement				($17,732)						($17,732)
11	Information Technology Supplies & Software			($10,378)		($34,723)					($45,100)
12	Information Technology Maintenance					($115,000)					($115,000)
13	Advertising, Information Technology Service, Copier Maint					($35,363)					($35,363)
14	2019 Trustee Summit in November			($5,000)		($10,000)					($15,000)
15	Legal Services thru Attorney General for Geffin v Gov Scott					($16,184)					($16,184)
16	UF-Consortium for Medical Marijuana Clinical Outcomes Research									($1,500,000)	($1,500,000)
17	Take Stock in Children--Pass Thru (non-recurring)									($850,000)	($850,000)
18	IT Augmentation/Security/Cloud Services					($543,976)					($543,976)
19	Security Charges to DOE for Security officers & Bldg Entry					($13,478)					($13,478)
20	Tnsfr to NWRDC for IT Services						($304,274)				($304,274)
21	Tnsfr to DMS for HR PeopleFirst Services							($21,359)			($21,359)
22	Tnsfr to DMS for Risk Management Insurance								($11,960)		($11,960)
23	Contingency		($3,223)	($144,742)		($53,632)					($201,597)
	Total Expenditures	($6,896,728)	($72,095)	($869,840)	($17,732)	($822,356)	($304,274)	($21,359)	($11,960)	($2,350,000)	($11,366,345)

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
August 29, 2019

SUBJECT: 2020-2021 State University System Legislative Budget Request

PROPOSED COMMITTEE ACTION

Approve the 2020-2021 operating Legislative Budget Request for the State University System and allow the Chancellor to make technical changes as necessary.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 216.023, Florida Statutes

BACKGROUND INFORMATION

Annually, the Board of Governors must prepare and submit a State University System Legislative Budget Request (LBR) for state appropriated operating funds to the Legislature and Governor by October 15. However, with session starting in January the LBR is due September 16. In accordance with subsection 216.023(1), Florida Statutes, this LBR is based on an independent judgment of needs and, pursuant to the LBR instructions, will be presented to the Legislature and Governor by the statutory due date.

The Board approved the 2020-2021 LBR Guidelines at the March 2019 meeting. Technical instructions were provided to the universities and they responded with system and individual university budget needs.

The LBR to be considered will focus on performance-based funding, preeminence, university center of excellence, and base operating initiatives. The LBR totals $5.3 billion and represents a 3.7 percent increase, excluding requests for the FAMU-FSU College of Engineering, Moffitt Cancer Center and the Institute of Human and Machine Cognition. The LBR consists of three major components:

a. Performance-Based Funding of $75 million in additional state investment and $45 million in institutional investments. This would bring the total to $680 million; $340 million in the state's investment and $340 million in the institution's investment. These funds will be allocated based on the Board's performance-based funding model. Resources will be utilized to

continue the improvements made in student success; retention rates, graduation rates, affordability, degrees and jobs.

b. Preeminence funding of $35 million is requested to continue strides made in improving the academic and research footprint of preeminent universities nationally.
c. University Center of Excellence funding of $40 million is requested for non-preeminent universities to enhance a current program's national excellence.
d. Base Operating Initiatives - $36.5 million. This includes funding for operational funding new and existing facilities, State Fire Marshal inspections, and University of Florida – Institute of Food and Agricultural Sciences (UF-IFAS) workload.

Each university has provided information on the following areas:

1. Performance-Based Funding – Each university has provided an overview of the initiatives they are undertaking based on the performance-based funds received this year.
2. Efficiencies - Each university has provided a summary of various efficiency initiatives that have taken place or are underway. These efficiencies are expected to save resources, increase efficiencies, and/or save staff time.
3. Ten Percent Reductions - The detailed budget instructions provided by the Legislature and Governor's Office requested each agency, including universities, to provide information on the impact of a ten percent budget reduction (which is a standard, annual request made by the Legislature and Governor).

Supporting Documentation Included:
1. 2020-21 LBR Executive Summary
2. Base Operating Initiatives
3. University Initiatives
4. Matching Gift Program
5. Statewide & Joint Initiatives
6. Performance-Based Funding Initiatives
7. System Efficiencies
8. Ten Percent Reductions

Facilitators/Presenters: Mr. Tim Jones

State University System of Florida
Education and General
2020-2021 Executive Summary, Universities and Special Units
August 16, 2019

		Board Request
1	**2020-2021 Total State Appropriation - Adjusted for Start-up**	
2	State Support	$ 2,587,632,501
3	Performance Based Funding - State Investment	$ 265,000,000
4	Performance Based Funding - Institutional Investment	$ 295,000,000
5	**2020-2021 Beginning Base State Support**	**$ 3,147,632,501**
6		
7	**2020-2021 Budget Issues:**	
8	**System Excellence Initiatives**	
9	Performance-Based Incentives	$ 75,000,000
10	Preeminence Funding	$ 35,000,000
11	University Center of Excellence	$ 40,000,000
12	**Base Operating Initiatives**	
13	Operational Funding for New University E&G Facilities	$ 30,194,778
14	State Fire Marshal Inspections	$ 2,386,646
15	UF-IFAS Workload Initiative	$ 3,882,213
16	***Incremental Growth for 2020-2021***	***$ 186,463,637***
17		
18	**Total 2020-2021 State Funds Budget Request**	**$ 3,334,096,138**
19	**Student Tuition Support**	$ 1,957,486,926
20	**Total E&G Budget Request (State and Tuition)**	**$ 5,291,583,064**
21	***% Increase over 2020-2021 Beginning Base Total Budget***	***3.7%***
22		
23	**Statewide and Joint Initiatives**	
24	FAMU-FSU Joint College of Engineering	$ 6,511,000
25	Moffitt Cancer Center (*pass-through*)	$ 8,523,070
26	Institute of Human and Machine Cognition (*pass-through*)	$ 4,739,184
27	***Incremental Growth for 2020-2021***	***$ 19,773,254***
28	***Total Support w/ Statewide and Joint Initiatives for FY 2020-2021***	***$ 5,311,356,318***

Notes :

- For FY 2020-2021, the System's request for performance funding is as follows: for state investment, $265 M from FY 2019-2020 plus $75 M in new state funds for a total of $340 M; for institutional investment, $295 M from FY 2019-2020 plus $45 M redirected from the system base for a total of $340 M. Total support of $680 M for performance base funding initiatives.

- Operational funding for new university E&G facilities consists of the ongoing funds needed to operate an E&G facility subsequent to being placed into service. Examples include electricity, sewer and water costs, janitorial and grounds services, general maintenance, and other routine expenses.

State University System
Base Operating Initiatives

The following provides a brief explanation of the system initiatives included in the 2020-2021 Legislative Budget Request. More detailed information is available in the Board Office.

1. **Operational Funding for New University E&G Facilities - $30.2 million**

These resources support the basic operations (utilities, janitorial services, and maintenance) for new Education and General facilities authorized by the State for construction or acquisition. For fiscal years 2016-2017, 2017-2018, 2018-2019 and 2020-21, the System did not receive an incremental increase in state support from the Legislature for plant, operations, and maintenance efforts for facilities that opened during the year. Existing university resources were utilized, thus fewer resources were available for the academic enterprise. It is estimated that $30.2 million in recurring funding would be needed to support the three prior years in addition to the upcoming fiscal year.

2. **State Fire Marshal Inspections - $2.4 million**

Pursuant to Section 633.218, Florida Statutes, the State Fire Marshal (SFM) is required to inspect all state-owned buildings on a recurring basis, and high-hazard occupancies must be inspected annually. The 4,000 plus buildings of the State University System generally fall in the category of both state-owned and high hazard, and thus as a practical matter all university facilities are inspected every year by SFM employees.

Historically, the SFM has not assessed an inspection fee to the universities for the annual inspections. It appears that this practice dates back many years to the former Board of Regents with an agreement between Chancellor Reed and the SFM office. However, a recent program review has led the SFM to reinstate invoicing the SUS for fire inspection services as provided by law and Rule 69A-54.004, F.A.C.

According to the SFM, the universities are the only state-owned buildings that are inspected by the SFM without a fee assessment. The SUS and SFM have been in discussions regarding the annual inspections and the fees associated. Below is a break-down from the SFM by university for the annual inspection fees:

Name	Annual Fee
Florida Agricultural & Mechanical University	$105,322.46
Florida Atlantic University	$199,057.14
Florida Gulf Coast University	$94,083.86
Florida International University	$214,346.09
Florida Polytechnic University	$13,849.24
Florida State University	$428,669.57
New College of Florida	$19,264.99
University of Central Florida	$225,543.50
University of Florida	$611,994.82
University of North Florida	$85,111.69
University of South Florida	$326,226.05
University of West Florida	62,876.26
Total:	**$2,386,645.67**

Section 633.218, Florida Statutes, provides that each state department must include in its annual budget proposal a request for sufficient funds to cover the costs of any fees imposed by the SFM services, including inspection fees. Pursuant to statutory language, the SUS requests recurring appropriations in the amount of $2.4 million to cover the annual inspection costs for each university beginning with the 2020-2021 fiscal year.

3. **University of Florida – Institute of Food & Agricultural Sciences (IFAS) Workload - $3.9 million**

The UF-IFAS Workload Formula is a cost to continue funding formula that responds to increased research and extension workload demand. It was developed at the request of and approved by the Board of Governors in 2004. The legislative request for 2020-2021 increased workload is $3.9 million.

The model uses extension delivery methods to measure increases in workload by both extension and research faculty in the form of workload delivery units. The model uses non-traditional teaching methods (such as field consultations, office consultations, telephone and email requests, group workshops, and printed materials) and converts these contacts to the equivalent of student FTEs. These delivery methods are converted by multiplying by a factor to account for level of effort and then divided by 40, which is the number used to convert student credit hours to FTEs. The total IFAS research and extension budget (General Revenue) is divided by this number to determine the value of a workload delivery unit.

The request for UF-IFAS Workload addresses three separate priorities of the University of Florida in their strategic plan: (1) to have "an exceptional academic environment, achieved by a diverse community of students, faculty, and staff";

(2) "growth in research and scholarship that improves the lives of the world's citizens"; and (3) to have "a physical infrastructure and efficient administration and support structure that enables preeminence".

State University System
2020-2021 University Initiatives

- **Total Value: $280 M**

University-Unique Initiative	Total Request	Non-Recurring
FAMU – Academic Program Enhancement	$ 3,500,000	
FAMU – Agriculture, Research, Education and Training in Support of Florida's Agricultural Industry	$ 2,200,000	$ 1,600,000
FAMU – Expansion of Academic Support Services	$ 2,500,000	
FAMU – Online Course Offerings	$ 1,000,000	
FAMU – Student Scholarship Financial Support	$ 6,000,000	
FAMU – Technology Infrastructure	$ 2,000,000	$ 1,000,000
FAMU & FSU College of Engineering – Integrated Advancement for the Joint FAMU-FSU College of Engineering	$ 6,511,000	
FAU – FAU100 (Year 3)	$ 12,800,000	
FGCU – Operational Funding/Student Success	$ 9,200,000	
FIU – Base Funding	$ 17,000,000	
FIU – Target STEM Initiatives	$ 4,998,664	$ 1,100,000
FSU – Enriching Florida's Talent Pipeline (Preeminence)	$ 25,000,000	
FSU – National Rankings Enhancement	$ 25,000,000	
UCF – UCF*orward*	$ 18,400,000	
UCF – UCF RESTORES	$ 3,784,500	$ 1,200,000
UF – Center for Application of Artificial Intelligence	$ 3,880,688	$ 2,100,000
UF – iCoast: Coastal Monitoring for Action	$ 1,065,000	$ 1,065,000
UF – Top 5 National Ranking Operating Support	$ 50,000,000	
UF/IFAS – Algal Bloom Research & Mitigation	$ 1,754,000	$ 1,754,000
UF/IFAS – Demonstration of Reducing Residential Water Quality Impacts	$ 920,000	$ 920,000
UF/IFAS – Florida 4-H Environmental Education	$ 1,625,000	$ 1,625,000
UF/IFAS – IFAS Workload	$ 3,882,213	
UNF – Creation of UNF Medical Nexus	$ 23,819,022	$ 11,032,202
USF – Advancing the academic excellence and national stature of USF, the State University System and Florida	$ 37,424,835	
USF/Florida Institute of Oceanography (FIO), a State University System AISO	$ 1,477,908	
UWF – Developing Talent for Florida's Future	$ 10,100,000	
UWF – Programs of Excellence	$ 3,777,840	
Total	**$ 279,620,670**	**$ 23,396,202**

2020-2021 LBR

State University System
Major Gifts Matching Program

Total: $285 M

Although this program was suspended on June 30, 2011, approximately $285,056,280 represents the total amount of state matching funds outstanding as of date. The matching program provides state matching funds to universities for private donations that establish permanent endowments with the proceeds of the investments used to support libraries, instruction, and research programs.

The total amount of state matching funds by university is presented as follows:

	2006-07	2007-08	2008-09	2009-10	2010-11	Total
UF	$15,910,175	$34,100,562	$19,493,131	$26,203,955	$35,297,440	$131,005,263
FIU	$201,699	$8,334,888	$1,534,335	$8,813,845	$22,887,626	$41,772,393
FSU	$443,732	$11,128,182	$4,809,888	$10,382,199	$12,500,578	$39,264,579
USF	$137,057	$12,994,204	$3,568,757	$2,678,732	$6,631,380	$26,010,130
FGCU	$50,000	$3,873,491	$903,173	$1,566,758	$5,358,859	$11,752,281
UCF	$62,550	$4,423,813	$2,091,570	$1,153,227	$2,533,846	$10,265,006
FAU	$125,000	$5,714,511	$663,142	$1,084,421	$1,931,551	$9,518,625
UNF	$404,794	$1,532,066	$909,135	$1,218,993	$5,195,198	$9,260,186
NCF	$0	$1,195,212	$313,923	$100,000	$938,860	$2,547,995
UWF	$420,000	$107,382	$795,896	$270,129	$844,694	$2,438,101
FAMU	$75,000	$498,643	$0	$0	$648,078	$1,221,721
Total	**$17,830,007**	**$83,902,954**	**$35,082,950**	**$53,472,259**	**$94,768,110**	**$285,056,280**

2020-2021 LBR

Statewide and Joint Initiatives
FAMU-FSU Joint College of Engineering, Moffitt Cancer Center, and Institute for Human and Machine Cognition
FY 2020-2021 Legislative Budget Request

FAMU-FSU Joint College of Engineering - $6.5 M

In the four years since the legislature and partner university leadership recommitted to the joint college, we have seen an increase in most areas by 20%- to a faculty of 119, graduating 500 engineers each year and securing $24M external research funding annually. This growth was fueled by use of carryforward that is now depleted,and the future is jeopardized by the inadequate E&G funding to the college's joint budget. If we are to sustain the recent very positive momentum, we must have financial support. Growing national recognition for the power of this grand experiment in the State of Florida will be disrupted if we do not receive an increase this year.

We have programs planned that will significantly improve the success of our student's retention rates, graduation rates, degree and employment opportunities. We will increase opportunity for our students through hiring new faculty, introducing new courses and degrees in strategic areas for the State, such as Aerospace, Computer, Systems and Biomedical Engineering, and aggressively recruit the best and most diverse cadre of doctoral students.

The joint college is uniquely positioned to develop new and larger research centers that support key areas of technological emphasis, including health technology, materials, aerospace, biomedical engineering, computer engineering, and energy sustainability. These research centers will in turn allow the joint college to expand the size and diversity of its student body and will lead to new intellectual property and spin-off companies in the region.

To meaningfully advance goals related to research, academic quality, overall efficiency and effectiveness of the joint FAMU-FSU College of Engineering, several critical investments must be made. In 2017, the Legislature provided $1M of the $7.168M LBR that was requested. That $1M was allocated by the college to deal with market equity adjustments to salaries, and to pay salaries for new faculty and staff in the areas of undergraduate and graduate student success. We are grateful for the legislature's support, but the additional funds requested are absolutely more essential now in order to meet strategic goals for both FAMU and FSU. This new funding will enable the college to grow to the next level and compensate for nearly a decade of underinvestment.

2020-2021 LBR

Moffitt Cancer Center - $8.5 M

Moffitt is the leading educational facility for oncology in the State. As part of the State University System and a Statutory Teaching Hospital, we train more students in cancer than any other Florida institution.

- Moffitt is a training ground for the next generation of oncologists, scientists and other oncology professionals. Current funding of **$10.6 million** contributes to the education and training of over 2,600 students either rotating or working full time at Moffitt. These students include*:*
    - Full Time Medical Residents and Fellows
    - Post-Doctoral Training Program
        - +100 trainees currently
        - Post-Doctoral fellows attract grants in epidemiology, immunology & health outcomes
    - Medical Residents and Fellows rotate annually through our training programs utilizing a Physician-Scientist Mentorship
    - Undergraduate and Advanced Practice Nursing Students
    - Radiologists
    - Nutrition Therapists
    - Medical and Physician Assistants
    - Pharmacy Students

- Our educational programs start as early as high school with summer internship programs with our Integrated Mathematical Oncology Department.

- Moffitt works with the University of South Florida at the graduate level. Dr. Kenneth Wright (Immunology) has directed an accredited PhD Program since 2001 in Cancer Biology, funded by Moffitt Cancer Center in collaboration with the University of South Florida. Taught exclusively by Moffitt faculty members, it has produced more than 45 graduates and currently have 25 active students. The training program expanded its Cancer Biology degree to include three new majors this year: 1) Integrated Mathematical Oncology; 2) Chemical Biology; and 3) Cancer Immunology Immunotherapy. With four majors, the program now contributes to the training of a more diverse group of tomorrow's scientists.

- We are facing a critical shortage of oncologists in the State of Florida as the next generation reaches the peak cancer age. It is proven that the majority of residents stay in the state they train; Moffitt Cancer Center is working to ensure that we maintain as many residents/physicians as possible.

Moffitt's education funding was at one time almost $14 million. Several reductions occurred during the recession and the appropriation has still not been restored to the 2008 level. While education programs have remained strong, growth and expansion have not been to the levels needed. We are now spending over $19 million a year in education funding.

2020-2021 LBR

In addition, the State Appropriations also funds a portion of the infrastructure necessary for the diverse set of training programs to succeed. These activities include protected time for faculty to train and mentor students and other trainees and maintenance of a wide array of scientific literature and periodicals, which continues to increase as Moffitt expands into new areas of research. Examples of initiatives to be funded from the incremental $8.5M request include:

- Medical Residents, Fellows and Other Training Positions
- Research Graduate Training and Other Research Education
- Other Organizational Training and Education
- Salary Support and Benefits

Junior Faculty (Assistant Members)

A shortfall of cancer physicians and researchers is projected nationally in the coming decades due to many challenges facing trainees and faculty first starting out. For researchers, the limited extramural funding and competition nationally against more senior faculty make it difficult for junior faculty just beginning their careers to be successful. Moffitt emphasizes recruitment and training of early career faculty members to provide a nurturing and robust scientific environment that encourages junior faculty to succeed.

Institute for Human and Machine Cognition (IHMC) - $4.7 M

For the 2020-2021 Legislative Budget Request year, IHMC is requesting $4,739,184 million ($3,739,184 in recurring funds and $1,000,000 in nonrecurring) from the State of Florida to enhance and grow current operations at its Pensacola and Ocala Florida locations. IHMC is a world-renowned research institute working in the areas of artificial intelligence, cyber security, robotics, assistive technologies, natural language understanding, data mining, and other related high technology fields. A 501(c)3 statewide research institute created pursuant to Section 1004.447 F.S., IHMC is part of the State University System of Florida with formal research affiliations with FAU, FIT, UCF, UF, USF, UWF, MOTE Marine, Moffitt Cancer Center and the Andrews Research Institute. IHMC's federal research clients include NASA, Army, Navy, Air Force, DARPA, IARPA including work for special operations community in human performance enhancement and resilience in extreme environments.

IHMC has received national recognition for its community outreach initiatives, including its highly popular public evening lecture series, summer robotics camp, and youth-oriented science and educational outreach initiatives (Science Saturdays and I LOVE Science). In 2016, IHMC launched its STEM-Talk Series, a free podcast series featuring some of the most interesting people in science and technology. With 92 episodes online, STEM-Talk has maintained a 5-star

rating with over one million listeners and was awarded first-place in the Science and Medicine Category of the 12th Annual People's Choice Podcast Awards.

A recognized economic driver, IHMC was honored with the top US Department of Commerce Award for Excellence in Technology-Driven Economic Development. In 2015, IHMC scientists and researchers made worldwide news after placing second in the international DARPA dynamic walking robotics competition held in Pomona, California. In 2016, IHMC won the Silver Medal for its powered exoskeleton in the "Cybathlon" and IHMC has been invited back to compete in the second "Cybathlon" to be held in October 2020. The Cybathlon, held in Zurich Switzerland, is a unique international championship in which people with physical disabilities compete against each other to complete everyday tasks using state-of-the-art technical assistance systems. In January of 2019, IHMC was named one of the five finalists to compete in the three-year Toyota Mobility Assistance International Competition. Also in 2019, CEO Ken Ford was selected to join an elite group of industry leaders (to include senior executives from Google, Oracle, Amazon, and Microsoft) on the newly formed National Security Commission on Artificial Intelligence. IHMC's CEO Dr. Ken Ford and Senior Research Scientist Dr. Jerry Pratt have both been inducted into the Florida Inventor's Hall of Fame. CEO Ken Ford, Senior Research Scientists Bill Clancey and Peter Pirolli and Research Scientist David Fries have recently been honored as elected Fellows of the National Inventors Academy and Research Scientist Dr. Dawn Kernagis received the Young Scientist/Medical Doctor Award from the Undersea and Hyperbaric Medical Society.

Researchers at IHMC pioneer technologies aimed at leveraging and extending human capabilities. Active research areas include: knowledge modeling and sharing, adjustable autonomy, robotics, advanced interfaces and displays, communication and collaboration, computer-mediated learning systems, intelligent data understanding, software agents, cyber security, sensory substitution, natural language understanding, expertise studies, work practice simulation, knowledge representation, and other related areas. IHMC prides itself on a broad and interdisciplinary approach to addressing societal issues and creating advanced technological solutions, thus its research staff includes well-known computer scientists, cognitive psychologists, neuroscientists, physicians, and engineers. IHMC faculty and staff collaborate extensively with industry and government to develop science and technology that can be enabling with respect to society's broader goals. IHMC researchers receive contract and grant funding from an array of government and private sources. IHMC research partners include: DARPA, NSF, NASA, Army, Navy, Air Force, NIH, DOT, IBM, IDEO, Microsoft, Boeing, Lockheed, Bank of America, Salk, UAB, SRI, and SAIC, among many others.

In October 2016, IHMC completed construction of an $8 million, world class research building in Pensacola that houses a state-of-the-art robotics lab and a sensory augmentation lab. Named the "Levin Center for IHMC Research", the building is purposefully equipped with a glass walkway on its second floor to enable (and encourage) student field trips and visitors to experience, in real time, activities transpiring in the robotics lab below. This unique experience of watching young scientists and engineers at work on futuristic technologies, including walking robots and powered exoskeletons, will inspire and excite local youth about careers in STEMM (science, technology, engineering, math and medicine) fields. Since the grand opening of the

Levin Research Center, IHMC has hosted thousands of public school student field trips, as well as expanded outreach in the community for visitors including international groups and professional organizations. On April 12, 2019, National Robotics Day, IHMC once again opened its doors where over 1200 people visited and toured the Levin Research Center and robotics labs.

In 2017, IHMC purchased a two-acre lot adjacent to its main facility with the future plan to build additional lab space for expanding research in areas of human performance and resilience. IHMC recently leased space from the Andrews Institute in nearby Gulf Breeze to house two IHMC lab research simulations on newly awarded projects as we are currently out of space in the two Pensacola facilities. In FY 2018-19, the State University System Board of Governors approved the establishment of a Joint PhD program in Intelligent Systems and Robotics, between IHMC and the University of West Florida, the first of its kind in Florida and one of only a few in the nation. A PhD Program Director has since been hired and the inaugural class of doctoral students will begin in August of 2019.

Over the past several years, IHMC has worked to expand and diversify its research areas by attracting new Research Scientists in the research and development of microsystems and robotics/automation, human performance optimization and risk mitigation for operators in extreme environments, and in cognitive science, artificial intelligence, and human-computer interaction, with applications in digital health, sensemaking, and information foraging. IHMC believes all three of these new research arenas will be very successful and assist IHMC in attracting more federal research dollars to Florida. This past fiscal year, IHMC added a Chief Research Scientist, Five Research Scientists, Six Research Associates, two Program Managers and one lab technician to keep pace with new federal research awards.

Also this past year, IHMC has licensed its exercise technology innovations into the commercial sector and is working with a small Pensacola based business to further economic development efforts in our region and similar conversations about licensing IHMC technologies are happening with small businesses in Ocala and Gainesville.

In summary, the funding request of $4.739 million will enable IHMC to continue to enhance its operations and expand in research of national significance including advanced cognitive assistance technologies, network/cyber security, ocean technologies, companion devices, exoskeletons, critical infrastructure protection, human performance enhancements and sustainable energy modeling and simulation. This research expansion is happening in both downtown Pensacola and downtown Ocala, in part through the successful recruitment of top scientists and researchers to Florida. Maintaining prominence in current research areas and developing strength in these emerging research areas are vital to IHMC’s continued growth and of critical importance to our national defense, security and overall societal needs.

State University System
Efficiencies

Universities were asked to describe three monetary or non-monetary operational efficiency efforts made, currently underway, or planned at their university within the past year that seeks to enhance the quality, effectiveness, and efficiency of processes that affect the students on campus.

The following are a few examples of the efficiencies administered throughout the system:

- Entered into a $125 million loan agreement via the HBCU Capital Finance Program funded by the U.S. Department of Education. The funding provides capital to Historically Black Colleges and Universities to address infrastructure needs. The loan agreement allowed for the financing of a new 700-bed student housing facility and refinancing of existing housing debt. An average of $3M in interest savings annually will be realized utilizing this loan agreement. – FAMU;

- Implementing new enterprise software integrated with existing Workday financial system to provide efficient and convenient core facilities scheduling, invoicing, and billing. Will increase graduate and undergraduate student research access to sophisticated research infrastructure by lowering core management costs and by adding customer-managed equipment reservations. – FAU;

- Contracted with Conversion Technologies International, Inc. (CTI) for handling the receiving and conversion of both PO based and non PO based invoices that are not coming in as e-Invoices through Workday. CTI converts these invoices to an electronic format accepted by Workday. The CTI solution provides the University a 100% solution to turn all of its invoices into an electronic format within Workday. This creates efficiencies by ensuring that the AP team does not need to manually scan and capture the invoice data to load to Workday. - FAU;

- Continued with the consolidation and elimination of administrative functions and positions in order to eliminate duplication of effort and achieve greater efficiency - FGCU;

2020-2021 LBR

- Information technology was further reorganized, combining functions that generate greater efficiencies when able to operate under one umbrella. The most immediate and positive return is the leveraging of purchases across functional technology areas, resulting in lowered cost and the most impactful deployment of equipment such as servers and desktops. – FGCU;

- Enhanced Transcript Processing: Enrollment Services, along with the Division of Information Technology is implementing Brainware software, which provides the capacity to automate transcript processing using optical character recognition (OCR) for incoming paper transcripts and reduce processing time from weeks to hours. During the 2018-2019 academic year, FIU received 47,390 transcripts from potential transferring students; 13,290 transcripts were in hard copy. With this enhanced capacity, Enrollment Services will be able to provide the institution and students with a more efficient transcript posting process by posting transfer credits on a timelier basis, yielding higher conversion rates; and generating operational efficiencies by reducing the time to review and post a transcript to PeopleSoft from up to 1 hour to a few minutes. Additionally, the earlier availability of transfer credits allows students to be better informed as they work with advisors to review course selection, make adjustments, and avoid accruing excess hours. – FIU;

- FIU Online has streamlined fully online course scheduling which is now integrated into the scheduling workflow within the Office of Class Management (OCM) scheduling process, eliminating the need for multiple course scheduling workflows. Additionally, FIU Online has switched to a pooled scheduling system reducing the time needed to schedule and modify course needs as a team handles all requests in queue. Finally, academic units now have the option to schedule their own online courses during the key-in period rather than sending them afterward to FIU Online. This now allows fully online courses to be included in the same strategic schedule planning process as all other courses. – FIU;

- Enhanced numerous business processes to ensure appropriate controls and approvals in conformance with best practice. (e.g. expense reports, purchase requisitions, supplier invoices, FMLA, Federal Work Study, etc.) These enhancements are part of our continuous improvements efforts. – Florida Poly;

- Redesigned the structure and delivery of key gateway courses, including adding additional support for students, to improve student learning and course passage rates. This resulted in improved student completion of these courses. Based on the improved passage rates, an estimated 775

students successfully completed these courses during the fall 2018 and spring 2019 semesters, reducing the need for students to retake the courses in future semesters. This represents a collective cost savings to these students of approximately $0.5 million in tuition and fees. This also resulted in a direct cost savings in instructional costs for these course sections of approximately $0.4 million– FSU;

- CashNet is an electronic payment system that allows students to pay charges for tuition and other student services. The system was launched during FY 2018-19 and serves multiple functions for the College. Students can make payments to post real-time to their student account, with the ability to receive text alerts for payments or other account changes. Furthermore, CashNet provides the functionality for the College to set up storefronts and checkouts to accept payments from a variety of functions and sources – family weekend, orientation, parking operations, etc. This tool saves a considerable amount of time for the students and the Business Office; minimizing paper, duplication of effort, and improving communication regarding student billing and other financial obligations between the Business Office and the students served. – NCF;

- In early 2018, the university embarked on a discovery journey to bring widespread and significant change to UCF's Oracle PeopleSoft Financials system. Born from this work, project UCF Rising is a comprehensive restructuring plan that will modernize our research administration business processes and technologies. The project currently will integrate the Huron Research Suite with PeopleSoft Grants module within UCF Financials, replacing a legacy, homegrown pre-award system and enabling UCF's Office of Research meet the Collective Impact Strategic Plan goal of doubling research awards to $250 million by 2020. – UCF;

- Continuing to set its own institutional records for student success, UCF's focus remains on ensuring a more affordable, high-quality degree for Florida's students. Improvements to our graduation rates, average time to degree, and student-to-faculty ratio lead to reduced costs for students and more efficiency for UCF. Thanks to additional institutional aid, including a record amount raised for first-generation scholarships, and a lower credit hour average, last year's average cost to the student was the lowest in five years. The new downtown campus in partnership with Valencia College opening in fall 2019 will pioneer a new model that saves students up to $6,000 to earn a four-year degree. Undergraduate students attending the new campus will have the opportunity to realize this reduced cost of attendance by taking co-listed general education courses offered to both UCF and Valencia students. – UCF;

- UF's Information Technology division has developed data-driven dashboards for academic advisors to allow access to reports with up-to-date, comprehensive information. This real-time data makes in-office visits all-inclusive and valuable for students and more efficient for both students and staff. This information enhances graduation and retention rates and decreases excess hours. The ability to track students comprehensively and provide this information to both students and advisors helps students graduate on time. Status reports and degree audits connect the degree audit system and the registration system, which also manages enrollment. Students receive a schedule showing critical courses that they must take at specific times during their college career and the grades that they must earn in order to remain on track and graduate in four years. This schedule allows colleges to better manage course offerings according to student timelines for graduation and has a direct impact in enabling students to graduate on time. – UF;

- The Office of ADA & Title IX is implementing a newly acquired on-line training course for sexual assault prevention for students, along with a free, internally 2020-2021 LBR created, employee course to train our entire campus on how to maintain a safer community, eliminate sexual harassment and assaults, and properly handle situations as they arise. The new student program efficiently addresses other health topics such as alcohol education and drug use education, along with bystander intervention training. This is a shared initiative with the Division of Student Affairs, the Athletic Department, the Office of Human Resources, with the Office of Title IX Compliance co-facilitating the training opportunities for all students and employees, including student employees within the Division of Student Affairs, along with all athletic department employees and athletes. Utilizing an efficient "train the trainer" model, there have already been 50 university professionals trained to facilitate bystander intervention training within their respective departments. Ultimately, this is a more efficient process to properly inform the entire campus regarding healthy relationships. The initiative provides better information and support, and ultimately, a safer, more informed campus community. This initiative saves the Office of Title IX Compliance many hours by not directly providing as many trainings to the various university constituents. – UF;

- The division of Student Affairs was merged into Academic Affairs and now reports to the Provost. The integration of Academic Affairs and Student Affairs is transforming the student experience and significantly advancing student success through increased collaboration,

communication, and innovation. Multiple departments have been realigned to provide better service and support to our students (for example, Career Services and Advising are now together). Teams of faculty and staff from across the division (the Student Success Rapid Response Team is one example) are coming together to develop initiatives to improve student success. The integration has also improved efficiency and allowed us to reallocate significant resources (just over $1 million) to improve the student experience. - UNF;

- Three Vice President positions were eliminated during the year: Vice President and Chief of Staff, Vice President of Student Affairs and Vice President of Human Resources -- generating savings of $759 thousand. Student Affairs was merged into Academic Affairs and the department of Human Resources was moved under the Vice President of Administration and Finance. In addition, two Associate Vice President positions were eliminated: one in Student Affairs and one in Administration and Finance generating savings of an additional $390 thousand. – UNF;

- USF IT completed the migration of all disaster recovery (DR) systems located at our Clemson University collocation datacenter. These 72 servers were rehosted in a public cloud (Microsoft Azure), providing improved redundancy and resiliency to our DR systems infrastructure environment. We were able to eliminate major risks/vulnerabilities such as aging equipment, extensive failover times and scalability constraints. Moving our DR systems to public cloud has also provided more reliable business continuity for some of our most critical faculty and student systems, in the event of common threats/ natural disasters in our region, such as hurricanes. Our data security stance was also improved from this migration as databases are now routed through private internet protocols –(IP) versus the previous public IP configuration. Cost offsets of $94,000/yr. were seen, with better transparency for future cost savings efforts in the environment. We have the ability for self-service of these systems, reducing support process times nearly in half. – USF.

- Through the use of the State of Florida Contracts and SUS shared initiatives for cloud computing and use of shared advertising, the University realized savings of more than $690,000 FY 2019. Additionally, owner direct purchases made for the construction of the Lab Sciences building resulted in more than $10,000 savings of sales taxes. - UNF

For detailed reports by institution, please contact the Board of Governors General Office.

2020-2021 LBR

State University System
2019-2020 Performance Funding Initiative

Universities were requested to provide information on the intended use of the 2019-2020 performance funds.

- Faculty recruitment and multi-year merit pay adjustments, retention efforts for academic advisors and support services staff – FAU;
- Summer term expansion providing necessary coursework for 3-year accelerated degree programs – FAU;
- Faculty hiring, instruction and retention in engineering and health sciences to address specific needs within programs of strategic emphasis and respond to employment demands of the region – FGCU;
- A new division of student success and enrollment management has centralized advising services to more effectively meet student needs – FGCU;
- Amplify Learner Success and Institutional Affinity to deliver high-tech and high-touch innovative solutions that accelerate students' academic and career success – FIU;
- Faculty market equity and retention efforts – FSU;
- Student to faculty ratio reduction strategies – FSU;
- Invest in campus information technology and minor renovation projects – NCF;
- Faculty hiring and retention increasing positive impacts on student success – UCF;
- Student Access and Success enhances scholarship programs – UCF;
- Achieving Top 5 Public University National Ranking status by investing in faculty recruitment and retention, and targeted support for students, faculty, graduate students and infrastructure – UF;
- Increase campus technology through network infrastructure replacement impacting in-class and on-line technology – UNF;
- Increase course availability and use specialized skills by employing visitors and adjuncts – UNF;
- Invest in faculty that specifically support STEM initiatives – USF/Tampa;
- Invest in campus infrastructure areas including Information Technology, Student Services and Campus Safety – USF Tampa;

2020-2021 LBR

- Enhance student success, services and resources in targeted areas of management, marketing, finance, accounting and information technology – USF/Sarasota-Manatee;
- Further investment in faculty to support STEM efforts – USF/St. Pete;
- Hire and retain additional faculty in areas of strategic emphasis such as Cybersecurity, Mechanical Engineering, Entrepreneurship, Supply Chain Logistics and Nursing Practice - UWF

For detailed reports by institution, please contact the Board of Governors General Office.

2020-2021 LBR

State University System
Reductions

In preparation for the 2020-2021 LBR submission to the Legislature and to the Governor, all state agencies were asked to identify the programs and/or services that would be eliminated or reduced if a 10% reduction is enacted for FY 2020-2021.

For the State University System, the total amount of reductions is an estimated $309 million. Each institution was allocated a proportionate amount of the total reduction based on their recurring general revenue and lottery appropriations for FY 2019-2020.

The university summaries identify various reduction proposals. The following provides some examples:

- Eliminate administrative positions
- Reduce basic services to include admissions operations, police and safety, and core technology enterprises
- Eliminate departmental administrative and faculty positions
- Eliminate large units and/or subunits; reduce or close programs
- Reduce student scholarships, need-based financial aid, instructional and research initiatives and faculty recruiting
- Hire non-tenure track instructors with instruction-only assignments
- Reduce student planned enrollment and full-time equivalent (FTE)
- Reduce academic, university, research and/or student services support
- Implement a purchasing, administrative hiring, and travel freeze
- Reduce library resources, services and hours
- Curtail funding allocated for broadcasting services
- Phase out up to 5 degree programs and 150 summer courses
- Reduced workforce for instruction, an increased student-faculty ratio, and a decreased research and tech transfer enterprise
- Reduce research support (laboratory technicians, post-doctoral, and graduate students)
- Risk accreditation status and risk retention of current faculty and staff
- A decrease in research activity represents lost economic opportunity in the State
- Reduce enrollment to maintain faculty-to-student ratios and the quality of student learning which has the cascading effect of reducing the number of available courses and ultimately the number of graduates
- Reduce and/or cap enrollment and course section availability to students
- Reduce services provided by the Florida Virtual Campus

For detailed reports by institution, please contact the Board of Governors General Office.

2020-2021 LBR

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
August 29, 2019

SUBJECT: 2020-2021 Board General Office Legislative Budget Request

PROPOSED COMMITTEE ACTION

Approve the 2020-2021 Board General Office Budget Request and allow the Chancellor to make technical changes as necessary.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 216.023, Florida Statutes

BACKGROUND INFORMATION

Annually, the Board of Governors must prepare and submit a State University System Legislative Budget Request (LBR) for state appropriated operating funds to the Legislature and Governor by October 15. However, with session starting in January, the LBR is due September 15. In accordance with subsection 216.023(1), Florida Statutes, this LBR is based on an independent judgment of needs and, pursuant to the LBR instructions, will be presented to the Legislature and Governor by the statutory due date.

The Chancellor recommends approval of a Board General Office LBR of $9 million and requests authority to make technical changes as necessary. The Legislature and Governor approved the Board's 2019-2020 increase for Instructional Technology (IT) services of $543,000; therefore, the Board is not requesting any additional increase for 2020-21.

Pursuant to the LBR instructions, each agency must prepare a ten percent reduction plan. The Board General Office plan is included for information purposes.

Supporting Documentation Included: 1. 2020-2021 Legislative Budget Request
2. Ten Percent Reduction Plan

Facilitators/Presenters: Mr. Tim Jones

Florida Board of Governors General Office
2020-2021 Legislative Budget Request

Funding of $9.0 million is needed to support the 65 authorized positions and associated operating expense for the Board Office. The operating expense covers the costs associated with data collection and management, Board meeting expenses, travel expenses, office supplies, and other Board initiatives.

Last year, the Board requested and received $543,976 to implement critical cyber security initiatives, disaster recovery and backup, and modernization of existing databases.

2020-2021 Legislative Budget Request		
		Total
1	2019-20 Base Budget (65 positions plus operating expenses)	$9,016,344
2		
3	2020-21 Issues:	0.00
4		
5		
6	Total Budget Request	$9,016,344
7	% Increase	0%

Florida Board of Governors General Office
Ten Percent Reduction Plan
Fiscal Year 2020-2021

Legislative Budget Request instructions from the Legislature and Governor require all state agencies and the universities to prepare a ten percent reduction plan in case state revenues decline and budget cuts must be implemented.

The General Office recurring budget of $9.0 million is predominately salaries and benefits (77%) to support 65 authorized positions plus student assistants. The remaining 23% percent of the budget includes support for office activities (such as; Turlington Building rent payments, data collection/support, travel for staff and board members, office supplies) and pass-through funds to the Northwest Regional Data Center and to the Department of Management Services for human resource services and risk management.

The Board Office prepares a University System Accountability Plan. Tremendous work goes into the collection and analysis of data to provide information to key stakeholders so that strategic investments and decisions can be made about the university system. The Board Office has been fortunate to receive the financial support needed to ensure the success of these critical areas, including Information Technology resources of $543,000 in new resources for 2019-2020.

A ten percent budget reduction would total $901,634 and significantly hamper the progress that has been made in moving the Office forward to ensure a successful Accountability Plan and improving data collection and technology. Strategic decisions would need to be made on which areas of the budget to be reduced.

For planning purposes, basic operating costs would be reduced, which may include: travel for staff and travel reimbursements to university personnel who participate in educational plant surveys throughout the fiscal year; training and professional development for staff; operating capital outlay; and/or elimination of student assistants.

There would be insufficient operating expenses to absorb the full ten percent reduction; therefore, the balance could come from the elimination of any vacant or filled positions. Advertisements are currently out for four vacant positions with plans to fill two positions by the end of August and the remaining two by the end of September. Three of these four positions are IT. If these positions are filled, strategic decisions would need to be made on which positions would be eliminated after reviewing all Office functions.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
August 29, 2019

SUBJECT: Business Process Review

PROPOSED COMMITTEE ACTION

For information.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 216.023, Florida Statutes

BACKGROUND INFORMATION

This past spring, the Board, working with Florida State University, our Shared Initiatives partner, engaged Crowe LLP to perform an Internal Management and Accounting Control and Business Process Review at all 12 universities.

This review will result in an individualized report for each university that identifies potential financial process risks and recommendations for improvement. A system report will be developed and presented at the October Board meeting.

Representatives from Crowe LLP will provide an update to the Committee on their progress.

Supporting Documentation Included: None

Facilitators/Presenters: Mr. Mark Maraccini, CPA
Crowe LLP

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

AGENDA
Board of Governors Meeting
Ballroom
Cohen Center
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965
August 29, 2019
1:00 p.m. – 2:30 p.m.
or
Upon Adjournment of Previous Meetings

1.	**Call to Order and Pledge of Allegiance**	**Chair Ned C. Lautenbach**
2.	**Chair's Report to the Board of Governors**	**Chair Lautenbach**
3.	**Minutes of Board of Governors Meeting** • Minutes, June 13, 2019	**Chair Lautenbach**
4.	**Chancellor's Report**	**Chancellor Marshall M. Criser III**
5.	**Public Comment**	**Chair Lautenbach**
6.	**Earn to Learn FL**	**Chair Lautenbach**
7.	**Confirmation of Reappointment of the President for Florida International University**	**Chair Lautenbach** **Chair Claudia Puig** *FIU Board of Trustees*
8.	**Confirmation of Reappointment of the President for the University of West Florida**	**Chair Lautenbach** **Vice Chair Dave Cleveland** *UWF Board of Trustees*
9.	**Renewal of Chancellor's Employment Agreement**	**Chair Lautenbach**
10.	**Approval of Creation of a Subsidiary of the H. Lee Moffitt Cancer Center and Research Institute**	**Chair Lautenbach**

11. Strategic Planning Committee Report — Governor Darlene Jordan

- Florida Polytechnic University's 2019 Accountability Plan

12. Drugs, Alcohol and Mental Health Task Force Report — Governor Ed Morton

- Drugs, Alcohol and Mental Health Task Force Final Report

13. Innovation and Online Committee Report — Governor Morton

- SUS Textbook Affordability Initiative

14. Facilities Committee Report — Governor H. Wayne Huizenga, Jr.

- Funding Allocation; 2019-2020 Capital Improvement Fee
- 2020-2021 State University System Fixed Capital Outlay Legislative Budget Request; Update on the Initial Public Education Capital Outlay Points List
- Proposed Amendment to Board Regulation 14.0025 Action Required Prior to Fixed Capital Outlay Budget Request

15. Audit and Compliance Committee Report — Governor Tim Cerio

16. Academic and Student Affairs Committee Report — Governor Norman Tripp

- Public Notice of Intent to Amend Board of Governors Regulations:
  - 6.001 General Admissions
  - 6.021 Hazing Prohibited
  - 8.003 Textbook and Instructional Materials Affordability

17. Budget and Finance Committee Report — Governor Syd Kitson

- Approval of Amendments to Board Regulation 9.012 Disclosure of Gifts from Foreign Governments and Persons
- Performance-Based Funding Study
- Public Notice of Intent to Amend Board of Governors Regulations:
  - 5.001 Performance-Based Funding
  - 7.003 Fees, Fines and Penalties
  - 7.008 Waiver and Exemptions of Tuition and Fees
  - 9.007 University Operating Budgets
- Approval of the 2019-2020 SUS Operating Budgets
- Approval of the 2019-2020 Board General Office Budget
- Approval of the 2020-2021 SUS Legislative Budget Requests
- Approval of the 2020-2021 Board General Office Legislative Budget Request

18. Concluding Remarks and Adjournment — Chair Lautenbach

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.)



I **pledge allegiance**

to the flag

of the **United States** of America

and to the Republic

for which it stands,

one Nation under God,

indivisible,

with liberty and justice for all.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Chair's Report

PROPOSED BOARD ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Chair, Ned Lautenbach, will convene the meeting with opening remarks.

Supporting Documentation Included: None

Facilitators/Presenters: Chair Ned Lautenbach

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Minutes of Board of Governors Meeting held June 13, 2019

PROPOSED BOARD ACTION

Approval of minutes of the Board of Governors meeting held on June 13, 2019 at the University of South Florida.

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 June 13, 2019 at the University of South Florida.

Supporting Documentation Included: Minutes: June 13, 2019

Facilitators/Presenters: Chair Ned Lautenbach

MINUTES: FLORIDA BOARD OF GOVERNORS June 13, 2019

INDEX OF MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
BALLROOM
MARSHALL STUDENT CENTER
UNIVERSITY OF SOUTH FLORIDA
4103 USF CEDAR CIRCLE
TAMPA, FLORIDA 33620
JUNE 13, 2019

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

ITEM		PAGE
1.	Call to Order and Pledge of Allegiance	3
2.	Chair's Report to the Board of Governors	3
3.	Minutes of Board of Governors Meeting	4
4.	Chancellor's Report	4
5.	Overview of 2019 Legislation and Student Champion Award	4
6.	Recognition of Dr. Judy Genshaft, President, University of South Florida	6
7.	Public Comment	8
8.	Board of Governors Self-Evaluation Survey Results	8
9.	Confirmation of Reappointment of the President for Florida Polytechnic University	9
10.	Confirmation of Reappointment of the President for New College of Florida	9
11.	Confirmation of Reappointment of the President for Florida State University	10
12.	Strategic Planning Committee Report	11
	A. Florida International University 2025 Strategic Plan	
	B. 2019 University Accountability Plans	
	C. Preeminent and Emerging Preeminent State Research University Annual Status Updates	
	D. Designation of Florida International University as an Emerging Preeminent State Research University	
13.	Academic and Research Excellence Committee Report	13
	A. Consortium for Medical Marijuana Clinical Outcomes Research	
14.	Academic and Student Affairs Committee Report	13
	A. Ph.D. in Engineering and Computing Education, CIP 14.9999, Florida International University	
	B. Doctor of Athletic Training, CIP 51.0913, University of Florida	
	C. Ph.D. in Anatomical Sciences Education, CIP 26.0403, University of Florida	

D. Ed.D. in Instructional Design and Technology, CIP 13.0501, University of West Florida
E. Articulation Coordinating Committee Credit-By-Exam Equivalencies
15. Budget and Finance Committee Report....14
A. Regulation 9.014 Collegiate License Plate Revenues
B. Performance-Based Funding Allocation
C. Public Notice of Intent to Repeal Board of Governors Regulation 9.012 Requiring Disclosure of Gifts from Foreign Governments and Persons
16. Facilities Committee Report....15
A. University of Florida Educational Plant Survey
B. New College of Florida Educational Plant Survey
C. Florida International University Aquatic Center Pool Repairs
17. Audit and Compliance Committee Report....16
A. Office of Inspector General and Director of Compliance 2019-2020 Work Plan
18. Innovation and Online Committee Report....16
A. State University System 2018 Annual Report for Online Education
19. Nomination and Governance Committee Report....17
20. New Member Orientation....17
21. Think Florida....17
22. Concluding Remarks and Adjournment....19

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BALLROOM
MARSHALL STUDENT CENTER
UNIVERSITY OF SOUTH FLORIDA
4103 USF CEDAR CIRCLE
TAMPA, FLORIDA 33620
JUNE 11-13, 2019

1. Call to Order and Pledge of Allegiance

On June 13, 2019, Chair Ned C. Lautenbach convened the meeting at 10:52 a.m. with the following members present and answering roll call: Vice Chair Syd Kitson; Tim Cerio; Dr. Shawn Felton; H. Wayne Huizenga, Jr.; Zenani Johnson; Darlene Jordan; Brian Lamb; Alan Levine; Ed Morton; Dr. Steven Scott; Eric Silagy; Kent Stermon and Norman Tripp. Ms. Patricia Frost attended the meeting by telephone. Members stood for the Pledge of Allegiance.

2. Chair's Report to the Board of Governors

Chair Lautenbach thanked Vice Chair Les Muma, President Genshaft, and the University of South Florida for hosting the meeting. Vice Chair Muma welcomed members to the university and President Genshaft said she was pleased to have the Board visit the campus.

Chair Lautenbach welcomed several new members to the Board. Ms. Zenani Johnson is the new student member of the Board and is majoring in Psychology at the University of West Florida. Mr. Brian Lamb serves as the Executive Vice President and head of Wealth and Asset Management at Fifth Third Bank and is the immediate past chair of the University of South Florida Board of Trustees. Dr. Steven Scott is a board-certified physician and chair of Scott Holdings, LLC. He formerly served as the chair of the University of Florida Board of Trustees. Mr. Eric Silagy is President and Chief Executive Officer of Florida Power & Light Company, and Mr. Kent Stermon is the Chief Operating Officer of Total Military Management.

Chair Lautenbach announced U.S. News & World Report named Florida the No. 1 state for higher education for the third year in a row. He attributed this to the overall improvement the universities have been making on the performance funding metrics, especially those relating to graduation rates and affordability. Florida's graduation rate has increased by 9.5 percent over the past five years and four-year degrees now cost, on average, less than $10,000. He thanked Florida's elected leaders for their support which has enabled us to keep costs low while continuing to raise quality.

Chair Lautenbach next recognized President Saunders for her efforts in spearheading year-over-year improvements in the metrics at the University of West Florida. He also congratulated Florida State University for maintaining the top graduation rate in the State University System and for breaking the 70 percent barrier on graduation rates.

Chair Lautenbach recognized the five outgoing Board members, Mr. Jay Patel, Mr. Fred Salerno, Dr. Fernando Valverde, Ms. Jalisa White, and Dr. Zach Zachariah. Resolutions honoring their distinguished service and contributions to the State University System and the Board of Governors were presented to the Board for adoption. He expressed admiration for their focus on improving student outcomes and Ms. Shirley read the resolution honoring Mr. Patel, who was present to accept a framed certificate in recognition of his dedicated service. Ms. Jordan moved adoption of the resolutions, which was seconded by Mr. Lamb and the members concurred unanimously.

3. Minutes of Board of Governors Meeting

A. Board of Governors Meeting held March 28, 2019

Mr. Tripp moved approval of the Minutes of the meeting held March 28, 2019, as presented. Mr. Lamb seconded the motion, and the members concurred unanimously.

4. Chancellor's Report

In the interest of time, Chancellor Criser kept his report brief but reminded members for every $1 a student pays in tuition, the state invests $3 plus another $1 in student assistance and scholarships such as Bright Futures, which factors into Florida's No. 1 ranking. He explained we are developing a plan to remain the No. 1 state for postsecondary education for the fourth year and are working with Enterprise Florida to disseminate the message to businesses that Florida is, and will remain, the No. 1 state for higher education. Chancellor Criser presented current Board members and former Board chairs with a commemorative globe to mark the occasion of Florida being the No. 1 state for postsecondary education for three years in a row and thanked everyone for their contributions to this distinguished honor.

5. Overview of 2019 Legislation and Student Champion Award

Chair Lautenbach commented on the successful legislative session, which resulted in achieving a number of Board priorities including passage of House Bill 595, the medical amnesty bill. He recognized Representative David Silvers who sponsored House Bill 595, noting the legislation aims to save lives by providing immunity from prosecution for any person who seeks medical assistance for someone who is experiencing alcohol

poisoning. Chair Lautenbach requested Representative Silvers join him at the podium for the presentation of the Student Champion award as a small token of the Board's appreciation of Representative Silvers' efforts to bring this legislation to fruition.

Representative Silvers thanked Chair Lautenbach and the Board, stating he is honored and humbled to accept the Student Champion award. He explained he has embraced the plight of the younger generation who are often overlooked and marginalized and whose rights are often impacted by gaps in the law. One such group involves students who engage in excessive alcohol consumption and whose lives may be saved if they or someone with them calls for medical assistance. He said the bill creates automatic immunity from prosecution for a person who calls for help for a person who has been drinking to excess.

He recounted a tragedy that occurred when he was attending the University of Florida where a student died as a result of excessive drinking and the students who were on the scene were under the age of 21 and afraid to call for help. He emphasized had one of those students made the call, the tragic death may have been avoided. He noted this situation, and others like it, is why the Board of Governors made this legislation a priority and why he was honored to sponsor the bill. He reported the number of alcohol-related deaths in the United States among 18-24 year olds is on the rise, growing from 200 in 1998 to nearly 1000 in 2014.

Representative Silvers announced Governor DeSantis signed House Bill 595 the week before and emphasized the next challenge is getting the word out to students about the bill to encourage them to make the call to save a life. He thanked the Board, Chancellor Criser and Ms. Kristin Whitaker, the Board's Assistant Vice Chancellor of Public Policy and Advocacy, for their support during session.

Chair Lautenbach recognized Ms. Whitaker to provide an overview of the 2019 legislative session. He complimented Ms. Whitaker and Renee Fargason, the Board's Director of Public Policy and Advocacy, on their hard work and effectiveness during session. Ms. Whitaker began by reporting on the final budget. Although the universities' base budgets were cut by $35 million (shared proportionately across the State University System), total funding exceeded last year's budget by $69 million. This funding included nearly all of the Board of Governors' funding priorities for New College of Florida, Florida Atlantic University, the University of North Florida and Florida Gulf Coast University.

Ms. Whitaker next reported on policy bills that passed during session. She thanked Representative Silvers and Senator Jeff Brandes for their sponsorship and support of House Bill 595 which will result in saving lives and was a top priority of the Board of Governors, the universities, and the Florida Student Association. Senate Bill 1080, sponsored by Senator Lauren Book and Representative Chip LaMarca, amends Florida's

hazing statute to expand the type of conduct that could lead to criminal prosecution of persons engaged in hazing activities. The bill was spearheaded by Florida State University and is named after Mr. Andrew Coffey, an FSU student who tragically passed away as a result of an off-campus hazing incident. Ms. Whitaker thanked FSU for their efforts, stating this bill will send a message to all students about the extreme dangers of hazing.

Senate Bill 190, the higher education bill sponsored by Senator Kelli Stargel and Representative Ray Rodrigues, amends the Bright Futures Scholarship program by increasing the test scores required for eligibility for the Academic Scholars and Medallion Scholars awards; amends the excess credit hour surcharge; and establishes 2+2 targeted pathways articulation agreement requirements, in addition to the other provisions previously discussed in the Budget and Finance and Facilities Committees.

House Bill 7071, known as the Workforce Education bill, sponsored by Representative Amber Mariano and Senator Travis Hutson, establishes apprenticeships; career planning services; allows for the substitution of a science credit with computer science for purposes of high school graduation; requires school districts to offer financial literacy courses; and creates career and technical high school graduation pathways.

Senate Bill 620, known as Military Friendly initiative, sponsored by Senator Doug Broxson and Representative Mel Ponder, enables active duty members or their family members to qualify for in-state tuition at the time of admission even if they are subsequently deployed outside of Florida.

House Bill 741, the Anti-Semitism bill, sponsored by Representative Randy Fine and Senator Mike Caruso, prohibits discrimination on the basis of religion in the K-20 public school system.

In closing, Ms. Whitaker thanked Chair Lautenbach, Vice Chair Kitson and Governor Cerio for their efforts during the 2019 session. She also thanked the university governmental relations teams and gave a special thanks to the students, led by former Governor Jalisa White, who underscored the importance of legislative support for keeping higher education affordable and accessible for all students.

6. Recognition of Dr. Judy Genshaft, President, University of South Florida

Chair Lautenbach said it was fitting to be meeting at the University of South Florida given that the Board was going to honor President Genshaft's extraordinary dedication and service to the university for the past nineteen years. He called on Vice Chair Les Muma of the University of South Florida Board of Trustees to begin the ceremony. On behalf of the Board of Trustees and the entire university community, Mr. Muma said it

was his honor to recognize President Genshaft for her fearless service to the university and the Tampa Bay community for the last nineteen years. He noted the university has become what she always envisioned and worked tirelessly for, and that was to become a preeminent state research university which regularly earns national and international recognition, while also serving the needs of the Tampa Bay community. Mr. Muma explained they created a video tribute because it is too difficult to put into words all of her accomplishments. The video tribute honoring her achievements was shown.

Mr. Muma thanked President Genshaft on her historic tenure and the legacy she is leaving and turned the ceremony back to Chair Lautenbach. Chair Lautenbach stated while the list of her accomplishments is long, the single theme that marks her presidency and sets her apart from others is the ambition and advocacy she displayed in representing the university and its students. Her heart and soul are imprinted on the university and now her name will grace a new Honors College thanks to a $23 million donation that she and her husband, Mr. Steven Greenbaum, gave to the university. This gift, combined with prior gifts made by President Genshaft and Mr. Greenbaum, now total $33 million.

Under President Genshaft's leadership, USF was awarded preeminent status and has risen steadily in the ranks to become the No. 58 public university in the country as reported by U.S. News and World Report. During her tenure, the university experienced a 40% increase in enrollment, saw its four-year graduation rate triple from 24 to 61 percent, and closed the graduation gap by race, ethnicity and socioeconomic status. Equally impressive is the transformation on research. USF's research activity has tripled to more than $568 million in annual expenditures, positioning USF as one of the nation's top 30 public universities for research.

Chair Lautenbach also remarked on President Genshaft's role as an economic leader in the Tampa Bay community and her service on the Greater Tampa Chamber of Commerce, the Tampa Bay Partnership, and the Tampa Hillsborough Economic Development Corporation. In closing, Chair Lautenbach congratulated President Genshaft on a remarkable career and presented her with a plaque commemorating her extraordinary service. Her achievements have left an indelible mark on the university that will reverberate for generations to come.

President Genshaft said this was emotional for her and that everyone wants to make a difference in what they do. She paraphrased Mr. Frank Morsani stating, the first part of your life you learn, the second part you earn, and in the third part, you return. She indicated the return may be financial or bringing others forward on a path to success. It has been her privilege to be a part of the State University System and to lead USF forward, but emphasized she did not do it alone. She thanked the Board of Governors and her board of trustees for their support and acknowledged the team she works with at USF, noting everyone has to grow in the same direction to hit the goals. She

recognized her staff who were present at the meeting, stating she feels fortunate to have been surrounded by such capable people. She closed by expressing her passion for the University of South Florida and thanked everyone for their support.

7. Public Comment

The Board received two requests for public comment. The first speaker was Mr. Steven Pearson, a National Life member of the Florida Agricultural and Mechanical Alumni Association. Mr. Pearson expressed concern over the FAMU Board of Trustees and the Board of Governors limiting enrollment at the university, and the action taken by the FAMU Board of Trustees to reduce the number of students admitted under the profile mechanism from 20 to 15 percent. He explained of the 11,000 applicants for the next academic year, the university only plans to admit 1500 students. He contends this limit on enrollment conflicts with the mission of the university to provide educational opportunities to students and in particular to African American students. He requested the Board of Governors to not limit enrollment at FAMU.

Mr. James Ransom, representing the Tampa Organization of Black Affairs and the SMBG, was the next speaker. Mr. Ransom congratulated President Genshaft on her accomplishments and said he had previously met with Governor Brian Lamb when he was the chair of the University of South Florida Board of Trustees and President Genshaft about instituting changes in how the university spends money demographically by race and gender. He explained the university is working on a program but at some point, he and his organization would like to meet with the Board of Governors, the Legislature, and the Governor to discuss policies, procedures, or changes in law regarding institutional expenditures and how to make them more transparent and accountable. In addition, they would like to meet with the Board to discuss possible changes to presidential contracts. He thanked the Board for its time.

8. Board of Governors Self-Evaluation Survey Results

Chair Lautenbach recognized Dr. Traki L. Taylor to report on the Board of Governors Self Evaluation Survey results. Dr. Taylor presented information on the strengths and areas for improvement identified by members in response to the survey. All respondents agreed or strongly agreed the Board adheres to a code of ethics; advocates system interests to state agencies and legislators; is knowledgeable about state and regional higher education needs and university missions; monitors the effectiveness of the universities in fulfilling their missions through accountability and strategic planning measures; and promotes an environment where members feel engaged and empowered to raise issues for discussion. She noted members identified the following areas for improvement: the need to increase the understanding of university fiscal conditions and enhance fiscal oversight; increase the authority of and interactions with the

Chancellor; and expand policy centric discussions. In response to what the Board should accomplish in the next two years, members recommended expanding their understanding of each university's specific needs; enhancing training experiences and interactions with university trustees; ensuring workforce needs are met; and continued focus on improving graduation rates.

9. Confirmation of Reappointment of President for Florida Polytechnic University

Chair Lautenbach recognized Mr. Don Wilson, Chair of the Florida Polytechnic University Board of Trustees, to present Dr. Randy Avent for confirmation of his reappointment as President. Mr. Wilson stated he was pleased to recommend the extension of Dr. Avent's contract to the Board for confirmation. The Florida Polytechnic University Board of Trustees voted unanimously to extend Dr. Avent's contract through July 6, 2020.

For the benefit of new members on the Board, Mr. Wilson provided an overview of Dr. Avent's educational and employment background and invited members to read the lengthy recitation of Dr. Avent's accomplishments that was submitted with the request for confirmation. When building a new institution from the ground up, he noted new accomplishments occur each day. For example, Dr. Avent was with Governor DeSantis this morning at a ribbon-cutting ceremony for the new SunTrax facility, located next to the Florida Polytechnic campus, which will serve as a research and development hub for autonomous vehicles and roadway design. Mr. Wilson said Florida Polytechnic will be an active participant in that research and development. Mr. Wilson requested the Board to confirm the extension of Dr. Avent's contract.

Chair Lautenbach called for a motion to confirm Dr. Avent. Mr. Tripp made the motion, which was seconded by Mr. Huizenga and the members present concurred unanimously.

10. Confirmation of Reappointment of President for New College of Florida

Chair Lautenbach recognized Mr. Felice Schulaner, Chair of the New College of Florida Board of Trustees, to present Dr. Donal O'Shea for confirmation of his reappointment as President. Ms. Schulaner said Dr. O'Shea and his team have been working diligently to implement the action plans in their Strategic Plan. In the first year of their growth plan, the college hired 15 highly qualified faculty to add depth and breadth to their academic programming, particularly in the areas of STEM and global competitiveness. They have also been reviewing staffing, programs, policies and processes in all areas to ensure they have the capacity to support their growth efforts. While they are deeply disappointed the enrollment targets will not be achieved in the first years of the plan,

they believe the strategies they have instituted will allow them to achieve the 1,200 student goal slightly beyond the 2023 anticipated timeframe.

Ms. Schulaner said Dr. O'Shea is a driving force in the Cross College Alliance, which impacts over 18,000 students and provides opportunities for student and faculty collaborations. He secured a significant grant from the Andrew Mellon Foundation to promote relationships between the Alliance and the community's arts organizations. Based on performance on that grant, the Mellon Foundation invited New College to submit a new proposal and they just received word they were awarded the grant. Ms. Schulaner indicated this is significant because the Mellon Foundation rarely awards grants to public institutions.

Dr. O'Shea is also engaged with the Sarasota-Manatee community, serving on the local chambers of commerce and the Council of Public Liberal Arts Colleges. He is also is deeply committed to New College's success and his recent performance appraisal reflects the board of trustees' confidence in his ability to lead the college. She noted July 1 marks the beginning of Dr. O'Shea's eighth year as president and on June 8, 2019, the New College Board of Trustees unanimously approved the extension of his contract through June 30, 2020. Ms. Schulaner requested the Board confirm the extension of Dr. O'Shea's contract.

Chair Lautenbach called for a motion to confirm Dr. O'Shea. Mr. Huizenga made the motion, which was seconded by Ms. Jordan and the members present concurred unanimously.

11. Confirmation of Reappointment of President for Florida State University

Chair Lautenbach explained Mr. Ed Burr, Chair of the Florida State University Board of Trustees, was in the hospital or recovering and unable to attend. However, Chair Burr had submitted a letter requesting confirmation of President Thrasher's term from November 10, 2019 to November 10, 2020, which included six pages of President Thrasher's accomplishments. Chair Lautenbach read some of the highlights from the letter, which included: FSU moving up in the rankings from No. 43 to No. 26 in just four years; FSU researchers being awarded $226 million in grants; FSU leading in student retention at 93% and in four-year graduation rates at 68.4%; the cost per degree decreasing from $15,040 to $8,680 in the past three years; graduate student employment opportunities increasing by 12% over last year; and FSU being ranked in the top two most efficient universities by U. S. News and World Report.

The letter also referenced President Thrasher's ability to respond to changing, dynamic circumstances and bringing people together to build strong internal and external partnerships. The Florida State University Board of Trustees voted unanimously to

extend President Thrasher's contract and requested the Board of Governors to confirm the extension.

Chair Lautenbach called for a motion to confirm Dr. Thrasher. Mr. Kitson made the motion, which was seconded by Mr. Huizenga and the members present concurred unanimously. Governor Levine asked Chair Lautenbach if the Board could revisit the one-year limitation on contract extensions for university presidents. Chair Lautenbach indicated that issue could be revisited at a future meeting.

12. Strategic Planning Committee Report

Chair Lautenbach called on Ms. Jordan for the Strategic Planning Committee report. She stated the committee reviewed the 2019 university accountability plans, preeminent and emerging preeminent state research university annual status updates, and Florida International University's 2025 Strategic Plan and its request to be designated as an Emerging Preeminent State Research University. She said the committee has nine action items for the Board's consideration.

A. Florida International University 2025 Strategic Plan

Ms. Jordan moved approval of Florida International University's 2025 Strategic Plan not contingent upon a legislative budget request or other sources of funding. Mr. Cerio seconded the motion and the members present concurred unanimously.

B. 2019 University Accountability Plans

Ms. Jordan moved approval of the 2019 Accountability Plans for the University of West Florida, Florida Agricultural and Mechanical University, New College of Florida, Florida Atlantic University, University of North Florida, University of Florida, and University of Central Florida, excluding those sections of the plans that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accepts the out-year portions of the plans. Mr. Huizenga seconded the motion and the members present concurred unanimously.

Ms. Jordan moved approval of the Florida State University 2019 Accountability Plan, excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accepts the out-year portions of the plan, as amended to restore the prior year goals for Metric 1. Mr. Lamb seconded the motion and the members present concurred unanimously.

Ms. Jordan moved approval of the University of South Florida 2019 Accountability Plan, excluding those sections of the plan that require any additional regulatory or

procedural review or approval pursuant to law or Board regulations, and that the Board accepts the out-year portions of the plan, as amended to restore the prior year goals for Metric 4 for the 2015-2019 and 2017-2021 cohorts. Mr. Huizenga seconded the motion and the members concurred unanimously.

Ms. Jordan moved approval of the Florida International University 2019 Accountability Plan, excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accepts the out-year portions of the plan, as amended to restore the prior year goals for Performance Based Funding Metrics 1, 2, 6, and 7, and Preeminence Metrics 3, 6, and 10. Mr. Lamb seconded the motion and the members concurred unanimously.

Ms. Jordan moved approval of the Florida Gulf Coast University 2019 Accountability Plan, excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accepts the out-year portions of the plan, as amended to restore the prior year goals for Performance Based Funding Metric 5 and to increase the goals for Metric 4 as follows: 2015-2019 cohort to 33%, 2016-2020 cohort to 37%, 2017-2021 cohort to 41%, and the 2018-2022 cohort to 45%. Mr. Huizenga seconded the motion and the members concurred unanimously.

C. Preeminent and Emerging Preeminent State Research University Annual Status Updates

Ms. Jordan moved approval of the Preeminent State Research University Annual Status Updates from the University of Florida, Florida State University, and the University of South Florida. Mr. Lamb seconded the motion and the members concurred unanimously.

Ms. Jordan moved approval of the Emerging Preeminent State Research University Annual Status Update from the University of Central Florida. Mr. Lamb seconded the motion and the members concurred unanimously.

D. Designation of Florida International University as an Emerging Preeminent State Research University

Ms. Jordan made a motion to designate Florida International University as an Emerging Preeminent State Research University and to approve its five-year plan. Mr. Lamb seconded the motion and the members concurred unanimously.

13. Academic and Research Excellence Committee Report

Chair Lautenbach recognized Mr. Levine for the Academic and Research Excellence Committee report. He reported on a discussion he had with the university vice presidents of research regarding the fact the State University System has surpassed the 2025 research goal and collectively is now at $2.3 billion. He said they discussed increasing the goal to $3 billion and also discussed the lack of a strategic plan for research. Mr. Levine indicated he will agenda this item for the committee to discuss in August.

He also reported on a presentation by President Genshaft and Dr. Paul Sanberg, USF's Vice President for Research, Innovation, and Knowledge Enterprise, regarding the substantial growth in research at the university. Finally, Mr. Levine said the committee was bringing forward one item for approval by the Board.

A. Consortium for Medical Marijuana Clinical Outcomes Research

Mr. Levine moved approval of the University of Florida as the lead institution for the Consortium for Medical Marijuana Clinical Outcomes Research and authorization to execute a one-year contract between the Board of Governors and the university to allocate $1.5 million in appropriated funds for fiscal year 2019-20. Mr. Morton seconded the motion and the members concurred unanimously.

14. Academic and Student Affairs Committee Report

Chair Lautenbach recognized Mr. Tripp to report on the Academic and Student Affairs Committee. Mr. Tripp reported the committee took up five items for approval.

A. Ph.D. in Engineering and Computing Education, CIP 14.9999, Florida International University

Mr. Tripp moved approval of the Florida International University's Ph.D. in Engineering and Computing Education, CIP 14.9999, at the currently approved tuition. Ms. Jordan seconded the motion and the members concurred unanimously.

B. Doctor of Athletic Training, CIP 51.0913, University of Florida

Mr. Tripp moved approval of the University of Florida's post-professional Doctor of Athletic Training, CIP 51.0913, at the currently approved graduate rate tuition. Ms. Jordan seconded the motion and the members concurred unanimously.

C. Ph.D. in Anatomical Science Education, CIP 26.0403, University of Florida

Mr. Tripp moved approval of the University of Florida's Ph.D. in Anatomical Science Education, CIP 26.0403, at the currently approved graduate rate tuition. Ms. Jordan seconded the motion and the members concurred unanimously.

D. Ed.D. in Instructional Design and Technology, CIP 13.0501, University of West Florida

Mr. Tripp moved approval of the University of West Florida's Ed.D. in Instructional Design and Technology, CIP 13.0501, at the currently approved graduate rate tuition. Mr. Kitson seconded the motion and the members concurred unanimously.

E. Articulation Coordinating Committee Credit-By-Exam Equivalencies

Mr. Tripp moved approval of the February 27, 2019, Articulation Coordinating Committee Credit-By-Exam equivalencies. Ms. Jordan seconded the motion and the members concurred unanimously.

15. Budget and Finance Committee Report

Chair Lautenbach recognized Mr. Kitson for the Budget and Finance Committee report. Mr. Kitson stated that, like the other universities, Florida International University will be held accountable for the $15 million appropriation from the last legislative session and will present a work plan to the committee at its next meeting to articulate how it will spend the funding, what their goals are, and how it will impact student success. In addition, the committee has requested an update from New College of Florida, Florida Gulf Coast University, the University of North Florida, and Florida Atlantic University on the work plans associated with the funding those institutions received. Mr. Kitson then reported on several action items considered by the committee requiring Board approval.

A. Regulation 9.014 Collegiate License Plate Revenues

Mr. Kitson moved approval of an amendment to Board Regulation 9.014 to reflect a change made by the University of North Florida Board of Trustees to decrease the amount of license plate revenue to be used for fundraising. Ms. Jordan seconded the motion and the members concurred unanimously.

B. Performance-Based Funding Allocation

Mr. Kitson moved approval of the Performance-Based Funding Allocation for the 2019-2020 fiscal year as presented. Ms. Jordan seconded the motion and the members concurred unanimously.

C. Public Notice of Intent to Repeal Board of Governors Regulation 9.012 Requiring Disclosure of Gifts from Foreign Governments and Persons

Mr. Kitson moved approval to notice the Board's intent to repeal Board of Governors Regulation 9.012 Disclosure of Gifts from Foreign Governments and Persons. Ms. Jordan seconded the motion and the members concurred unanimously.

16. Facilities Committee Report

Chair Lautenbach recognized Mr. Huizenga for the Facilities Committee report. Mr. Huizenga said the committee discussed several items including the potential lease of a portion of the University of South Florida's new College of Medicine facility by Tampa General Hospital and the work that Board staff has completed to date on the new points system for facilities constructed with Public Education Capital Outlay funds. Mr. Huizenga reported the committee has three items for approval by the Board.

A. University of Florida Educational Plant Survey

Mr. Huizenga called for a motion to approve the University of Florida Educational Plant Survey. Mr. Tripp made the motion, which was seconded by Mr. Lamb and the members concurred unanimously.

B. New College of Florida Educational Plant Survey

Mr. Huizenga called for a motion to approve the New College of Florida Educational Plant Survey. Mr. Tripp made the motion, which was seconded by Mr. Kitson and the members concurred unanimously.

C. Florida International University Aquatic Center Pool Repairs

Mr. Huizenga called for a motion to approve the use of Capital Improvement Trust Fund (CITF) funds for the Florida International University Aquatic Center pool repairs on the university's Biscayne Bay Campus and to amend the Board's prior CITF project list to include this project. Mr. Tripp made the motion, which was seconded by Mr. Kitson and the members concurred unanimously.

17. Audit and Compliance Committee Report

Chair Lautenbach recognized Mr. Cerio for the Audit and Compliance Committee report. Mr. Cerio reported the committee had several information items. The committee heard an update on the status of the investigation into the University of Central Florida's potential misuse of additional educational and general funds for construction and expects a final report at the August meeting. The committee also heard from Ms. Nancy Watkins, the University of South Florida's Audit and Compliance Committee Chair, who reported on the university's review into the use of carryforward funds in the construction of the Dr. Kiran C. Patel Center for Global Solutions. And lastly, the committee received an update from Mr. Kelvin Lawson, the Chair of the Florida Agricultural and Mechanical University, on the status of the university's athletics program cash deficit and the recent identification of financial improprieties at the university. Mr. Lawson described the university's plan for aggressively addressing these financial issues as well as the ongoing efforts to erase the athletics program cash deficit.

The committee also has one action item requiring Board approval.

A. Office of Inspector General and Director of Compliance 2019-2020 Work Plan

Mr. Cerio moved approval of the Office of Inspector General and Director of Compliance 2019-2020 Work Plan. Ms. Jordan seconded the motion and the members concurred unanimously.

18. Innovation and Online Committee Report

Chair Lautenbach called on Mr. Morton for the Innovation and Online Committee report. Mr. Morton stated that in addition to reviewing the quality metrics from the 2025 Strategic Plan for Online Education, the committee heard from two large companies that employ graduates from online programs. The committee also has one action item for the Board's consideration.

A. State University System 2018 Annual Report for Online Education

Mr. Morton moved approval of the State University System 2018 Annual Report for Online Education. Ms. Jordan seconded the motion and the members concurred unanimously.

19. Nomination and Governance Committee Report

Chair Lautenbach moved approval of the reappointment of Dr. Adrienne Perry to the Florida Polytechnic University Board of Trustees, subject to confirmation by the Florida Senate and attending an orientation session and annual Trustee Summits. The appointment term runs from June 13, 2019 to July 15, 2020. Mr. Kitson seconded the motion, and the members concurred unanimously.

Chair Lautenbach moved approval of the appointment of Mr. Michael Griffin to the University of South Florida Board of Trustees, subject to confirmation by the Florida Senate and attending an orientation session and annual Trustee Summits. The appointment term runs from June 13, 2019 to January 6, 2020. Mr. Kitson seconded the motion, and the members concurred unanimously.

20. New Member Orientation

Orientation sessions were held for new members Richard Corcoran, Zenani Johnson, Brian Lamb, Steve Scott, Eric Silagy, and Kent Stermon on June 11, 2019 and June 13, 2019. Chair Lautenbach and Vice Chair Kitson, together with Chancellor Criser and Board staff, provided information on the Board's constitutional responsibilities and fiduciary duties; budgeting and revenue sources for university operations and capital facilities; performance based funding; the Board's 2025 Strategic Plan and the strategic planning process and accountability plans; the Board's audit and compliance function; Florida's Sunshine laws and Code of Ethics; the Board's Strategic Plan for Online Education; the process for planning and constructing educational facilities; the Board's advocacy role; and communications.

21. Think Florida Presentation

On June 12, 2019, Chancellor Criser moderated a panel that included Mr. Dale Ketcham, the Vice President of Government and External Relations at Space Florida, Ms. Stephanie Jarmak, a Ph.D candidate in physics and planetary sciences at the University of Central Florida, and Mr. Jon Gustafson, the Director of Workforce Partnerships and Incentives at Lockheed Martin in Fort Worth, Texas (Mr. Gustafson arrived late due to flight delays).

Chancellor Criser started the discussion asking Mr. Ketcham to talk about the emerging trends in the aerospace industry. Mr. Ketcham said six years ago when the shuttle was retired, Cape Canaveral lost many high quality jobs, but with the growing interest in the commercial space universe and the investment by the state and private industry to develop the hardware for space commerce in Florida, that trend has been reversed. He mentioned that Blue Origin has constructed a facility in Florida where it will build the

largest commercial rockets in the world. Firefly, a company that builds smaller rockets, has also established a presence in Florida. Mr. Ketcham indicated the space industry's biggest constraint is talent, together with the need to buttress research in Florida. He mentioned the University of Central Florida is partnering with Space Florida on the development of a new microgravity center and the plan is for Florida to become the gateway for all economic activity in the solar system.

Chancellor Criser asked Ms. Jarmak to share some of her experiences as a student that has prepared her to work in the space industry. She said the study of physics helped her develop critical thinking skills and effective communication which she believes is essential for the STEM-related workforce. She also benefited from the opportunity to work with private aerospace companies like Blue Origin and Virgin Orbit and interact with experts in the field of planetary science through her work at the Center for Microgravity Research at UCF.

Chancellor Criser asked about talent development. Ms. Jarmak said as demographics change and younger workers enter the workforce, it's important to offer more leadership and mentorship opportunities to students, in particular to underrepresented students to ensure a more diverse workforce. Mr. Ketcham said when you plan to take manufacturing off the planet, a host of skill sets come into play and the challenge will be to integrate those skill sets for the services that will be needed. He pointed to coding and cyber as two of the high-demand skill sets and discussed the tension that often exists between industry and academia when industry expects students to be fully trained when they enter the workforce. He surmised part of that difficulty is due to the fact that companies are innovating so quickly, they don't know which skill sets they will need in five years.

Governor Morton asked what advice they would give to students interested in seeking a career in aerospace. Ms. Jarmak recommended students develop transferable skills in critical thinking and programming, and to seek out opportunities for hands-on experience or research experience.

Mr. Gustafson joined the panel and Chancellor Criser asked him to comment on what Lockheed Martin is doing to get students interested in careers in the industry and what the State University System can do to step up its game. Mr. Gustafson said Lockheed Martin has created a strategic program focusing on skill needs, recognizing the digital transformation of the workforce and the need to make significant investments to create a talent pipeline. They are involved in leveraging employee training, both in reskilling and upskilling, and expanding their apprenticeship and tuition reimbursement programs. He noted while over half of their workforce does not have a college degree, gaps in the workforce exist in the advanced manufacturing area. He said they are more focused on competencies and skills; however, rather than specific degree programs.

Governor Tripp asked how the State University System could be a better partner. Mr. Gustafson emphasized the need to collaborate on aligning programs to meet the skill needs and to expand access and opportunities to students early in the educational pipeline. Governor Tripp asked if a task force consisting of college, university, and industry representatives charged with looking at industry workforce needs over the next 5 to 10 years would be helpful. Mr. Gustafson agreed, stating the task force could develop a strategic plan for meeting those needs.

In closing, the panelists were asked what would be their number 1 suggestion to a high school student or freshman who is interested in the aerospace industry. Mr. Gustafson emphasized the need to start early with understanding available career paths and the type of credentials required for the job. Ms. Jarmak recommended the student seek out a mentor such as a graduate student who is studying in the field they want to pursue. Mr. Ketcham agreed with the other panelists, but emphasized the need for the student to put in the effort it takes to become proficient in their area of interest.

Chancellor Criser thanked the panelists for their participation and insights.

22. Concluding Remarks and Adjournment

Chair Lautenbach announced the next in-person meeting of the Board will be August 28-29, 2019 at Florida Gulf Coast University. He also reminded everyone the next Trustee Summit will be held on October 29, 2019. Having no further business, the meeting was adjourned at 12:31 p.m. on June 13, 2019.

_____

Ned C. Lautenbach, Chair

_____

Vikki Shirley,
Corporate Secretary

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

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

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

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 Ned Lautenbach

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Earn to Learn FL

PROPOSED BOARD ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board members will hear from students in the Earn to Learn program, an initiative of the Southwest Florida Women's Foundation that helps low-to-moderate income students earn a higher education with little or no student debt.

Supporting Documentation Included: None

Facilitators/Presenters: Chancellor Marshall M. Criser III

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Confirmation of Reappointment of the President for Florida International University

PROPOSED BOARD ACTION

Confirm the reappointment of Dr. Mark Rosenberg as the president of Florida International University.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board Regulation 1.001(5)(c); Section 1001.706, Florida Statutes.

BACKGROUND INFORMATION

Board Regulation 1.001(5)(c) requires renewals of presidential employment agreements to be confirmed by the Board of Governors.

On June 19, 2019, the Board of Trustees of Florida International University approved an amendment to Dr. Rosenberg's employment contract, unanimously reappointing Dr. Rosenberg to serve as the president of Florida International University. The reappointment extends the term of Dr. Rosenberg's contract through August 3, 2021. Chair Claudia Puig is requesting confirmation of Dr. Rosenberg's reappointment by the Board of Governors.

Highlights of Dr. Rosenberg's leadership of Florida International University are included in the Board materials.

Supporting Documentation Included: 1. Letter from the Florida International University Board of Trustees Chair
2. Leadership Highlights/Contract Terms

Facilitators/Presenters: Ned Lautenbach, Chair, Board of Governors
Claudia Puig, Chair, Florida International University Board of Trustees

FIU | FLORIDA INTERNATIONAL UNIVERSITY

Board of Trustees

August 9, 2019

Chair Ned C. Lautenbach
Florida Board of Governors
State University System of Florida
325 W. Gaines Street, Suite 1614
Tallahassee, FL 32399

Dear Chair Lautenbach:

At its June 19, 2019 meeting, the Florida International University (FIU) Board of Trustees unanimously voted to extend President Mark B. Rosenberg's contract through August 2021. Specifically, the FIU Board of Trustees approved the attached "President's Employment Agreement Term Sheet." In accordance with BOG regulations, we are now requesting the Board of Governors' confirmation of our offer to extend Dr. Rosenberg's contract. I am very happy to provide this summary of accomplishments for Dr. Mark B. Rosenberg in support of his contract extension.

Following his contract extension into 2020, Dr. Rosenberg has continued to represent our university both at the national and local level, and has led us to many accomplishments which I have listed below:

Student Achievements

- Over 16,000 students were awarded degrees from FIU
- FIU's student athletes excelled with our football team qualifying and winning the Makers Wanted Bahamas Bowl, our swimming and diving team winning its fourth consecutive conference title and our women's tennis team winning its first championship all while achieving their highest collective GPA yet
- FIU's College of Law has continued to achieve the highest passage rate of any Florida law school (February 2018 and July 2018 exams)
- FIU's Model UN ranked #1 in North America by BestDelegates.com
- Expansion of FPL call center on campus allowing for twice as many on-campus jobs for our students
- Overall enhancement of the student experience allowing students experiences such as working abroad in Spain, building custom two-factor authentication systems, researching the beliefs and stigmas regarding HIV in India and volunteering locally and globally during spring and winter break

Modesto A. Maidique Campus, PC 548, Miami, Florida 33199 • (305) 348-6495 • Fax: (305) 348-6426

Equal Opportunity/Equal Access Employer and Institution

Institutional Achievements

- FIU is now ranked amongst the top 100 public universities in the United States
- FIU was designated an emerging preeminent university by the Board of Governors
- FIU went public with its first ever Capital Campaign with over $506M raised with over $65M being raised in the past year
- FIU's faculty and staff campaign has raised over $5M in the past year
- FIU has now surpassed 10,000 employees including faculty, staff and administrators
- FIU has added 311 faculty members
- FIU's research expenditures increased to $196M, up from $177M in our previous fiscal year
- FIU was awarded a record $124M in research funding
- FIU faculty members were awarded 66 patents in 2018, an increase of 57% from 2017
- FIU was named a "Great College to Work For" by the Chronicle of Higher Education for the fourth time in a row
- FIU was designated an Association of Public and Land-Grant Universities (APLU) Innovation & Economic Prosperity University
- FIU has hosted the President of the United States, and several cabinet members

Additionally, Dr. Rosenberg held Chair positions on the Association of Public and Land-Grant Universities (APLU) Coalition of Urban Serving Universities and the Commission on Access, Diversity and Excellence and co-chaired the Roundtable on Systemic Change in Undergraduate STEM Education.

We hope that you will support us by confirming Dr. Rosenberg's appointment for another one-year term from August 2020 through August 2021.

Should you have any questions, do not hesitate to reach out to me.

Sincerely,

Claudia Puig
Chair, FIU Board of Trustees

Florida International University
One Year Extension to Employment Agreement
For President Mark B. Rosenberg
Current Term: 2014-2020
Proposed Extension Term: 2020-2021

Description:	Proposed Terms
Term of Contract	Change. One year extension of the term, from August 3, 2020 to August 3, 2021 ("Term").
Compensation:	
Annual Base Salary	Unchanged. Base salary is fixed at $502,578.63 since October 2013 and includes opportunity for potential increases determined in discretion of Board (no automatic increases).
Annual Incentive Bonus	Change. Increases potential performance bonus amount awardable in 2019-20 and thereafter up to $150,000, and otherwise unchanged. Up to $100,000 awardable in 2018-19, as per current contract. ($100,000 awarded in April 2019 BOT meeting.) Special criteria for bonus consideration (separate from regular annual performance evaluation goals). President Rosenberg must remain in position at time of award except for any award for the final year of the Term which shall be paid no later than June 15, 2022 (following consideration by the BOT of the Accountability Plan under the new Board of Governors timeline and process).
Benefits/Expenses:	
Annual Retirement Supplement	Unchanged. Payment of $80,000 annually as a retirement supplement, no later than each December 31st, provided that President Rosenberg continues in employment as President in good standing as of December 15th immediately prior to the time scheduled for each annual payment.
All Other Miscellaneous Monetary Benefits	Unchanged. Includes car allowance, club membership initiation fee, premiums for long-term care insurance or other insurance, physical exams, relocation expenses.
Retention Bonus	Change. Added retention bonus of $50,000 earned as of August 3, 2021. (President Rosenberg will receive payment of the $100,000 retention bonus in current contract on August 3, 2019 (expiration of original term)). Retention bonus payments are conditioned on President Rosenberg being employed as President in good standing on the date earned.
Provisions Upon Expiration of Term as President:	
One-Year Research Leave Upon Expiration of	Unchanged. The current contract provides for a one-year research leave at the then-current annual President salary level at the

Description:	Proposed Terms
Term at President Pay Level; Earned As of Expiration of Current Term (August 3, 2019), subject to conditions.	expiration of the original term (i.e., August 3, 2019). The one year research leave is considered earned as of August 3, 2019, even if the contract terminates prior to the expiration of the Term (i.e., August 3, 2021), as long as President Rosenberg has remained in good standing through to the effective date of termination.
Benefits Following Research Leave	Unchanged. Faculty position considered earned as of August 3, 2019, even if the contract terminates prior to the expiration of the Term (August 3, 2021), as long as President Rosenberg has remained in good standing through to the effective date of termination. For the 3 years following research leave, if faculty duties under 12-month faculty appointment maintained, (i) annual base salary shall be at 75% of the last annual President base salary level, (ii) eligible for $30,000 annual research stipend, (iii) provided support of a .75 FTE staff assistant within the salary range of other FIU staff assistants, (iv) receives "University Professor" title, and (v) teaching load reduced. After this 3 year period, if President Rosenberg wishes to continue his faculty appointment, the Board Chair in consultation with the applicable Dean shall determine his salary and stipend following negotiation with President Rosenberg in an effort to seek mutual agreement.
Post-presidency Office Space with Computer, Phone and Current Furniture Specified	Unchanged. President Rosenberg will be assigned Office 623B in the Green Library for use during his research leave and duration of his tenure at FIU, so long as he remains in good standing with the University, as determined by the Board Chair, and subject to events of force majeure, renovations to the office or building and other similar causes that require the office space to be temporarily or permanently unavailable. If the office space becomes temporarily or permanently unavailable, reasonably similar alternative office space will be provided in the same or nearby building on the same campus.
President Emeritus Title	Unchanged. Upon termination of his service as President, President Rosenberg shall be entitled to receive the title of President Emeritus. The Board will consider a resolution to grant President Emeritus status upon termination of the Term or reasonably soon thereafter.
Other:	
Severance Pay	Unchanged. Unchanged from current contracts with FIU and FIU Foundation.
Future Extensions	Change. Date by which President Rosenberg and Chair meet to discuss interest in extension changed to June 30, 2020 from June 30, 2019; if extended, date for finalization of formal agreement changed to October 1, 2020 from October 1, 2019. This is consistent with current contract and last year's amendment.

Approval Process and Execution of Amended Contract	Unchanged. Agreement on all terms is conditioned upon obtaining FIU Board approval of terms, FIU Foundation approval of its funding obligation, and approval of the extension by the Board of Governors, and upon mutual execution of a contract document consistent with this Term Sheet.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Confirmation of Reappointment of the President for the University of West Florida

PROPOSED BOARD ACTION

Confirm the reappointment of Dr. Martha D. Saunders as the president of the University of West Florida.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board Regulation 1.001(5)(c); Section 1001.706, Florida Statutes.

BACKGROUND INFORMATION

Board Regulation 1.001(5)(c) requires renewals of presidential employment agreements to be confirmed by the Board of Governors.

On June 19, 2019, the Board of Trustees of the University of West Florida approved an amendment to Dr. Saunders' employment contract, unanimously reappointing Dr. Saunders to serve as the president of the University of West Florida. The reappointment extends the term of Dr. Saunders' contract through December 31, 2020. Chair Mort O'Sullivan is requesting confirmation of Dr. Saunders' reappointment by the Board of Governors.

Highlights of Dr. Saunders' leadership of the University of West Florida are included in the Board materials.

Supporting Documentation Included: 1. Letter from the University of West Florida Board of Trustees Chair
2. Leadership Highlights/Contract Terms

Facilitators/Presenters: Ned Lautenbach, Chair, Board of Governors
Dave Cleveland, Vice Chair, University of West Florida Board of Trustees

Board of Trustees
11000 University Parkway
Pensacola, FL 32514-5750

July 31, 2019

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

Dear Chair Lautenbach:

At its meeting on June 19, 2019, the University of West Florida Board of Trustees unanimously approved the attached "President's Employment Agreement," which extends Dr. Martha D. Saunders' contractual term for a one-year period commencing on January 1, 2020, through and including December 31, 2020, on the terms and conditions described therein. In support of this decision, I am very pleased to provide this summary of accomplishments for Dr. Saunders, who has served as the President of the University of West Florida since January 1, 2017.

Dr. Saunders' tenure as president has been marked by accomplishments in a variety of areas. Leading the accomplishments is our ranking alongside top-performing public universities for three consecutive years in the performance-based funding metrics established by the Board of Governors. The Board recognizes Dr. Saunders' unique ability to elevate UWF's reputation by blending the University's strategic plan with the Board of Governors strategic priorities. UWF is consistently named a "Best for Vets College" by Military Times and has received the Higher Education Excellence in Diversity Award from INSIGHT Into Diversity magazine three times.

Dr. Saunders has keenly recognized the best opportunities for UWF and increased the visibility of the University through innovative programs. She has tactfully capitalized on UWF's assets and thoughtfully determined new areas of growth. The state's first doctoral program in intelligent systems in robotics will launch in Fall 2019, a prime example of Dr. Saunders working toward the continued goal of growing UWF beyond humble beginnings.

Her accomplishments have positioned UWF as a highly desirable institution and Dr. Saunders continues finding new ways of increasing higher education accessibility for all prospective

Phone 850.474.2200 Fax 850.474.3131
Web uwf.edu/trustees
An Equal Opportunity/Equal Access Institution

students. As a change maker, she has driven the action behind the solutions and propelled higher education into the future.

Below are some of her most significant accomplishments, among many:

Teaching & Learning

- In partnership with the Institute for Human and Machine Cognition, UWF is launching a doctoral program in intelligent systems and robotics, the first of its kind in Florida and one of only a few in the nation.
- The Usha Kundu, MD College of Health undergraduate nursing program ranked second in the state of Florida for percentage of students passing the NCLEX exam, with nearly 99% of UWF students passing the first time.
- The UWF Robotics team placed in the top two in the IEEE SoutheastCon competition for two consecutive years.
- The Usha Kundu, MD College of Health launched a Physician Assistant Pipeline Program with FSU to recruit and train qualified Florida panhandle students to become physician assistants who will care for elderly, rural, minority and underserved populations in Florida.
- UWF's four-year graduation rate is up 45% over four years. The continued enhancement of student support services, including first-year advising, tutoring and student accessibility resources has aided in the increasing rate.
- A greater number of degrees were awarded in programs of strategic emphasis.
- The cost per degree at UWF has decreased from $12,850 in the 2016-17 academic year to $9,920 in the 2017-18 academic year.

Scholarship, Research and Innovation

- The University was selected to host the National Conference on Undergraduate Research (NCUR) 2022 which will bring 5,000 talented university students and their advisors to our campus and community.
- The UWF Center for Cybersecurity was designated as the National Center of Academic Excellence Cybersecurity Regional Resource Center for the Southeastern region by the National Security Agency and U.S. Department of Homeland Security.
- The University was selected to host the 2019 Cybersecurity Centers of Academic Excellence Executive Leadership Forum, in partnership with the National Security Agency and the U.S. Department of Homeland Security.
- UWF partnered with our regional economic development body, Florida West, to launch the Cybersecurity Strategic Plan .
- The Sea3D Additive Manufacturing Lab was launched, offering additive manufacturing

capabilities through 3D printing. Funding by the Florida legislature made the purchase of the equipment possible.

- UWF strengthened the quality of scholarship and innovation through the work of UWF's Innovation Institute, the University's world-class faculty and talented students.
    - The Innovation Institute responded to the Florida Board of Governors' 2025 Strategic Plan for Online Education and launched Complete Florida. This program includes success coaches, who proactively explore options with students for prior learning assessment during initial advising and program determination, with close coordination with partner institutions.
    - A 5-year, $3 million grant from the U.S. Department of Education will bring new technology, equipment and additional staff to campus for STEM education.
    - A $1.3 million grant to support students pursuing teaching careers in STEM fields.
    - The National Institutes of Health renewed funding for UWF's Maximizing Access to Research Careers Scholars Program with an anticipated five-year budget of $1.44 million, allowing the program to fund eight scholars per year.
    - Former Florida Gov. Rick Scott and the Florida Department of Health awarded UWF more than $94,000 in grant funds for adaptive dance Alzheimer's research.
    - UWF student Megan Morton was one of three students recognized worldwide by cybersecurity company Morphisec in its 2018 Women in Cybersecurity Scholarship competition.
    - Dr. Alexis Janosik is working with the National Oceanic and Atmospheric Administration to take an inventory of reef fish communities in the Gulf of Mexico.
    - Dr. Peter Cavnar, Dr. Hui-Min Chung and Dr. Claudia Stanny were awarded a grant from the National Science Foundation to provide research experiences for transfer students.

Community and Business Engagement

- UWF strengthened its presence in downtown Pensacola through partnerships, new locations and an institutional campaign.
- A new Office of Military Engagement was formed to enhance our partnerships with area military bases and defense industries, and appointed retired U.S. Navy Capt. Chris Middleton as military liaison.

- iHire, an initiative that connects uniquely qualified and talented graduates with employers in Northwest Florida and beyond, was launched.
- Partnerships with Florida Agency for State Technology and the Florida Department of State were established to enhance Florida's cybersecurity resiliency.
- Nine new degree programs were approved to address workforce shortages.
- The UWF Office of Economic Development and Haas Center developed a high impact program for UWF students connected to the national Hacking for Defense (H4D) collaborative. UWF undergraduate students worked with Air Force Special Operations Command, Y-12 National Security Complex and 7th Special Forces Group to build solutions solving critical national security problems.
- UWF completed a $64.7 million capital campaign that included $18 million in scholarship endowment funding.

In addition, Dr. Saunders has made numerous presentations to local, state, national and international groups. She received the 2019 National Association of Colleges and Employers Career Services Champion Award, a testament to her forward thinking and support of career services. This year, Dr. Saunders was named as one of the Miami Herald's 50 Influential Floridians. She maintains a high social media profile and is frequently sought as a thought leader on higher education issues. In addition, she is teaching an undergraduate class in the Department of Communication.

Florida law, namely Section 1001.706(6)(a), Florida Statutes, entrusts to the Board of Governors confirmation of the reappointment of a university president by the University's Board of Trustees. Accordingly, on behalf of the UWF Board of Trustees, I respectfully request that the Board of Governors confirm Dr. Saunders' reappointment for a one year period commencing January 1, 2020, through and including December 31, 2020, on the terms and conditions described in the approved employment agreement.

Please do not hesitate to reach out to me should you have any questions or wish to discuss this matter.

Sincerely,

Mort O'Sullivan, Chair
University of West Florida Board of Trustees

cc: Dr. Martha D. Saunders

University of West Florida
One-Year Extension to Employment
Agreement For President Martha D. Saunders
Current Term: 2017-2019
Proposed Extension Term:
January 1, 2020-December 31, 2020

Description	Proposed Terms
Term of Contract	One-year extension of the term, from January 1, 2020 to December 31, 2020 ("Term").
Compensation:	
Annual Base Salary	Under the extension contract, the base salary will be increased from her current 2019 salary of $386,761 to $405,000.00 beginning January 1, 2020. This is an increase of less than 5%. Otherwise unchanged. The opportunity for potential increases are determined annually by the Board of Trustees in conjunction with the Board's valuation of job performance and eligibility for any salary increase generally applicable to University employees in her employment classification.
Annual Incentive Bonus	Unchanged. Annual Performance Incentive may be granted for annual achievement of performance incentive criteria set by the Board of Trustees in an amount of up to twenty percent (20%) of base salary.
Benefits/Expenses:	
Annual Retirement Supplement	Unchanged. Payment of a supplemental deferred compensation benefit equal to 18.9% of base salary during each year of service as President. This supplement is in addition to regular state benefits and contributed to a defined contribution 401(a) plan.
All Other Monetary Benefits During Term	Unchanged. Includes car and housing allowance, annual physical examination to the extent the costs are not covered by the President's health insurance, supplemental pay for mobile phone and eligibility for all applicable State of Florida and University developed benefits authorized by the legislature or other authorized governing bodies based on her annual base salary. The President is also entitled to all benefits applicable to executive service personnel in accordance with University policy and Florida law.
Provisions Upon Expiration of Term as President:	
One-Year Discretionary Professional Development Leave Upon Expiration of Term at 90% of President's Pay Level; Providing for an Additional One-Year Professional Development Leave Without Pay; Providing for Financial Support for Professional Development Leave Activities .	The current agreement provides for a one-year discretionary professional development leave at the end of the Presidential term. The professional development leave may be extended for one additional calendar year at the President's discretion. However, any professional development leave exceeding one year will be unpaid. The extension agreement provides a salary in the amount of 90% of the then-current salary level at the expiration of her term as President during the first one-year of professional development leave. Otherwise, consistent with current contract. During the period of professional development leave she shall develop and enhance her skills in research, service and consulting and retooling for the classroom. She will receive $12,000.00 in financial support for professional development leave activities, including travel expenses and tuition costs.

Faculty Position Following End of Presidential Term or End of Discretionary Professional Development Leave; Faculty Position and Assignment Defined; Benefit for Scholarly Work.	Under the extension contract, if the President chooses to return to faculty status, the President's salary as Professor shall be $242,205.92. Under the current contract if the President chooses to return to faculty status, the President's salary as Professor will be calculated as follows: (a) if the President has served at least three years as President – the higher of (x) a salary equal to ninety percent (90%) of her salary as Provost at UWF for calendar year 2016, or (y) a salary equal to the average of the salaries of the three (3) highest paid tenured faculty in the college to which she is assigned; (b) if Employee has served less than three years as President – a salary equal to ninety percent (90%) of her salary as Provost at UWF for calendar year 2016; (c) For purposes of these calculations, it is agreed that the President's salary as Provost at UWF for calendar year 2016 is $255,348, and that 90% of such salary is a rate per annum equal to $229, 813.20. Otherwise the conditions for the President to return to faculty status and her benefits remain unchanged. If the contract is terminated without cause, if the President resigns with ninety (90) days prior written notice or if the extension contract is not renewed at the end of the Term and expires, the President shall be offered the opportunity to return to a faculty position as a tenured Professor in the University's Department of Communication. President Saunders' workload as a tenured Professor in the Department of Communication will be distributed as follows: teaching – 50%, research – 25%, and service – 25%. The University will make a one-time contribution of $25,000 to fund a seed account to support her scholarly work. The salary guarantee shall extend for five (5) years of satisfactory performance as a tenured faculty member; thereafter, President Saunders' salary shall be determined to reflect the market and performance.
Other:	
Adjustment to Evaluation Cycle	Unchanged.
Approval Process and Execution of Amended Contract	Agreement on all terms is conditioned upon obtaining UWF Board approval of terms, UWF Foundation approval of its funding obligation, and approval of the extension by the Board of Governors, and upon mutual execution of a contract document with language carrying forward current contract provisions as amended per terms set forth in this Term Sheet.
Termination of the Agreement for Cause	Unchanged. The Board may terminate this Agreement at any time for cause. For neglect or inattention by the President, the Board is required to give specific written notice of such neglect or inattention and she may be removed for cause only after she has continued such neglect or inattention during a subsequent period specified by the Board not less than thirty (30) days following her receipt of the written notice from the Board of Trustees that she is not in compliance. Other acts of termination for "cause" for serious misconduct are defined by the contract without a required notice period.
Termination of the Agreement Without Cause	Unchanged. Ninety (90) days prior written notice if the Board or President terminates this Agreement at any time prior to the expiration of the Term.

MARTHA DUNAGIN SAUNDERS, PH.D., APR, CPRC

EDUCATION

Ph.D. (Communication Theory & Research), Florida State University, 1990
M.A. (Journalism) Grady School of Journalism, University of Georgia, 1979
B.A. (French) University of Southern Mississippi, 1969

LEADERSHIP DEVELOPMENT EXPERIENCES

- National Security Forum, United States Air Force Air War College, 2019
- Fulbright Scholar, U.S.-France International Education Administrators Program (IEA), U.S. Department of State Bureau of Educational and Cultural Affairs, October 2015
- Oxford University Conclave on Global Ethics, 2006
- U.S. Department of Defense Joint Civilian Orientation Conference, 2002
- Harvard Institute for Management and Leadership in Education, 2001

AWARDS AND RECOGNITIONS

- Career Service Champion Award from the National Association of Colleges and Employers for leadership in support of career services education, 2019
- Miami Herald's 50 Influential Floridians, 2019
- Hattiesburg (MS) Public Schools Hall of Fame, 2018
- Inweekly (Pensacola) Power List (2019, 2018,2017, 2016, 2015, 2014)
- Citizen of the Year 2016, Rotary Club of Gulf Breeze
- Rotary International Paul Harris Fellow, 2017
- 50 Top Business Women in Mississippi, Class of 2012
- National Stevie Award for Women in Business, 2011
- National winner, Silver Anvil Award, Public Relations Society of America for campaign to enrich the brand of a research university, 2011
- Alumni Hall of Fame, University of Southern Mississippi, 2010
- The Hub Award (City of Hattiesburg), 2010
- Chi Omega Fraternity, Roselyn Dabbs Outstanding Alumna, 2008
- Woman of Excellence Award, Diabetes Foundation of MS, Inc., 2008
- University of West Florida Distinguished Service Award, 1996
- National winner, Silver Anvil Award, Public Relations Society of America for "Just 2 It!" public safety campaign, 1994
- Florida Teaching Incentive Program (TIP) Award, 1994
- Invited faculty, The Florida State University's London Study Center, Fall Semesters 1992 and 1993
- Outstanding Undergraduate Teaching and Advising Award, University of West Florida, 1992
- Distinguished Teaching Award, University of West Florida, 1992
- Golden Apple Award for Teaching Excellence, Escambia County [FL]Foundation for Excellence, 1991

RECENT SERVICE AFFILIATIONS

- United States Global Leadership Council's Florida Advisory Committee (2019)
- United States Magistrate Judge Selection Panel (2018)
- Achieve Escambia Leadership Board (2017 – present)
- Baptist Healthcare Corporate Board (March 2018 – 2021)
- Baptist Hospital, Inc./Jay Hospital, Inc. Board of Directors (2016 – 2018)
- Studer Community Institute, Pensacola, Florida. Board of Directors (2015 – 2018)
- Southern Association of Colleges and Schools. Board of Directors (2014 – 2016)
- Southern Association of Colleges & Schools Commission on Colleges (SACSCOC). Board of Trustees (2007 – 2013)
- Institute for Human and Machine Cognition (IHMC), Pensacola, Florida. Board of Directors (2013 – present)
- Public Relations Society of America. Accredited member (APR)
- Pensacola (Florida) Rotary Club

ADMINISTRATIVE POSITIONS & ACCOMPLISHMENTS

President (January 2, 2017 – Present)
Professor of Communication
University of West Florida

Administrative Initiatives

- Expanded UWF presence in region (Sea3D Lab, UWF Global Online, Center for Cybersecurity in downtown Pensacola)
- Led 50th Anniversary celebration
- Launched Reubin O'D. Askew Institute for Multidisciplinary Research
- Launched Division of Research and Strategic Innovation
- Completed Strategic Plan 2017 – 2022
- Sponsored Next Big Thing Awards for transformative initiatives

Facilities

- New campus master plan (launching 2018)
- University Park Center, opened 2018 (32,700 gsf)
- Laboratory Sciences Annex (53,000 gsf)

Academics

- Recruited first class of National Merit Scholars, 2018
- Top 3 university, SUS performance based funding, 2017, 2018
- Launching Ph.D. Intelligent Systems & Robotics, 2019
- Launched UWF Global Online, 2018

Development

- First named department (Rubin O'D. Askew Dept. of Government)
- Named College of Health (Usha Kundu, M.D. College of Health)
- Named Master of Science in Nursing (Earl & Nancy Hutto)
- Completed Sea Change Capital Campaign at $64.3 million(in excess of $50 million goal) December 2017

Research & Strategic Innovation

- Launched UWF Innovation Network featuring knowledge clusters in cybersecurity, advanced manufacturing, and coastal communities

Student Engagement

- Launched iHire marketing program to increase employment for graduates

Provost & Executive Vice President (January 2, 2013 – December 31, 2016)
Professor of Communication
University of West Florida

- Established UWF Innovation Institute; mission is to enrich the community, state and region through academic partnerships; current projects include STEM Immersive Education and a legislatively funded degree completion initiative for the state of Florida; awarded oversight of Florida Virtual Campus
- Established Center for Research & Economic Opportunity (CREO)
- Established University College committed to the institution-wide delivery of high-impact educational practices leading to professional readiness
- Established UWF Center for Cybersecurity; focused on information technology, industry standard certifications, research, and community partnerships; received NSA and DHS designation as a Center of Academic Excellence in Cyber Defense Education
- Established the Office of Equity, Diversity and International Programming and commissioned UWF's first diversity plan
- Reorganized Division of Academic Affairs leading to a named college of Science & Engineering
- Launched The Village & Catalyst International Programs
- Launched faculty & staff professional development programs
- Launched Banner Student project
- Developed a five-year strategic enrollment plan
- Developed a financial literacy program for current students
- Led SACSCOC Application leading to successful Reaffirmation of Accreditation

President (2007 – 2012)
Professor of Communication
University of Southern Mississippi (six teaching/research campuses)

Administrative Initiatives: (Post-Katrina rebuilding)

- Strategic plan with clear, measurable indicators
- Master plan for Hattiesburg campus
- Master plan for Gulf Coast Research Lab
- Master plan for new campus on Gulf Coast
- Climate Action Plan (toward carbon neutrality by 2040)
- Revised budget model
- Increased reserve funds

Facilities (Approximately $300 million)

- Century Park Phase II Residence Facilities/approximately $55 million
- Trent Lott National Center of Excellence for Economic Development and Entrepreneurship/$25.8 million

- Century Park Residence Facilities (LEED gold certified) $47.6 million
- Centennial Gateway/$208,000
- Fencing (Hattiesburg campus)/$625,000
- College of Business building/$33 million
- College Hall renovation/$6.5 million
- The Accelerator (National Formulation Science Laboratory)/$27 million
- Science & Technology Building (Gulf Park campus) $10.7 million
- Parking garage (1200 spaces) $14.4 million
- Stadium end zone renovation (luxury seats and club seating) $31.8 million
- Softball field renovation/$1.7 million
- Baseball Field renovation/$643,000
- Tennis courts/$2.22 million
- Post-Hurricane Katrina restoration (Gulf Park campus)/$12 million
- Reed Green Coliseum improvements/$8.8 million
- Baseball suites and press box/$3.7 million
- School of Nursing building/$28 million

Academics

- Record enrollment (5 years)
- Record freshman recruitment (5 years)
- Increased average freshman ACT scores
- Increased annual degrees awarded (over 5-year average)
- Increased professional accreditations
- Increased external research funding to record high.
- Increased student satisfaction inventory results on all measures
- Established National Center for Spectator Sports Safety & Security
- Established Lake Thoreau Environmental Center
- Re-established College of Nursing and began CSRN program
- Established polymer science engineering program

Connection with Community

- Increased student volunteer hours
- Established position to lead university economic development efforts
- New business partnerships including Stion Corporation & GE Aviation

Visibility & Development

- Record high private donations (from $3million/annually to $20 million/annually)
- Increased annual total media mentions
- Increased annual national media hits (excluding athletics) by 800 percent
- Increased number of endowed funds
- Increased total gifts and commitments to Athletic Foundation

Chancellor (2005-2007)
University of Wisconsin-Whitewater
Whitewater, Wisconsin

Capital Projects (Approximately $110 million)

- Construction of new College of Business & Economics building, $42 million, completed Summer 2009
- University Center reconstruction, $20 million, completed Summer 2008
- Construction of new LEEDS certified 450 bed apartment-style residence halls, $35 million, completed Summer 2009 (Phase I) and Summer 2010 (Phase II)
- MultiSport Athletic Complex, $7.2 million, Phases I & II completed 2007
- Bookstore remodeling, $2.4 million, completed Summer 2008
- All-agency project to update, replace and resize utilities, $3 million, completed Fall 2007

Planning & Development

- Developed unique campus strategic plan built on substantial campus, community and alumni input; revised financial review process to strengthen accountability and oversight
- Secured $2.2 million in private funding (2006) for naming of new College of Business Education building
- Reviewed federal funding priorities for the UW as a member of the University of Wisconsin System Federal Relations Council
- Completed successful Higher Learning Commission of the North Central Association of Colleges and Schools reaffirmation of accreditation
- Oversaw continued development of nationally ranked athletic program housing three national championships in two years; appointed to NCAA Chancellors/Presidents Advisory Group
- Elected member of the Downtown Revitalization Board; provided strong support for the city of Whitewater's successful bid to become a Main Street community; developed strategies for town/campus communications and effective problem-solving
- Developed plan for keeping university connected with alumni which includes e-mail for life; expanded staffing for alumni relations
- Developed first ever campus diversity plan; oversaw increase in graduation rates for multicultural students of 5.6 percent; winner State of Wisconsin's Ann Lydecker Educational Diversity Award (2006)
- Developed Student Ambassador Program; launched three new undergraduate online programs

Vice President for Academic Affairs (2002 – 2005)
Columbus State University, University System of Georgia

- Direct involvement in $100 million capital campaign; 8 named professorships; 26 named scholarships; naming of TSYS Department of Computer Science ($3 million); naming of Saunders Center for Music Studies ($3 million); endowment for faculty professional development ($ 1 million); Kresge Grant for capital projects ($ 1 million); Knight Grant for teacher retention ($375,000); Goizueta

Foundation grant for the recruitment and retention of Hispanic students ($500,000)
- Created CSU Centers of Excellence to oversee 30+ public-private partnerships
- Attained initial AACSB accreditation for D. Abbott Turner College of Business
- Designed and implemented a plan for recruitment and retention of minority faculty leading to a 25 percent increase in two years
- Secured collections for Bo Bartlett Gallery to be housed on downtown arts campus
- Established CSU campus in Oxford, England; negotiated enrollment agreements with Greyfriar's College and Corpus Christi College of Oxford University; led in the acquisition of a privately funded $2.5 million residential facility for students in Oxford
- Wrote collaborative grant (with Muscogee County School System) leading to establishment of Early College
- Established CSU Center for Quality Teaching and Learning
- Developed and implemented award winning comprehensive media program ("Change Your Mind…At CSU") including television, radio and print advertisements and collateral materials contributing to average enrollment increases of 9 percent
- Developed specialized recruitment plan for Schwob School of Music
- Designed and implemented a faculty salary competitiveness program to increase faculty salaries to national averages
- Designed and implemented a model for employment of part-time faculty consisting of increased salary, specialized orientations and part-time faculty handbook
- Expanded International Education from 11 to 27 individual programs
- Won University System of Georgia 2004 Best Practices Award for Internationalizing Programs
- Initiated a Global Perspectives graduation requirement
- Designed, implemented, and secured funding for CSU's First Year Experience including a University Advising Center, Freshman Convocation, Learning Communities and residence hall initiatives leading to increased student retention by 7 percent over two years
- Designed and implemented plan for increased graduation rate as a member of the Chancellor's Task Force for Graduation Rate
- Developed and implemented an enrollment plan targeting Hispanic students
- Created advisor position for university athletes
- Decentralized budgeting authority to college deans
- Established Artist-in-Residence Program
- Led SACSCOC Reaffirmation of Accreditation review
- Led university strategic planning process for 2005-2010
- Developed plan for recruitment and preparation of a new generation of Super Teachers in Mathematics and the Sciences

Dean, College of Arts & Sciences (2000 – 2002)
Interim Dean, College of Arts & Sciences (1999 – 2000)
University of West Florida

- Led the successful merger of two colleges (College of Science and College of Arts & Social Sciences) and coordinated programming at Fort Walton Beach campus.
- Co-chaired workgroup for unique community/university joint strategic planning process
- Created a Division of Life & Health Sciences
- Created Maritime Studies degree program
- Created Interdisciplinary Information Technology degree program
- Created Historic Preservation degree program
- Developed and implemented a successful enrollment marketing plan ("Bringing Out the Best") contributing to enrollment increase of 12 percent in two years.
- Created a transparent and strategically-driven budgeting process
- Established a collaborative AA to BA program on the campus of Okaloosa-Walton Community College
- Secured legislative approval for BS degree in Nursing
- Secured legislative funding for University Honors Program ($150,000/year)
- Administrative liaison to newly established Board of Trustees when Board of Regents system was abolished by the state legislature
- Attained initial ABET accreditation of electrical and computer engineering program
- Initiated $3 million capital campaign for electrical & computer engineering program
- Established peer tutoring centers in science and mathematics

Director of University Honors Program
Associate Dean, College of Arts & Social Sciences (1996 – 1999)
University of West Florida

- Expanded University Honors Program to recommended standards of the National College Honors Council leading to naming as "Best Honors Program" and "Best Student Honors Council" by Florida Leader Magazine
- Established Honors International Summer Experience and secured private funding of $50,000 annually
- Secured a $1 million gift for University Honors Program in support of programming on First Amendment issues
- Developed award winning Honors publications

Coordinator, Public Relations Program, Dept. of Communication Arts (1986 – 1996).
University of West Florida

- Developed curriculum and programming toward initial AEJMC accreditation
- Increased program size to largest in department

- Created and implemented national/international internship program leading to placements in the White House, U.S. Olympic Planning Committee and the American Embassy in London
- Created and implemented shadow programs with local and regional professionals.
- Established charter chapter of Public Relations Student Society of America and student chapter of Florida Public Relations Association
- University Gifts Chair, UWF Capital Campaign, exceeding campus goal by 11 percent

UNIVERSITY TEACHING EXPERIENCE

Professor of Communication, University of West Florida, 2013 – Present
Professor of Communication, University of Southern Mississippi, 2007 – 2012
Professor of Communication, University of Wisconsin-Whitewater, 2005 – 2007
Professor of Communication, Columbus State University, 2002 – 2005
Professor of Communication, Associate Professor, Assistant Professor, Instructor, University of West Florida, 1984 – 2002

COURSES TAUGHT

Undergraduate: Integrated Advertising & Public Relations Concepts, Public Relations Strategies, International Public Relations, Feature Writing, Magazine Writing, Newspaper Reporting, Principles of Public Relations, Communication Research Methods, Public Relations Management, Writing for Public Relations, International Public Relations, Honors International Summer Experience.
Graduate: Case Studies in Communication, Special Topics in Public Administration, Content Analysis Research Methods, Crisis Communication, Introduction to Graduate Studies, International Public Relations.

SCHOLARLY & PROFESSIONAL ACTIVITIES

Books & Book Chapters

Saunders, M.D. (2015) The Southern Miss Story: Enriching the Brand of a Research University Through a Centennial Campaign. In D.D. Warrick/Jens Mueller Learning from Real World Cases – Lessons in Changing Cultures (pp.65-75). Oxford, UK: RossiSmith Academic Publishing.

Saunders, M.D. (2011). Sustaining Sustainability. In M. Fennell & S. Miller (Eds.), Presidential Perspectives: A Higher Education Presidential Thought Leadership Series (7.1 –7.5). Aramark Higher Education. From http://www.presidentialperspectives.org/pdf/2011/chapter7.pdf

Saunders, M.D. (2003). Patterns of conflict preceding crisis. In D.P. Millar and R.L. Heath (Eds.), Responding to Crisis: A rhetorical approach to crisis communication (pp. 139-149). Mahweh, New Jersey: Lawrence Erlbaum Associates.

Saunders, M.D. (1992). Eastern's Armageddon: Labor Conflict and the Destruction of Eastern Airlines. Westport, CT: Greenwood Publishing Group.

Articles

Saunders, M. (2018/10/05). Five Things I Didn't Know About Being a University President (Until I Became One). *The evolllution: A Destiny Solutions Illumination.* Retrieved from http://evolllution.com/author/martha-saunders/.

Saunders, M. (2017/03/21). The Move to Big Data Requires a Change in Campus Culture. *The evolllution: A Destiny Solutions Illumination*. Retrieved from http://evolllution.com/author/martha-saunders/.

Saunders, M. & Northrup, P. (2016/01/15). Innovating on the Margins: Transforming Higher Education by Working from the Outside In. *The evolllution: A Destiny Solutions Illumination*. Retrieved from http://evolllution.com/author/martha-saunders/.

Saunders, M.D. (Summer 2009). Recollections of a Restless Reader. The Mississippi Reading Journal, (9), 23-24.

Saunders, M.D. and Jones, B.A. (Spring 2007). Four "C's" of Service to Students with Disabilities. Leadership Exchange (5), 11-13.

Saunders, M.D. (2007) Applying global ethics beliefs and principles. Journal of Ethics in Leadership 2), 11-13.

Saunders, M.D. (2006). Eastern Airlines. In C.R. Geisst (Ed.), The Encyclopedia of American Business History, Volume I (pp.131-132). New York: Facts On File, Inc.

Saunders, M.D. (2003). Institutionalizing retention activity: Toward a theory-based model. Journal of College Student Retention: Research, Theory & Practice, 4, (4).

Saunders, M.D. (2001, June). Hype springs eternal: Or everything I ever needed to know about being a dean I learned in PR 3000. Administrator 20, (6), 8.

Saunders, M.D. and Sherry, D. (1999). Linking external communication to organizational effectiveness. Organization Development Journal 17 (4), 35-40.

Saunders, M.D. (1999). Exploring Appreciative Inquiry as a public relations research technique. Florida Communication Journal, 26 (1), 1-10.

Saunders, M.D. (1998). The service-learner as researcher: A case study. Journal on Excellence in College Teaching, 9. (2), 55-67.

Saunders, M.D. & Perrigo, E. (1998). Negotiation as a model for teaching public relations. Journalism Educator 52 (4), 57-65.

Saunders, M.D. (September 1994). Internal communication and the last days of Eastern Airlines. In Cases in Human Resources and Organizational Behaviour (No. 494-019-1). London: European Case Study Clearing House.

Saunders, M.D. (September 1994). The grassroots public affairs campaign to ban driftnets from Trinidad & Tobago. In Cases in Accounting, Control & Business Environment (No. 194-019-1). London: European Case Clearing House. Anthologized in Goldsmith, A.A. (1995). Business, Government, Society: An International Perspective. Irwin Publishers.

Saunders, M.D. (September 1994). Under siege: The Ladies' Center abortion clinic in Pensacola, Florida. In Cases in Human Resources and Organizational Behaviour (494-018-1). London: European Case Clearing House.

Saunders, M.D. (1993, October). Media Distorts Image of the Profession. Public Relations Journal, 8.

Saunders, M.D. (1989). Ethical dilemmas in public relations. The Florida Speech Communicator's Journal 17 (2): 23-27.

Saunders, M.D. (1988). Eastern's employee communication crisis. Public Relations Review IV (2), 33-44.

Television Documentaries

Saunders, M.D. & Gershon, P. (Scriptwriters) (1994). Southern Voices, Southern Words. Broadcast on PBS, February, 1994. *First Place winner, Video Documentary, 1994, National Honorary Broadcast Society.*

Major Communication Campaigns

Saunders, M.D. (2007 – 2010). (Campaign Director). "The Southern Miss Story: Enriching the Brand of a Research University Through A Centennial Celebration." *National winner, Silver Anvil Award, Public Relations Society of America 2011.*

Saunders, M.D. (Campaign Director) & Groth, T. (Creative Manager) (1993-96). "Just 2 It!" Public Safety Communication Campaign.
National winner, Silver Anvil Award, Public Relations Society of America 1994; District winner 1995; Angel Award for Creative Excellence, West Florida Advertising council; Featured in Jerry Hendrix (Ed) Public Relations Cases (4th ed). Belmont, CA: Wadsworth Publishing Company, 121-129.

Published Speeches

Saunders, Martha Dunagin (1998, July 15). Leaving more than footprints in the sand. Vital Speeches of the Day, 607-608.

Saunders, Martha (1994, January 15). Learn to Listen. Vital Speeches of the Day, 11-12.
Reprinted in Readers Digest, December 1994.
Critiqued in The Executive Speaker, January 1995.
Adopted for learner support materials by City University of Hong Kong, Language Institute.
Anthologized in Weaver, R.L. (1997), Essentials of Public Speaking, Scottsdale, AZ: Gorsuch Scarisbrick, Publishers.
Anthologized in Brooks, B., Kennedy, G., Moen, D. & Ranly, D. (1996, 2002, and 2005) workbook for news reporting and writing (5th ed): The Missouri Group;
Anthologized in Personal Excellence (December 1996).
Anthologized in Carlin, D.P. & Payne, J. (1998) Public Speaking Today, NTC Publishing.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Renewal of Chancellor's Employment Agreement

PROPOSED BOARD ACTION

Approval of renewal of Chancellor's Employment Agreement and delegation of authority to the Chair

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

On September 13, 2018, the Board approved the renewal of the Chancellor's Employment Agreement for a one year term from January 1, 2019 to January 1, 2020.

Based on Chancellor Criser's exemplary performance, Chair Lautenbach is requesting renewal of the agreement for an additional one year term from January 1, 2020 to January 1, 2021, and a delegation of authority from the Board to negotiate a revised compensation amount and to execute the Employment Agreement on behalf of the Board.

Supporting Documentation Included: None

Facilitators/Presenters: Chair Ned Lautenbach

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Approval of creation of a subsidiary of the H. Lee Moffitt Cancer Center and Research Institute, Inc.

PROPOSED BOARD ACTION

Approve the creation of a subsidiary ("Immuno, Inc.") of the H. Lee Moffitt Cancer Center and Research Institute, Inc. ("Cancer Center").

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Section 1004.43(1), Florida Statutes.

BACKGROUND INFORMATION

Section 1004.43(1), Florida Statutes, provides that the Cancer Center may, with the prior approval of the Board of Governors, create either for-profit or not-for-profit subsidiaries to fulfill its mission of research, education, treatment, prevention and the early detection of cancer. To fulfill its mission, the Cancer Center is requesting approval from the Board of Governors to create a wholly owned for- profit company ("Subsidiary"), as described in the attached Certificate of Incorporation, to create a clinical research organization ("CRO") to partner with biotech, pharmaceutical, and healthcare organizations to support and accelerate clinical research through clinical trial support and administration. Through the Subsidiary the Cancer Center will be able to engage in activities that are not recognized by the IRS as charitable or exempt but which nonetheless supports the mission and goals of the Cancer Center. Specifically, the creation of the Subsidiary will permit the Cancer Center to more easily seek investment and partner with for-profit entities in collaborative clinical trial support and administration that can lead to the development of new forms of cancer treatment.

The new company will initially be incorporated as a wholly owned subsidiary of the Cancer Center. As the Subsidiary requires additional capital, outside investments can be made in the CRO by other investors who may acquire ownership interests. The Cancer Center will initially appoint the board of directors that will manage the affairs of the Subsidiary and oversee the operations of the Subsidiary, ensuring that the Subsidiary contributes to the Cancer Center's mission. As sole shareholder, the Cancer Center will also approve any changes to the Certificate of Incorporation and must approve the Bylaws of the Subsidiary. Audited financial statements of the Subsidiary will be prepared annually and submitted to the Auditor General and the Board of Governors.

The Board of Governors, the Auditor General and the Office of Program Policy Analysis and Government Accountability shall have the authority to request and receive supplemental information relative to the operation of the subsidiary.

Supporting Documentation Included: Certificate of Incorporation of Immuno, Inc.

Facilitators/Presenters: Alan F. List, President & CEO for H. Lee Moffitt Cancer Center and Research Institute, Inc.
L. David de la Parte, General Counsel for H. Lee Moffitt Cancer Center and Research Institute, Inc.

Draft of 7/31/19

CERTIFICATE OF INCORPORATION
OF
IMMUNO, INC.

I, the undersigned natural person acting as an incorporator of a corporation (the "Corporation") under the General Corporation Law of the State of Delaware (the "DGCL"), do hereby adopt the following Certificate of Incorporation (the "Certificate") for the Corporation:

ARTICLE I: NAME

The name of the Corporation is Immuno, Inc.

ARTICLE II: REGISTERED OFFICE AND AGENT

The address of the registered office of the Corporation in the State of Delaware is Corporation Trust Center, 1209 Orange Street, in the City of Wilmington, County of New Castle, 19801. The name of its registered agent at such address is The Corporation Trust Company.

ARTICLE III: PURPOSES

The purposes for which this Corporation is organized are to engage in any lawful activity within the purposes for which corporations may be organized under the DGCL.

ARTICLE IV: CAPITAL STOCK

The total number of shares of all classes of capital stock which the Corporation shall have authority to issue is 1,000 shares of Common Stock, $0.0001 par value per share. Each share of Common Stock shall be entitled to one vote.

ARTICLE V: INCORPORATOR

The names and mailing address of the incorporators are: Alan F. List, Yvette M. Tremonti, and L. David de la Parte, c/o H. Lee Moffitt Cancer Center & Research Institute, Inc., 12902 USF Magnolia Drive, Tampa, FL 33612.

ARTICLE VI: PERIOD OF EXISTENCE

The Corporation will have perpetual existence.

ARTICLE VII: BOARD OF DIRECTORS

The number of directors will be fixed by, or in the manner provided in, the Bylaws of the Corporation.

ARTICLE VIII: ELIMINATION OF CERTAIN LIABILITY OF DIRECTORS

A director of this Corporation shall not be liable to the Corporation or its stockholders for monetary damages for breach of fiduciary duty as a director, except to the extent that exculpation

from liability is not permitted under the DGCL as in effect at the time such liability is determined. No amendment or repeal of this Article VIII shall apply to or have any effect on the liability or alleged liability of any director of the Corporation for or with respect to any acts or omissions of such director occurring prior to such amendment or repeal.

ARTICLE IX: CORPORATE OPPORTUNITY

To the maximum extent permitted from time to time under the law of the State of Delaware, this Corporation renounces any interest or expectancy of the Corporation in, or in being offered an opportunity to participate in, business opportunities that are from time to time presented to its officers, directors or stockholders, other than those officers, directors or stockholders who are employees or former employees of the Corporation or one of its subsidiaries. No amendment or repeal of this paragraph shall apply to or have any effect on the liability or alleged liability of any officer, director or stockholder of the Corporation for or with respect to any opportunities of which such officer, director or stockholder becomes aware prior to such amendment or repeal. To the fullest extent permitted by law, any Person purchasing or otherwise acquiring any interest in any shares of capital stock of the Corporation shall be deemed to have notice of and to have consented to the provisions of this paragraph. As used herein, "Person" shall mean any individual, corporation, general or limited partnership, limited liability company, joint venture, trust association or any other entity.

ARTICLE X: MEETINGS AND CORPORATE RECORDS

Meetings of the stockholders may be held within or outside the State of Delaware, as the Bylaws may provide. The books of the Corporation may be kept (subject to any provision contained in the DGCL) outside the State of Delaware at such place or places as may be designated from time to time by the Board of Directors or in the Bylaws of the Corporation. Elections of directors need not be by written ballot unless the Bylaws of the Corporation so provide.

ARTICLE XI: AMENDMENTS TO THE CERTIFICATE

The Corporation reserves the right to amend, alter, change or repeal any provision contained in this Certificate of Incorporation in any manner now or hereafter prescribed by the DGCL, and all rights conferred upon stockholders herein are granted subject to this reservation.

ARTICLE XII: AMENDMENTS TO BYLAWS

In furtherance and not in limitation of the powers conferred by the DGCL, the Board of Directors is expressly authorized to make, alter or repeal the Bylaws of the Corporation.

[Signature Page Follows]

Draft of 7/31/19

THE UNDERSIGNED INCORPORATOR, for the purposes of forming the Corporation, does make and file this Certificate of Incorporation, hereby declaring and certifying that the facts here stated are true and accordingly has set his hand on _____ __, 2019.

By:_____
Name: L. David de la Parte, Esq.
Title: Authorized Person

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Florida Polytechnic University's 2019 Accountability Plan

PROPOSED BOARD ACTION

Consider approval of Florida Polytechnic University's 2019 Accountability Plan

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 2.002

BACKGROUND INFORMATION

Board of Governors Regulation 2.002 requires the development of an institutional accountability plan intended to reflect each institution's distinctive mission and to focus on core strengths within the context of State University System goals as well as regional and statewide needs. The accountability plans outline each institution's strategic direction and top priorities as well as performance expectations and outcomes on institutional and system-wide goals.

At its June 11-12, 2019 meeting, the Strategic Planning Committee deferred taking action on Florida Polytechnic University's 2019 Accountability Plan, requesting that the University return in August 2019 with a revised plan. Florida Polytechnic has submitted a revised plan for consideration to approve. The Strategic Planning Committee Chair will provide a recommendation to the full Board.

Supporting Documentation Included: In Strategic Planning Committee materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Drugs, Alcohol, and Mental Health Task Force Report

PROPOSED BOARD ACTION

Consider approval of the Drugs, Alcohol, and Mental Health Task Force Report

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Dr. Christy England, Vice Chancellor for Academic and Student Affairs, provided the Drugs, Alcohol, and Mental Health Task Force with a report of the accomplishments and recommended solutions related to student mental health and student use and abuse of drugs and alcohol. The Task Force reviewed the report and the Task Force Chair will provide a recommendation to the full Board.

Supporting Documentation Included: In Drugs, Alcohol, and Mental Health Task Force materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: SUS Textbook Affordability Initiative

PROPOSED BOARD ACTION

Consider for approval

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

During the June meeting of the Board's Innovation and Online Committee, Chair Morton announced that he had asked staff to present a plan to develop master agreements with publishers at the system level so that students throughout the state may obtain materials at more affordable prices than are currently available.

The Chancellor and his staff worked with a system-wide group to develop the action plan. If approved by the Innovation and Online Committee, the proposed plan will move to the full Board for approval.

Supporting Documentation Included: Action Plan included with the Innovation and Online Education Committee materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: 2019-20 Capital Improvement Fee Trust Fund (CITF) Allocation

PROPOSED BOARD ACTION

Approve the 2019-20 university CITF project allocations and authorizing the Chancellor to approve adjustments within a university's CITF allocation as may be requested by the university board of trustees.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Senate Bill 2500 General Appropriations Act

BACKGROUND INFORMATION

The 2019 General Appropriations Act included funding of $44,000,000 for projects to be funded from the Capital Improvement Fee Trust Fund, with proviso specifying that:

> *Funds in Specific Appropriation 17 shall be allocated by the Board of Governors to the universities on a pro rata distribution basis in accordance with the Board of Governors Legislative Budget Request for funding from the Capital Improvements Fee Trust Fund, as approved January 31, 2019. Each board of trustees shall report to the Board of Governors the funding it allocates to each specific project.*

Attached is a draft pro rata distribution for Board consideration and the specific project(s) being requested by the university at this time.

In some instances, completion of the desired project may require additional funding. The Board has not yet determined what amount will be requested during the 2020-21 Legislative Budget Request cycle.

Supporting Documentation Included: Information located in the Facilities Committee materials.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: 2020-2021 State University System (SUS) Fixed Capital Outlay (FCO) Legislative Budget Request (LBR)

PROPOSED BOARD ACTION

Review and approve the 2020-2021 SUS Fixed Capital Outlay Legislative Budget Request; Update on the Initial Public Education Capital Outlay (PECO) Points List.

Approval is recommended by the Chancellor.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The requested budget provides the State University System of Florida continued capital outlay support and has been prepared in accordance with statutory requirements and guidelines adopted by the Board of Governors. All university fixed capital outlay legislative budget requests have been approved by the institutional boards of trustees.

In summary, the staff recommendation to the Board is adoption of a lump sum budget as the initial budget request for 2020-2021. The proposed amounts are in accordance with the official estimated amounts as provided by Florida law. A workshop is scheduled for October 3, 2019, at the University of Central Florida. At the workshop, the Committee will review the PECO projects using the preliminary selection group process pursuant to Senate Bill 190 (the points process).

Senate Bill (SB) 190 Process

SB 190 requires the use of a points-based project ranking system, and establishes six ranking criteria. However, SB 190 leaves it up to the Board to determine the actual point values assigned to each metric. The staff recommended point scale is as follows:

	Maximum Points
1. Prior Legislative Funding	20 Points
2. Maintenance and Infrastructure	15 Points
3. Space Needs Met	25 Points
4. University Priority	5 Points
5. Renovation or Replacement	15 Points
6. Eligibility Points	20 Points
Total Points	100 Points

Per SB 190, Criteria 1 and Criteria 6 are mutually exclusive. The Space Needs Met metric and Renovation/Replacement/Maintenance are not typically found in the same project. These and other factors indicate that the maximum project score is around 50 points.

As both the process and points values assigned are preliminary, each university has been given the opportunity to amend their Capital Improvement plans. Importantly, this public and transparent process allows for the correction of any out-of-date or incorrect information on the part of either Board or university staff.

The Facilities Committee will review both the 1) methodology and 2) all PECO point projects at its meeting scheduled for October 3, 2019. In as much as the methodology drives the points values, the Committee may (or may not) need to meet briefly later in the month to recommend a final comprehensive LBR for full Board approval October 30th.

Specific Fixed Capital Outlay Appropriation Requests

- **[ADOPT $110,155,073M] The PECO 2020-2021 SUS Five-Year Fixed Capital Outlay Request -**

  [ADOPT $44M] Request for Capital Improvement Trust Fund (CITF) Allocation - represents an amount based on current CITF revenue projections, with a base assumption of no future fee increases. The pro-rata distribution will be adopted at a future meeting of the Board.

- **[Information] Preliminary Selection Group -** represents an assessment of: 1) projects deemed potentially eligible for funding; and 2) the preliminary points assigned to eligible projects.

Supporting Documentation: Information located in the Facilities Committee materials.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Proposed Amendment to Board of Governors Regulation 14.0025 Action Required Prior to Fixed Capital Outlay Budget Request

PROPOSED BOARD ACTION

Action - Notice of Intent to Amend Board Regulation 14.0025

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

This regulation was amended on March 27, 2008, to specify that budgets approved by the board of trustees, rather than the Chancellor, and would serve as the basic planning documents for facility construction:

> *Building programs approved by the university president, and budgets approved by the ~~Chancellor~~ university board of trustees, shall serve as the basic planning documents for development of plans and specifications for construction.*

The proposed amendments re-establish a role for the Chancellor and provides for Board approval of fixed capital outlay budgets, in parallel to the approval of university operating budgets, as provided in Board Regulation 9.007, State University Operating Budgets:

- Specifies that projects requested for inclusion on the the Board of Governors' three-year Public Education Capital Outlay (PECO) Priority List must be supported by an educational plant survey.
- Specifies that the Chancellor's Office will provide a format for the fixed capital outlay budget to be approved by the university board of trustees.
- Provides that the fixed capital outlay budget approved by the trustees must be submitted to the Board for approval (parallels the process for the operating budget).
- Authorizes the Chancellor to approve Fixed Capital Outlay amendments up to $5,000,000.

The proposed draft has been provided to the universities for feedback.

Supporting Documentation Included: Information located in the Facilities Committee materials.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 6.001 General Admissions

PROPOSED BOARD ACTION

Consider approval of Public Notice of Intent to Amend Board of Governors Regulation 6.001 General Admissions

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board Regulation 6.001 General Admissions has been amended to align the information in regulation with Section 1000.05(2), Florida Statutes. Section 1000.05(2) was amended in the 2019 legislative session, adding religion to the list of protected categories from discrimination against students and employees in the Florida K-20 public education system. Adding religion to the list of protected categories that must not be used in the admission process ensures that all areas from s.1000.05(2) are referenced.

If approved by the Academic and Student Affairs Committee and the full Board of Governors, the Intent to Amend will be available for public comment for thirty days. If no concerns are raised by that time, the Regulation will come before the Board of Governors for final approval. The Chair of the Academic and Student Affairs Committee will provide a recommendation to the Board of Governors.

Supporting Documentation Included: In Academic and Student Affairs Committee Materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 6.021 Hazing Prohibited

PROPOSED BOARD ACTION

Consider approval of Public Notice of Intent to Amend Board of Governors Regulation 6.021 Hazing Prohibited

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board of Governors Regulation 6.021 Hazing Prohibited has been amended to address Senate Bill 1080, which amends section 1006.63, Florida Statutes. The amendment expands the definition of hazing to include "the perpetuation or furtherance of a tradition or ritual of" any university student organization or group whether or not officially recognized by the university.

Additionally, section 6 has been added to require each university to provide an annual report to the Chancellor with the number of hazing incidents that resulted in a student or student organization being held responsible for a violation of the university's anti-hazing policy. The report will be due to the Chancellor by October 1 of each year.

If approved by the Academic and Student Affairs Committee and the full Board of Governors, the Intent to Amend will be available for public comment for thirty days. If no concerns are raised by that time, the Regulation will come before the full Board for final approval. The Chair of the Academic and Student Affairs Committee will provide a recommendation to the Board of Governors.

Supporting Documentation Included: In Academic and Student Affairs Committee materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 8.003 Textbook and Instructional Materials Affordability

PROPOSED BOARD ACTION

Consider approval of Public Notice of Intent to Amend Board of Governors Regulation 8.003 Textbook and Instructional Materials Affordability

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board of Governors Regulation 8.003 Textbook and Instructional Materials Affordability has been amended to address Senate Bill 6, which amended subsections (4) and (8) of section 1004.085, Florida Statutes.

The amendments include the following.

1. Omitting the requirement for state university boards of trustees to examine the cost of textbooks and instructional materials by course and course section for all general education courses offered at the institution each semester to identify variance in the cost of textbooks and instructional materials among different sections of the same course.

2. Omitting the requirement for state university boards of trustees to review the percentage of textbooks and instructional materials that remain in use for more than one term.

3. Omitting the requirement for institutions to report the selection process for general education courses identified with a wide cost variance in the board of trustees' annual report to the Chancellor.

If approved by the Academic and Student Affairs Committee and the full Board of Governors, the Intent to Amend will be available for public comment for thirty days. If no concerns are raised by that time, the Regulation will come before the Board of

Governors for final approval. The Chair of the Academic and Student Affairs Committee will provide a recommendation to the full Board.

Supporting Documentation Included: In Academic and Student Affairs Committee materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Board of Governors Regulation 9.012 Requiring Disclosure of Gifts from Foreign Governments and Persons

PROPOSED BOARD ACTION

Approve Public Notice of Intent to Repeal Regulation 9.012.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

In September 2010, a new regulation was adopted to require university boards of trustees, on behalf of their direct-support organizations, to annually disclose gifts received from foreign governments or persons in excess of $100,000. Universities receiving any direct or indirect federal financial assistance are required to disclose all gifts and contracts received from foreign sources in excess of $250,000, individually or in combination from one source, to the United States Department of Education. In 2010, a bill was proposed in the Legislature that would have required universities to report all gifts received from foreign sources in excess of $100,000 to the Department of Revenue. Because any reporting obligation is more properly a function of State University System governance, a new regulation was developed to capture the information at the system level.

Since the creation of the regulation, only six universities have reported information. Given the total number of donations the universities receive during the course of a year, the number received from foreign individuals is small.

Board staff recommends the repeal of this regulation and require the universities to maintain this information and provide it upon request, if needed.

Year	**FAU**	**FIU**	**FSU**	**UCF**	**UF**	**USF**	**Total**
2018		1		3	13	1	18
2017	1		1	1	9	1	13
2016	1	2		1	10	1	15
2015				1	6	2	9
2014			1	1	2	1	5
2013					3		3
2012			1				1
2011			2				2

No public comments were received.

Supporting Documentation Included: Repeal Regulation 9.012

For Repeal

~~**9.012 Disclosure of Gifts from Foreign Governments and Persons**~~

~~(1) Each university board of trustees on behalf of any direct support organization shall disclose the amount, terms, restrictions, and requirements made a part of any gift given to a university or direct support organization by a foreign government or foreign person that exceeds $100,000 during each fiscal year to the Board of Governors, unless otherwise prohibited by law. For purposes of this reporting requirement, if a foreign government or foreign person donates more than one gift to a university or direct support organization in a single fiscal year and the total value of those gifts exceed $100,000, all gifts received from that government or person shall be disclosed to the Board of Governors annually on September 1.~~

~~(2) The following definitions are applicable for purposes of this regulation:~~
~~(a) "Foreign government" means the government of any country, nation, or group of nations other than the government of the United States or the government of a state or political subdivision, including any agent of such government;~~
~~(b) "Foreign person" means any person who is not a citizen or national of the United States or a trust territory of the United States, and includes an agent of the person, and any legal entity created under the laws of a foreign government, including a foreign partnership, foreign trust, or foreign corporation.~~

~~(3) For each gift subject to disclosure under this regulation, the university board of trustees on behalf of any direct support organization shall provide the following information, unless otherwise prohibited by law:~~
~~(a) the amount of the gift and the date received;~~
~~(b) the name of the foreign government if the gift is made by a foreign government;~~
~~(c) the name of the foreign country in which a foreign person is principally located or resides if the gift is made by a foreign person; and~~
~~(d) any terms, restrictions, and requirements made a part of any gift received by a foreign government or person, including any conditions or restrictions regarding the control of curricula, faculty, student admissions or student fees or contingencies placed upon the university or the direct support organization to take a specific public position or to award an honorary degree.~~

~~Authority: Section (7)(c), Art. IX, Fla. Const., History: New 09-16-10.~~

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Performance-Based Funding Study

PROPOSED BOARD ACTION

Approve the Performance-Based Funding Study due to the Legislature by October 1, 2019.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Chapter No. 2018-4, Laws of Florida

BACKGROUND INFORMATION

The 2018 Legislature approved a law requiring the Board of Governors to submit recommendations to achieve a complete performance-based continuous improvement model.

> By October 1, 2019, the Board of Governors, in consultation with the state universities, shall submit to the Legislature recommendations for future consideration on the most efficient process to achieve a complete performance-based continuous improvement model focused on outcomes that provide for the equitable distribution of performance funds. In addition to recommendations submitted by the Board of Governors, the Legislature shall review recommendations from an independent entity that consults with the Board of Governors for the purpose of receiving input on behalf of the state university system. Implementation of any recommendations shall not occur unless affirmatively enacted by the Legislature.

The State University System (SUS) is currently in year six of the Performance-Based Funding Model. The current model includes ten (10) metrics that evaluate institutions on a range of issues that were chosen after the review of over 40 metrics identified in University Work Plans. To ensure each university is striving to excel and improve on key metrics, there is a financial incentive in the model. That financial incentive is not only new state funding (State Investment Funding), but an amount of the base state funding (Institutional Investment Funding) reallocated.

Year Six of the Performance-Based Funding Model shows significant improvements in metric scores as well as overall scores of the institutions. The average score is 84 points, which is an increase of 14 points in the last four years. Nearly every institution is showing strong improvements in four-year graduation rates; the SUS average is now 52.6%, exceeding the strategic plan goal of 50%. Many of the SUS strategic plan goals have been met or are within a few percentage points of being met. The universities have also made continuous improvements in metrics resulting in reductions in the costs to the university students. The Performance-Based Funding Model has proven to be an effective way to significantly improve goals identified in the Board's State University System 2025 Strategic Plan.

With the implementation of a new allocation methodology in 2019, the Performance-Based Funding Model emphasizes continuous improvement focused on metric outcomes and provides an equitable distribution of the funding. With 25% of the State University System's base budget at risk in the model, the universities have a great incentive to invest in improving their Performance-Based Funding outcomes.

Supporting Documentation Included: Information located in the Budget and Finance Committee materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Board of Governors Regulation 5.001 Performance-Based Funding

PROPOSED BOARD ACTION

Approve the Public Notice of Intent to Amend Regulation 5.001.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

Senate Bill 190 was signed by the Governor on June 18, 2019.

Included in the bill is the requirement that each university conduct an annual audit to verify that the data submitted to the Board complies with the data definitions. This requirement has been added to the regulation along with the requirement that the audit and certification be submitted to the Board's Inspector General by March 1 of each year.

Supporting Documentation Included: Information located in the Budget & Finance Committee materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Board of Governors Regulation 7.003 Fees, Fines, and Penalties

PROPOSED BOARD ACTION

Approve the Public Notice of Intent to Amend Regulation 7.003.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

Senate Bill 190 was signed by the Governor on June 18, 2019. Included in the bill are changes to the excess hour threshold.

Effective with the 2019 summer term and thereafter, an excess hour surcharge equal to 100 percent of the tuition rate will be charged for each credit hour in excess of 120 percent degree program hours. If a student changes their degree program, the excess hour threshold will only be adjusted if the number of credit hours required to complete the new degree program exceeds that of the original degree program.

Supporting Documentation Included: Information located in the Budget & Finance Committee materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Board of Governors Regulation 7.008 Waiver and Exemptions of Tuition and Fees

PROPOSED BOARD ACTION

Approve the Public Notice of Intent to Amend Regulation 7.008.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

Senate Bill 7098 was signed by the Governor on May 10, 2019.

Included in the bill is the requirement that boards of trustees must waive tuition and associated fees for children and spouses of deceased emergency medical technicians, paramedics, and active duty members of the United States Armed Forces. The amount waived by the university shall be an amount equal to the cost of tuition and associated fees for a total of 120 credit hours.

The child or spouse may attend on either a full-time or part-time basis. The benefits provided to a child under this section must continue until the child's 25th birthday. The benefits provided to a spouse under this subsection must commence within five years after the death occurs and may continue until the 10th anniversary of that death.

Upon failure of any child or spouse benefited by the provisions of this subsection to comply with the ordinary and minimum requirements of the institution attended, both as to discipline and scholarship, the benefits shall be withdrawn as to the child or spouse and no further moneys may be expended for the child's or spouse's benefits so long as such failure or delinquency continues.

Only a student in good standing in his or her respective university may receive the

benefits.

A child or spouse receiving benefits under this subsection must be enrolled according to the customary rules and requirements of the university attended.

Supporting Documentation Included: Information located in the Budget & Finance Committee materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: Board of Governors Regulation 9.007 State University Operating Budgets

PROPOSED BOARD ACTION

Approve the Public Notice of Intent to Amend Regulation 9.007.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

This regulation is being amended to include requirements in Senate Bill 190 that was approved by the Governor on June 18, 2019 and to provide clarification and guidance on other operating budget issues. The following changes include:

- Requires Board of Trustees and Board of Governors to approve the use of carryforward spending plans.
- Clarifies that Education & General (E&G) funds can be used for furniture, fixtures, and equipment.
- Clarifies that E&G funds can be used to maintain, repair, remodel, and renovate existing E&G facilities and space.
- Clarifies the use of interest and investment earnings.
- Defines non-recurring expenditures.
- Requires amendments to the carryforward spending plans be reported to the Board of Governors.

Supporting Documentation Included: Information located in the Budget & Finance Committee materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: 2019-2020 State University System Operating Budget

PROPOSED BOARD ACTION

Approve the 2019-2020 State University System Operating Budget.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Regulation 9.007

BACKGROUND INFORMATION

Each state university is required to submit a detailed operating plan for each budget entity for the 2019-2020 fiscal year. The State University System (SUS) operating budget consists of five different budget entities: 1) Education and General, 2) Contracts and Grants, 3) Auxiliary Enterprises, 4) Local Funds, and 5) Faculty Practice Plans.

1. The Education and General (E&G) budget entity includes the allocation of funds appropriated by the 2019 Legislature, student tuition, and other previously appropriated funds. The E&G budget entity contains resources that provide educational opportunities to citizens through instructional programs; research directed toward solving technical, social, and economic problems facing the state and nation; and public service programs. Universities have flexibility in the development of the E&G operating budget but must report in the traditional SUS categories.

2. The Contracts and Grants budget entity supports research and public service through awards from federal, state, and local sources.

3. Auxiliary Enterprises budget entity is comprised of ancillary support units such as student housing, food service, bookstores, parking services, and computer support.

4. The Local Funds budget entity consists of operating resources for student activities, athletics, concessions, student financial aid, technology fee, Board-approved local fees, and self-insurance programs.

5. Finally, the Faculty Practice Plans budget entity provides for clinical activities associated with the University of Florida and University of South Florida Health Centers, and the Florida State University, University of Central Florida, and Florida International University Medical Schools.

Each university Board of Trustees has approved an operating budget. The universities have developed their budgets in accordance with Board Regulation 9.007 State University System Operating Budgets. The regulation requires each university to maintain an unencumbered balance in the E&G fund equal to or greater than seven percent of the university Board of Trustees approved operating budget.

Supporting Documentation Included: Information located in the Budget & Finance Committee materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: 2019-2020 Board General Office Budget

PROPOSED BOARD ACTION

Approve the 2019-2020 Board General Office Budget and authorize the Chancellor to make changes as necessary to support office functions.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; 2018 General Appropriations Act

BACKGROUND INFORMATION

The Board General Office Budget for 2019-2020 totals $11.4 million and supports 65 authorized positions. The 2019 General Appropriations Act allocates funds by specific category and funding source as follows:

Appropriation Category	Appropriation
Salaries & Benefits - GR	$6,078,233
Salaries & Benefits – Trust Funds	$794,554
Other Personal Services – GR	$51,310
Other Personal Services – Trust Funds	$20,785
Expenses - GR	$736,982
Expenses – Trust Funds	$156,799
Operating Capital Outlay - GR	$11,782
Operating Capital Outlay – Trust Funds	$5,950
Contracted Services – GR*	$784,103
Contracted Services – Trust Funds	$73,000
Risk Management Insurance - GR	$11,960
DMS – HR Services - GR	$17,110

DMS – HR Services – Trust Funds	$4,249
Data Processing Services - GR	$269,527
Special Projects - GR	$2,350,000

*$2,350,000 in pass-through funds were included in the Board General Office Budget for a Take Stock in Children program and UF Medical Marijuana Clinical Research program.

Each funding source and category has specific restrictions on spending funds from that appropriation. Appropriations are allowed to be transferred between categories via budget transfers filed with the Governor's Office. These transfers cannot exceed five percent or $250,000 whichever is greater. Any transfers in excess of this amount must be approved by the Legislature and Governor through an established budget amendment process.

Appropriation Funding Source:

- General Revenue – appropriations from this source have the least restrictions and can be used for any basic operating expense.
- Trust Funds – appropriations from this source are primarily used to support Board Facility Office staff and expenses.

Appropriation Category:

- Salaries & Benefits – salaries and benefits associated with 63 authorized positions.
- Other Personal Services – these funds are utilized for temporary employment. The Board utilizes university students to supplement basic phone coverage and other office needs.
- Expenses – these funds are utilized for basic operating expenses such as travel, rent, office supplies, or equipment costing less than $1,000.
- Operating Capital Outlay – these funds are utilized for items costing more than $1,000, such as computers or furniture.
- Contracted Services – these funds are utilized for any service requiring a contractual agreement.
- Risk Management Insurance – these funds are transferred to the Department of Management Services to cover the costs associated with the State's risk management pool.
- DMS – HR Services – these funds are transferred to the Department of Management Services to cover the costs associated with the State's PeopleFirst System.

- Data Processing Services – these funds are transferred to the Northwest

Regional Data Center to pay for data storage services.

- Special Projects – legislative initiatives included in the General Appropriations Act.

Supporting Documentation Included: Information located in the Budget & Finance Committee materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: 2020-2021 State University System Legislative Budget Request

PROPOSED BOARD ACTION

Approve the 2020-2021 operating Legislative Budget Request for the State University System and allow the Chancellor to make technical changes as necessary.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 216.023, Florida Statutes

BACKGROUND INFORMATION

Annually, the Board of Governors must prepare and submit a State University System Legislative Budget Request (LBR) for state appropriated operating funds to the Legislature and Governor by October 15. However, with session starting in January the LBR is due September 16. In accordance with subsection 216.023(1), Florida Statutes, this LBR is based on an independent judgment of needs and, pursuant to the LBR instructions, will be presented to the Legislature and Governor by the statutory due date.

The Board approved the 2020-2021 LBR Guidelines at the March 2019 meeting. Technical instructions were provided to the universities and they responded with system and individual university budget needs.

The LBR to be considered will focus on performance-based funding, preeminence, university center of excellence, and base operating initiatives. The LBR totals $5.3 billion and represents a 3.7 percent increase, excluding requests for the FAMU-FSU College of Engineering, Moffitt Cancer Center and the Institute of Human and Machine Cognition. The LBR consists of three major components:

a. Performance-Based Funding of $75 million in additional state investment and $45 million in institutional investments. This would bring the total to $680 million; $340 million in the state's investment and $340 million in the institution's investment. These funds will be allocated based on the Board's performance-based funding model. Resources will be utilized to

continue the improvements made in student success; retention rates, graduation rates, affordability, degrees and jobs.

b. Preeminence funding of $35 million is requested to continue strides made in improving the academic and research footprint of preeminent universities nationally.
c. University Center of Excellence funding of $40 million is requested for non-preeminent universities to enhance a current program's national excellence.
d. Base Operating Initiatives - $36.5 million. This includes funding for operational funding new and existing facilities, State Fire Marshal inspections, and University of Florida – Institute of Food and Agricultural Sciences (UF-IFAS) workload.

Each university has provided information on the following areas:

1. Performance-Based Funding – Each university has provided an overview of the initiatives they are undertaking based on the performance-based funds received this year.
2. Efficiencies - Each university has provided a summary of various efficiency initiatives that have taken place or are underway. These efficiencies are expected to save resources, increase efficiencies, and/or save staff time.
3. Ten Percent Reductions - The detailed budget instructions provided by the Legislature and Governor's Office requested each agency, including universities, to provide information on the impact of a ten percent budget reduction (which is a standard, annual request made by the Legislature and Governor).

Supporting Documentation Included: Information located in the Budget & Finance Committee materials

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
August 29, 2019

SUBJECT: 2020-2021 Board General Office Legislative Budget Request

PROPOSED BOARD ACTION

Approve the 2020-2021 Board General Office Budget Request and allow the Chancellor to make technical changes as necessary.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 216.023, Florida Statutes

BACKGROUND INFORMATION

Annually, the Board of Governors must prepare and submit a State University System Legislative Budget Request (LBR) for state appropriated operating funds to the Legislature and Governor by October 15. However, with session starting in January, the LBR is due September 15. In accordance with subsection 216.023(1), Florida Statutes, this LBR is based on an independent judgment of needs and, pursuant to the LBR instructions, will be presented to the Legislature and Governor by the statutory due date.

The Chancellor recommends approval of a Board General Office LBR of $9 million and requests authority to make technical changes as necessary. The Legislature and Governor approved the Board's 2019-2020 increase for Instructional Technology (IT) services of $543,000; therefore, the Board is not requesting any additional increase for 2020-21.

Pursuant to the LBR instructions, each agency must prepare a ten percent reduction plan. The Board General Office plan is included for information purposes.

Supporting Documentation Included: Information located in the Budget & Finance Committee materials