

TRACY CLARK  
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EXHIBIT

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Clark



## Facilities Budget Committee Meeting (FBC) MINUTES

<b>Date:</b>	March 13, 2017
<b>Time:</b>	9:30 – 11:00 a.m.
<b>Location:</b>	MH-395
<b>Facilitator:</b>	Tant
<b>Attendees:</b>	Alcala, Bottorff, Clark, Collier, Hartmann, Kernek, Klonoff, Koons, Korosec, Merck, Mitchell, Parks, Seabrook, Tant, Whittaker, Wilkinson
<b>Minutes:</b>	Wray

### Discussion Points

Meeting opened at 9:30 a.m.

Opening remarks – Provost Whittaker welcomed group – Purpose of two budget committees (University and Facilities) is to maximize the use of scarce resources by putting them to the highest good. Whittaker welcomed diverse opinions, but urged group to leave individual agendas behind.

Allan Bottorff and Gina Seabrook presented on the Capital Improvement Plan – the 5-year capital planning process typically starts in March. Generally, more projects get put on the list than will be funded.

#### 4 categories on the list:

1. **PECO** - projects eligible for state funding. There is a ranking in this part of the list: continuation projects come first, followed by renovation projects and land acquisition and new building projects are last. Narratives accompany each line item, and ROI is required. The list is ranked in priority order, according to UCF-specific criteria. Any variations to state order are detailed in the notes that we provide to the Board of Governors (BOG). We clarified that (PCE) stands for Planning, Construction, and Equipment.
2. **CITF Funding** – student requested and approved – a student fee of approximately nearly \$7 goes into state university system. Students decide how to spend the accumulated funds. Bonds have been issued previously, but that practice is waning. The timing of refunds from the state has also been sporadic. A consequence has been that some projects must be planned and completed in phases. Allan noted that the

Hitt library expansion, for example, is located in two additional spots on the list to be eligible for funds no matter their origin.

Whittaker asked if the BOG re-prioritizes the list. Answer: no, but BOG sometimes questions the validity of the projects. It was clarified that Dr. Hitt formed this committee (FBC) to make recommendations while still reserving the right to make final decisions himself. Additionally, for projects that do not get funded, this committee is expected to weigh priorities.

Whittaker and Bill Merck clarified that the state may elect to pay for the balance of some projects (IRAF – Research 1 building is an example), even though we know the state will not pay for the entire project.

At 10:00 a.m., discussion about which set of numbers the committee is looking at with the 3 attachments that accompanied today's agenda. This set of numbers was already submitted last summer. It covers FY 17-18. Seabrook clarified that FY 18-19 is due to trustees August 1. That means this meeting needs to be on the trustees agenda for July meeting. To Joel Hartman's question, **the review sequence is Budget Committee > Hitt > Trustees > BOG.** The above sequence implies that this committee has a June 1 deadline for its recommendations to be finalized.

Lee Kernek stressed that the narratives that accompany the ROI in the requests have recently become increasingly important in the review process and have been historically difficult to obtain from those best equipped to write them. This fact represents a pain point for those tasked with compiling the list for the state, and it is hoped that the work of this committee can improve this situation. Whittaker addressed this by recommending that those who request funding include ROI and narratives as part of their requests. Kernek also recommended moving the process back so it occurs earlier on the calendar, as a desirable process improvement. Bottorff recommended distributing the 10-point ROI checklist. **Action item: Bottorff will distribute this list to the group.**

**Action item: ROI write-ups need to be distributed ahead of the April FBC meeting. Bottorff and Seabrook will coordinate this distribution with Tant.** To Dorcas Wilkinson's question, will documents include the full cost of funding? Answer yes.

How many new ROI documents need to be created? Answer: Only those for any new projects. For existing projects, ROI statements likely need to be updated. Kernek also indicated that any update to the list needs to be included in the master plan, which adds administrative complexity to the process.

**3. Other State Sources:** Includes economic development fund sources, and donor match. Any other funding that the legislature decides to spend. General revenue, for example.

**4. Non-state Sources:** Includes auxiliary, housing, P3s, bonds, philanthropy, DSOs, etc.

We clarified that the summary sheets printed on the oversize paper for today's meeting is the "internal" list, simplified without some of the detail required by the state. Tracy indicated that F&A is using some of the parts of this list to feed the 5-year capital spending plan, so it is important to have a common understanding of how the

funding years factor into the priority rankings. To Whittaker's question, Tracy Clark responded that the "internal" list was produced in an effort to help the committee understand the total scope of the request process. It is not necessarily the list that this committee needs to focus on in terms of 5-year spending plans. Whittaker urged the group to consider how faculty would respond if this list were to be distributed, especially considering the committee's charge to increase communication, transparency, and accountability.

Additional discussion indicates it may be useful to maintain two lists; the official one that meets the state's requirements, and a "working" list that would more closely reflect the university's priorities of each funding cycle, as determined by this committee.

Bottorff and Kernek reminded the group that it will be critical to remember Utilities and Infrastructure projects that are essential for maintaining existing facilities. In other words, the first dollar goes to deferred maintenance, the second dollar goes to new projects. Roofs and HVAC, and telecom/data infrastructure are examples of categories that Kernek must juggle when making allocation decisions. Kernek indicated that she follows state formulas to determine dollar amounts, but frequently supplements those amounts with localized subject matter expertise, particularly for construction projects.

Parks' question: Why is the Utilities line \$14 million every year? Answer: that is an historical carry-over from early attempts to plan. More sophisticated modeling software indicates the real number is nearly \$20 million, Kernek estimates.

How does non-state sources interact with the capital campaign? Wilkinson answered that the two plans are not closely dovetailed, but should be. Wilkinson envisions that this committee's work and decisions have the potential to be very helpful to the fund-raising effort.

**Action item: Wilkinson requested that non-state funded line items be sub-categorized. Kernek indicated her office will work to accomplish this.**

At 10:45, there were discussions about specific line items in the non-state sources section of the list.

Hartmann asked how the Educational Plant Survey factors into new opportunities that may arise in between that group's campus visits, which only occur once every 5 years. Kernek responded that if a new opportunity arose, we would request a spot survey, and they would accommodate.

How does FBC committee coordinate with Athletics? Answer: There is a designated FBC committee (not present today) member to address this relationship.

Whittaker thanked committee members and indicated future meetings will need to be focused on strategic prioritization and planning.

The meeting adjourned at 11:00 a.m.



## Facilities Budget Committee Meeting (FBC) MINUTES

<b>Date:</b>	April 7, 2017
<b>Time:</b>	1:00 – 2:30 p.m.
<b>Location:</b>	MH-395
<b>Facilitator:</b>	Tant
<b>Attendees:</b>	Alcala, Baton, Bottorf, Clark, Collier, Jones, Hartman, Kernek, Koons, Korosec, Merck, Parks, Seabrook, Taft, Watson, Whittaker, Wilkinson
<b>Minutes:</b>	Wray

### Discussion Points

Meeting opened at 1:10 p.m.

This is the third FBC meeting.

Bill Merck opened with discussion about the capital plan list and discussed that the list currently lists the priorities we'll move up for additional decision makers to consider. Merck described the split in the FL...house and Senate conference committees next week. No funding for PO operating expenses. On new buildings, House and Senate are opposite.

Merck and Kernek stressed that the focus is on the highlighted items at the top of Attachment A.

Any state funding for the Interdisciplinary Research building would be budget-relieving. Parks clarified that legislature has an operating philosophy that universities need to show good faith to begin and finish before legislature funds initiatives.

Math and Engineering, and Colburne Hall are all high because those buildings are in critical need of renovation or replacement. On the Library, students have agreed to use CITF funding, which gets repaid to UCF in batches. State funding is still highly politicized, and that partially determines state funding. Tracy Clark clarified that the BOG will see the items further down on the list – the characteristics that define the items on this list were discussed. The UCF campus entryway project was discussed as an example of possible additional, non-state sources. Partnership buildings were another example of projects that were not initially a priority, but that the state advanced them of being important to the state of Florida.

At 1:25, Merck opened the floor for discussion about the top-ranked items. Kernek stressed that the group remember the path to preeminence as a criteria. Wilkinson clarified the approval process for non-state funding.



Parks clarified how the priorities were ranked on Attachment A. Next stop is to Hitt, then the trustees. The dollar amounts could change as the state dictates hardening and security criteria for any particular projects.

Whittaker suggests if Nursing gets PECO funding. Engineering I, Research, and CON at \$3 million, this committee should move that project to number 3 on the list. If state funds the planning cycle, that project would move to the top of the list. This would send a signal to BOG that UCF's priorities align with legislature and BOG priorities.

Whittaker confirmed that the Arts building amount (\$33 million) is supported internally, and if the initiative is supported by a fund-raising campaign at the Foundation, then that effort would also rise on the list.

Research, Nursing, and Engineering I renovations should be top of UCF list, if state funding holds up as in committee budget. House budget does include \$115 million for renovation efforts, none for new construction. Discussions continued about possible naming rights that could be brought to bear to support the Engineering renovation. Allen Bottorf listed the criteria under the ROI that the legislature uses. Parks inquired whether it is appropriate to consider how many different departments are affected by a potential renovation or new build. It's a complex answer, because the BOG formula for making determinations does not include the number of students affected. Clark inquired whether the ARA building money could be re-purposed. Answer is no; the legislature is very definitive about its funding be directed to the exact purpose for which it was given. Clark also brought up the fact that there are 8 research buildings

Sub-committee to be formed: Hartman, Klonoff, and Parks, and Merck. Hartman indicated that the greatest space limitations are in lab space for research (expensive to build). Lee Kernek indicated that the number of buildings is partly a result of a John Hitt request to add them. Sub-committee to formally look at consolidating.

To classroom space, the only growth is occurring online. 85% of the classrooms are scheduled through centralized scheduling; the means to increase usage is to wrap more classrooms into that scheduling effort. Collier stated that the greatest space needs are in research (2.25 million square feet below what our expected need is).

Clark inquired about the life-cycle management of all the renovation efforts: Kernek answered that the order was determined by the MEP needs which are the most critical and expensive. Wilkinson clarified that for most renovations, the intent is for their academic mission to remain as is currently. Parks inquired if the move of some programs to downtown, will we reconfigure the buildings left empty for wet labs? Possibly, but Hartman and others noted that building wet labs in buildings that were not designed to accommodate them can be prohibitively expensive. Whittaker picked up on Wilkinson's point that some buildings may be an easier "sell" to potential donors. So should we more closely analyze the non-state funding list? How long would such an effort take? Wilkinson estimated a six-month effort. What are the odds for Cortellis funding to return? Very unlikely, according to Merck.

Clark wondered if the re-financing of the Foundation debt should come off the list? Kernek opinion is that it would be OK to remove this item. What is the Regional Campus Multi-Purpose building. Remove this from list – Action item. New Education, new Arts Complex III, and Theatre renovations. Are these eligible for removal from the list. FCA can be provided for Theatre, or any other other building on the list.

At 2:13, consensus emerged that there is probably a need to have an internal, "working" document of this list. Jones suggested viewing the list through the 20-year collective impact lens – would some projects rise or fall when their contribution to collective impact or pre-eminence efforts are taken into account? Consensus is yes, it should

help, but Whittaker cautioned the group to not build a lot of walls, but use a lot of furniture, which will accommodate changes in pedagogy.

Kerneck urged the group to examine projects that have true meaning to UCF's purpose. Kernek confirmed that peer institution lists

Action item: Take the Education building off this list.

On two lists: if opportunity presents itself during that year, we could not do it.

- Refi on the Foundation debt
- Regional Campus
- Education building

There were additional questions about where these belong on the list:

- 25 Ferrall Commons
- 29 and 30 Humanities
- Tech Commons II - upstairs
- 36 and 37
- 40 Arts Complex III

Rosen building should stay on

Institute for Hospitality and Health Care – an opportunity that arose but has not yet borne fruit. Kernek indicated the Civil and Environmental Engineering should stay on the list in both places.

At 2:25 p.m., Whittker re-focused the conversation with a what-if scenario. What if we were able to do exactly what we wanted to do? This might be a way to re-order the list?

Merck: Facilities, Performing arts, then research. That is Merck's estimate. To Whittaker's question, what is an expected ROI of perhaps 30%

Whittaker ended the meeting by clarifying we really do need two lists.

We decided to review the list at top of sheet

Subcommittee will form to evaluate research

Clark - The 5-year cap ex plan needs to be finished, as an input to planning. Growth in faculty and associated post-docs and GTAs will factor into this calculation.

Kerneck again asked for input on the narratives.

Whittaker urged the group to plan to renovate for future use, rather than renovating to accommodate past uses – this is called adaptive re-use

The meeting adjourned at 11:00 a.m.





## UCF Facilities Budget Committee Meeting

### AGENDA

<b>Date:</b>	September 5, 2017
<b>Time:</b>	3:30 p.m. – 5:00 p.m.
<b>Location:</b>	MH-395
<b>Facilitator:</b>	Provost Dale Whittaker
<b>Voting Members:</b>	Manoj Chopra, Joel Hartman, Lisa Jones, Lee Kernek, Liz Klonoff, Griff Parks, Bill Self, Dorcas Wilkinson, Michael Georgiopoulos, Rick Schell, Scott Cole, Maribeth Ehasz, Curt Sawyer, David Hansen
<b>Other Invitees:</b>	Tracy Clark, Christy Tant, Mark Wray, Tera Alcala, Allen Bottorff, Christy Collier, Ronnie Korosec, Robert Taft

***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. Opening remarks               | Dale Whittaker                 |
| 2. UCF Internal Capital Plan     | Tracy Clark / Lee Kerneck      |
| 3. Space request status          | Manoj Chopra / Christy Collier |
| 4. FBC November Retreat overview | Tera Alcala                    |
| 5. Closing remarks               | Dale Whittaker                 |

UCF Facilities Projects  
 Five Year Internal Capital Plan, FY18 - 22  
 Updated as of 8/31/2017

DRAFT

	Project Cost Estimate						Project Cost FY18 - FY22	Secured Funding Sources		Funding Needed
	FY18	FY19	FY20	FY21	FY22	FY18 - FY22		Total	Total	
								External	Internal	
<b>Administrative and Support</b>										
Building Hardening for Shelter - Classroom 1	-	2,200,000	-	-	-	-	2,200,000	-	-	2,200,000
Building Hardening for Shelters - Future	-	-	9,800,000	-	-	-	9,800,000	-	-	9,800,000
Infrastructure and Chilled Water Replacement	-	-	5,100,000	-	10,200,000	-	22,701,120	-	-	22,701,120
Wastewater, Water, Natural Gas Replacement	-	-	-	7,140,000	-	-	30,120,600	-	-	30,120,600
Alarms, Camera, Access Control	-	-	13,219,200	-	-	-	13,219,200	-	-	13,219,200
<b>Athletics</b>										
Stadium Rust Remediation	-	2,205,750	2,205,750	2,205,750	2,205,750	2,205,750	8,823,000	-	-	8,823,000
<b>Auxiliary and Business</b>										
<b>NON-CAPITAL FACILITIES NEEDS (LESS THAN SZM)</b>										
<b>Research</b>										
DOWNTOWN Centroplex - Interdisciplinary Research Renovation	1,050,000	-	-	-	-	-	1,050,000	-	-	1,050,000
Generator for Biology Building	1,000,000	-	-	-	-	-	1,000,000	-	-	1,000,000
Laboratory Research Maintenance and Repairs (Yearly Investment)	600,000	600,000	600,000	600,000	600,000	3,000,000	-	-	3,000,000	
<b>Academic</b>										
Roof Replacement - Tech Commons II and Barbara Yung	275,000	-	-	-	-	-	275,000	-	-	275,000
Exterior Door Replacement - Engineering	200,000	-	-	-	-	-	200,000	-	-	200,000
Smoke System Fan Replacement - Engineering II, Psychology, HPALL	650,000	-	-	-	-	-	650,000	-	-	650,000
Fire Alarm System Master Communicator	500,000	-	-	-	-	-	500,000	-	-	500,000
Elevator Modernization - VAB, Nicholson, BAI	460,000	-	-	-	-	-	460,000	-	-	460,000
Flooring Replacement - HPA and Nicholson	816,800	-	-	-	-	-	816,800	-	-	816,800
Classroom Upgrades and Seating Replacement (Yearly Investment)	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000	-	-	1,500,000
University Swing Space	300,000	810,000	-	-	-	-	1,110,000	-	-	1,110,000
<b>Administrative and Support</b>										
Alumni Pedestrian Safety projects (CDA)	1,442,000	300,000	250,000	-	-	-	1,992,000	-	-	1,992,000
DOWNTOWN Fountain	-	-	200,000	-	-	-	200,000	-	-	200,000
Building Demolitions (3 buildings)	100,000	400,000	-	-	-	-	500,000	-	-	500,000
DOWNTOWN Centroplex - UCFPD Renovation	-	-	450,000	-	-	-	450,000	-	-	450,000
Reflecting Pond	730,000	-	-	-	-	-	730,000	-	-	730,000
Added Wastewater Treatment Capacity	-	-	1,575,160	-	-	-	1,575,160	-	-	1,575,160
<b>Athletics</b>										
Garry Center for Student Athlete Nutrition	1,850,000	-	-	-	-	-	1,850,000	-	-	1,850,000
<b>Auxiliary and Business</b>										
<b>TOTAL Projects</b>	<b>\$ 167,898,586</b>	<b>\$ 145,435,955</b>	<b>\$ 149,937,607</b>	<b>\$ 58,075,935</b>	<b>\$ 139,535,533</b>	<b>\$ 663,483,636</b>	<b>\$ 90,020,644</b>	<b>\$ 172,438,648</b>	<b>\$ 401,024,324</b>	

DRAFT

UCF Facilities Projects  
 Five Year Internal Capital Plan, FY18 - 22  
 Updated as of 8/31/2017

	Project Cost Estimate						Project Cost FY18 - FY22	Secured Funding Sources		Funding Needed
	FY18	FY19	FY20	FY21	FY22	FY18 - FY22		Total	Total	
								External	Internal	
<b>NEW CONSTRUCTION</b>										
<b>Research</b>										
Research I (Interdisciplinary Research and Incubator Facility) and lab buildout	53,504,852	-	-	-	-	53,504,852	-	53,504,852	-	84,228
CREOL Expansion	6,784,228	-	-	-	-	6,784,228	-	6,700,000	-	88,597,733
Research Building II	-	-	-	6,859,773	81,737,960	68,597,733	-	-	-	-
<b>Academic</b>										
Trevor Colburn Building and Colburn Hall Demolition	34,276,000	3,724,000	-	-	-	38,000,000	-	38,000,000	-	-
DOWNTOWN Dr. - Phillips Academic Commons	6,000,000	48,000,000	6,000,000	-	-	60,000,000	40,000,000	20,000,000	-	83,216,700
College of Nursing and Allied Health	-	8,321,670	66,573,360	8,321,670	-	83,216,700	-	-	-	33,292,800
Performing Arts Center - Phase I	-	-	-	-	-	33,292,800	-	-	-	6,500,000
Rosen Educational Facility	-	-	13,000,000	-	-	13,000,000	6,500,000	-	-	-
<b>Administrative and Support</b>										
Central Energy Plant (District Energy Plant IV)	16,930,401	-	-	-	-	16,930,401	2,368,505	14,561,896	-	4,780,000
DOWNTOWN Tr-Generation Plant	1,510,000	12,080,000	1,510,000	-	-	15,100,000	-	10,320,000	-	4,800,000
DOWNTOWN Infrastructure	4,800,000	-	-	-	-	4,800,000	-	-	-	5,400,000
DOWNTOWN Student Services Building	2,700,000	2,700,000	-	-	-	5,400,000	-	-	-	2,153,996
Campus Entryways Phase I (CDA)	2,153,996	-	-	-	-	2,153,996	-	-	-	2,400,000
Northeast Campus Utility Extension	-	600,000	1,800,000	-	-	2,400,000	-	-	-	-
<b>Athletic</b>										
Wayne Densch Connector	4,508,643	7,000,000	-	-	-	11,508,643	2,000,000	2,400,000	-	7,108,643
Baseball Stadium Expansion Phase II	3,396,600	-	-	-	-	3,396,600	3,396,600	-	-	-
<b>Auxiliary and Business</b>										
DOWNTOWN Garage	1,350,000	10,800,000	1,350,000	-	-	13,500,000	-	13,500,000	-	-
UCF Solar Farm	15,300,000	-	-	-	-	15,300,000	15,300,000	-	-	-
<b>DEFERRED MAINTENANCE AND CAPITAL RENEWAL</b>										
<b>Research</b>										
HVAC - Transgenic Animal Facility	-	2,010,000	-	-	-	2,010,000	-	-	-	2,010,000
HVAC Chiller System Replacement - FSEC	-	6,000,000	-	-	-	6,000,000	-	-	-	6,000,000
Other Renovations - FSEC	-	5,322,000	-	-	-	5,322,000	-	-	-	5,322,000
Lab Compliance (yearly investment)	-	?	-	-	-	?	-	-	-	?
<b>Academic</b>										
DOWNTOWN Center for Emerging Media Renovation	5,000,000	-	-	-	-	5,000,000	-	5,000,000	-	4,797,034
Engineering Building I Renovation (pending FY19 LBR)	-	17,745,473	-	4,797,034	-	22,542,507	17,745,473	-	-	43,268,248
John C. Hitt Library Renovation Phase II	1,710,066	10,317,062	10,317,062	10,317,062	10,317,062	42,978,314	1,710,066	-	-	4,000,000
Code Compliance Upgrades - Biological Science	-	4,000,000	-	-	-	4,000,000	-	-	-	10,189,800
Biological Sciences Renovation	-	-	10,189,800	-	-	10,189,800	-	-	-	3,577,162
Chemistry - Phase I	-	-	700,241	-	-	700,241	-	-	-	5,275,000
Chemistry - Phase II	-	-	-	2,876,921	-	2,876,921	-	-	-	5,275,000
Chemistry - Phase III	-	-	-	5,275,000	-	5,275,000	-	-	-	5,280,000
	-	-	-	4,579,759	-	4,579,759	-	-	-	700,241



UNIVERSITY OF  
CENTRAL FLORIDA

## Facilities Budget Committee (FBC) Meeting MINUTES

<b>Date:</b>	9/5/2017
<b>Time:</b>	3:30 – 5:00 p.m.
<b>Location:</b>	MH-395E
<b>Facilitator:</b>	Christy Tant
<b>Attendees:</b>	Tera Alcala, Manoj Chopra, Scott Cole, Christy Collier, Tracy Clark, Maribeth Ehasz, Michael Georgiopoulos, David Hansen, Joel Hartman, Lisa Jones, Lee Kernek, Liz Klonoff, Griff Parks, Curt Sawyer, Bill Self, Rick Schell, Christy Tant, Robert Taft, Dorcas Wilkinson
<b>Minutes:</b>	Mark Wray

### Discussion Points

Provost Whittaker reminded the group of tasks and roles expected of them while serving on the FBC.

Welcome to new members on this committee: Scott Cole, Maribeth Ehasz, David Hansen, and Curt Sawyer

Tracy Clark introduced the Five Year Capital Plan document and its intended uses.

### UCF Internal Capital Plan

Lee Kernek reviewed the list items:

- Research II – this is planned for years 4 and 5 of this plan, but is completely dependent on funding coming available
- Colbourn Hall demolition and replacement – this project is currently funded to completion
- College of Nursing and Allied Health has state interest at the state legislative level – Q: would there be parking facilities necessary? Kernek answered that the current CoN administration has indicated there is little interest in creating additional parking, but there may be a future need.
- Rosen Educational Facility – this project moved up in priority to take advantage of donor funding
- Performing Arts center funding would provide first “true” performance space on campus, if funded
- Central Energy Plant – currently under construction
- Downtown tri-generation plant will scale to meet the needs downtown, but some project options are currently being studied.



- Downtown infrastructure - capabilities need to be installed now to support future growth
- Campus Entryway Phase I – related to pedestrian safety, but also included on the Campus Master Agreement (CMA). UCF is contractually bound to complete these renovations due to agreements made between President Hitt and Orange County leaders.
- Northeast Campus Utility Extension –provides basic infrastructure for future buildout in this area of campus
- Wayne Densch Connector – provides coach and staff office space for UCF Athletics
- Baseball Expansion - project is funded and will start soon
- Downtown Parking Garage – under development
- Solar Farm - will be built on approximately 40 acres but green light is on hold pending trustee review and approval
- Deferred Maintenance And Capital Renewal – a list of projects, sorted by area, for this committee’s review and input. On the John Hitt library expansion, state provided an additional \$8.6 million which will reduce the shortfall shown on the current schedule. Chemistry building needs complete renovation –planned for a 3-phase project. Kernek noted that it may make sense to re-purpose the existing building and construct a new chemistry facility built to purpose. No buildings are currently certified as hurricane ride-out shelters. The one building that could be hardened will not house a sufficient number of staff and students. The wastewater, natural gas, and chilled water lines replacements are for the original lines (in some cases, over 50 years old).
- Non-Capital Facilities (less than \$2 million) – this list is comprised of a list of needs, again sorted by area, that do not meet the state’s definition of capital expenses.
- Q: when funding is philanthropic, when do we consider it fully funded? A: Tracy Clark used the baseball stadium example. To achieve total funding, pledges will be paid for over time, and Tracy indicated that the ultimate decision for each project is based on comfort level with a funding plan and decided on a case-by case basis. The process is that the university funds the construction and the pledges reimburse the university over time.
- Q: what are the sources to meet this need? A: appropriations, philanthropy, debt, and internal resources (carryforward, E&G funding for repairs, C&G overhead, interest and investment income). It is expected that this list will change with this committee’s input and as individual ROI presentations are delivered.
- Whittaker requested the addition of life-cycle data to this schedule.

**FBC retreat** – Tera Alcalá reviewed the guiding principle and PowerPoint documents. Q: Colleges are self-explanatory; Units are defined as non-academic areas.

- The template provides for two requests per presentation, and requests projections for timelines for implementation.
- It is assumed all colleges and units will work together.
- On Core principals slide; add or move language to include how the requests link to the Collective Impact Strategic Plan – rename this to be consistent.
- Add “collaboration with another college or unit” to the core principles list.
- Whittaker suggested a workshop to prepare for the retreat.
- A member suggested adding a dollar threshold (\$1 to \$2 million) so that presenters can better calibrate their presentations.
- The priority list that eventually evolves from this committee’s deliberations is likely to be modified by various units’ ability to self-fund some of these objectives.
- Presenters should be careful to tie their requests to preeminent funding and collective impact objectives.
- Kernek stressed that presentations should reflect ROI. She will send state ROI guidelines (metrics, narratives, and forms) to Christy for distribution to this group.
- The list of presenters for the retreat will go out November 1.
- Maribeth Ehasz suggested including information in the presentation template that explains the opportunity cost of not funding various initiatives.

**SPAA update** – Manoj Chopra indicated work continues on the Space Policy. To prepare for opening of Research I, SPAA is concentrating on providing space for incoming faculty clusters.

- IRAF space is being actively assigned and re-assigned as conditions change. Focus for IRAF is wet labs. Another potential for space savings is a common lab materials storage area.
- Chopra noted that there are certain to be future requests for additional wet lab space. There was confusion about how the schedule of supply and demand of wet lab space presented the needs. Chopra reminded the group that there will be build/lease decisions to be made soon, and he expects deans to be able to accurately forecast their needs. Kernek requested that a detailed explanation of current lease rates be included in the capital expenditure planning.
- There may need to be executive-level decisions that will be required to maximize the expected space savings from the move of several programs downtown. The decisions may need to be supported by more meetings and discussions at the VP level and a robust communications strategy.

Meeting adjourned at 5:10 p.m.



## Tera Alcala

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**From:** Tera Alcala  
**Sent:** Friday, September 29, 2017 4:07 PM  
**To:** Dale Whittaker; William Merck; Manoj Chopra; Joel Hartman; Lisa Jones; Lee Kernek; Elizabeth Klonoff; Griffith Parks; William Self; Dorcas Wilkinson; Michael Georgiopoulos; Rick Schell; Scott Cole; Maribeth Ehasz; Curtis Sawyer; dhansen@athletics.ucf.edu  
**Cc:** Dania Suarez; Debra Copertino; Angie Carloss; Tracy Clark; Christina Tant; Mark Wray; Allen Bottorff; Christy Collier; Robert Taft; Lashanda Brown-Neal; Cindy Hawks; Judith De Jesus  
**Subject:** Agenda for Facilities Budget Committee Meeting - Monday

Facilities Budget Committee,

In our prior meeting we had discussed the possibility of canceling this meeting. However, we will have a brief meeting to review the status of the facility reserves and to discuss the potential use of such reserves. No materials are attached for this meeting.

See you all at 3:30 on Monday in Millican Hall, Room 395E.

Regards,

**Tera Alcala, CPA**  
*Associate Controller*



UCF Finance and Accounting  
12424 Research Parkway, Suite 300  
Orlando, FL 32826  
Tel: 407-882-1094  
Fax: 407-882-1102  
[tera.alcala@ucf.edu](mailto:tera.alcala@ucf.edu)

**From:** Tracy Clark  
**Sent:** Tue 12/02/2014 3:32 PM (GMT-05:00)  
**To:** David Noel; Lynn Gonzalez  
**Cc:** Deborah German; Steven Omlj; William Merck  
**Bcc:**  
**Subject:** RE: Use of Carry-Forward Funds  
**Attachments:** AG.pdf; BOG.pdf

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](mailto:Tracy.Clark@ucf.edu)

**From:** David Noel  
**Sent:** Tuesday, December 02, 2014 11:25 AM  
**To:** Lynn Gonzalez; Tracy Clark  
**Cc:** Deborah German; Steven Omlj  
**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

# Operational Audit Topics

## 20. Transfers of Cash or Extending Credit to Direct-Support Organizations; Reimbursement of DSO expenses.

- Section 1004.28(1)(a)2 and (2), Florida Statutes, allows universities to permit their DSOs to use property, facilities, and personnel services.
- The Statute does not provide for the transfer of cash, payment to the DSO for salaries and benefits of DSO employees, or payment of expenses (e.g. audit costs, rent for facilities, insurance) for DSOs.

AG Presentation. 6-13-14


 Select Year:  

## The 2014 Florida Statutes

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[Title XLVIII](#)
[Chapter 1004](#)
[View Entire Chapter](#)
**K-20 EDUCATION CODE**
**PUBLIC POSTSECONDARY EDUCATION**
**1004.28 Direct-support organizations; use of property; board of directors; activities; audit; facilities.—**

(1) DEFINITIONS.—For the purposes of this section:

(a) “University direct-support organization” means an organization which is:

1. A Florida corporation not for profit incorporated under the provisions of chapter 617 and approved by the Department of State.
2. 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 or for the benefit of a research and development park or research and development authority affiliated with a state university and organized under part V of chapter 159.

3. An organization that a state university board of trustees, after review, has certified to be operating in a manner consistent with the goals of the university and in the best interest of the state. Any organization that is denied certification by the board of trustees shall not use the name of the university that it serves.

(b) “Personal services” includes full-time or part-time personnel as well as payroll processing.

(c) “Property” does not include student fee revenues collected pursuant to s. [1009.24](#).

(2) USE OF PROPERTY.—

(a) Each state university board of trustees is authorized to permit the use of property, facilities, and personal services at any state university by any university direct-support organization, and, subject to the provisions of this section, direct-support organizations may establish accounts with the State Board of Administration for investment of funds pursuant to part IV of chapter 218.

(b) The board of trustees, in accordance with rules and guidelines of the Board of Governors, shall prescribe by rule conditions with which a university direct-support organization must comply in order to use property, facilities, or personal services at any state university. Such rules shall provide for budget and audit review and oversight by the board of trustees.

(c) The board of trustees shall not permit the use of property, facilities, or personal services at any state university by any university direct-support organization that does not provide equal employment opportunities to all persons regardless of race, color, religion, gender, age, or national origin.

(3) BOARD OF DIRECTORS.—The chair of the university board of trustees may appoint a representative to the board of directors and the executive committee of any direct-support organization established under this section. The president of the university for which the direct-support organization is established, or his or her designee, shall also serve on the board of directors and the executive committee of any direct-support organization established to benefit that university.

(4) ACTIVITIES; RESTRICTION.—A university direct-support organization is prohibited from giving, either directly or indirectly, any gift to a political committee as defined in s. [106.011](#) for any purpose other than those certified by a majority roll call vote of the governing board of the direct-support organization at a regularly scheduled meeting as being directly related to the educational mission of the university.

(5) ANNUAL AUDIT; PUBLIC RECORDS EXEMPTION; PUBLIC MEETINGS EXEMPTION.—

(a) Each direct-support organization shall provide for an annual financial audit of its accounts and records to be conducted by an independent certified public accountant in accordance with rules adopted by the Auditor General

pursuant to s. 11.45(8) and by the university board of trustees. The annual audit report shall be submitted, within 9 months after the end of the fiscal year, to the Auditor General and the Board of Governors for review. The Board of Governors, the university board of trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall have the authority to require and receive from the organization or from its independent auditor any records relative to the operation of the organization. The identity of donors who desire to remain anonymous shall be protected, and that anonymity shall be maintained in the auditor's report.

(b) All records of the organization other than the auditor's report, management letter, and any supplemental data requested by the Board of Governors, the university board of trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall be confidential and exempt from s. 119.07(1).

(c) Any portion of a meeting of the board of directors of the organization, or of the executive committee or other committees of such board, at which any proposal seeking research funding from the organization or a plan or program for either initiating or supporting research is discussed is exempt from s. 286.011 and s. 24(b), Art. I of the State Constitution. This paragraph is subject to the Open Government Sunset Review Act in accordance with s. 119.15 and shall stand repealed on October 2, 2019, unless reviewed and saved from repeal through reenactment by the Legislature.

(6) **FACILITIES.**—Each direct-support organization is authorized to enter into agreements to finance, design and construct, lease, lease-purchase, purchase, or operate facilities necessary and desirable to serve the needs and purposes of the university, as determined by the systemwide strategic plan adopted by the Board of Governors. Such agreements are subject to the provisions of ss. 1010.62 and 1013.171.

(7) **ANNUAL BUDGETS AND REPORTS.**—Each direct-support organization shall submit to the university president and the Board of Governors its federal Internal Revenue Service Application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt from Income Tax form (Form 990).

History.—s. 172, ch. 2002-387; s. 173, ch. 2007-5; s. 89, ch. 2007-217; s. 31, ch. 2013-37; s. 1, ch. 2014-27.



## BOG Regulation

### 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 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 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 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, 11-21-13.

From: Tina Maier  
Sent: Mon 3/30/2015 2:48 PM (GMT-04:00)  
To: Ronnie Korosec  
Cc: Tracy Clark  
Bcc:  
Subject: E&G funds transfer

Hello Ronnie,

I'm following up with an email regarding our recent discussion.

Educational & General (E&G) funds may not be transferred to a Contract & Grant (C&G) account, including an overhead or PI balance account, or any other non-E&G account or fund.

Transfer of E&G funds to a non-E&G account is strictly prohibited as E&G funds are more restrictive and can only be used for certain E&G purposes. Any transfers of this nature would be considered an attempt to change the color of E&G funds and an audit finding.

Tracy – copied you in case you would like to chime in.

Regards,  
Tina

Tina Maier, CPA, CFE, CIG  
Associate Director, University Audit  
University of Central Florida  
Phone 407.823.2889  
Fax 407.823.6330

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<http://www.universityaudit.ucf.edu/>

**From:** Kathy Mitchell  
**Sent:** Tue 9/11/2018 4:04 PM (GMT-04:00)  
**To:** Tracy Clark; Christina Tant  
**Cc:**  
**Bcc:**  
**Subject:** FW: EG Funded Projects (OSF) (003).xlsx  
**Attachments:** EG Funded Projects (OSF) (003).xlsx; ATT00001.htm; RE funding for construction\_002.msg

Tracy and Christy,

Thank you for meeting with Scott and me this morning and, more importantly, for having the answers to all of his questions! Tracy - I saw that his questions about what the president knew and when he knew it were upsetting to you. I don't believe that he was trying to say you did anything wrong (or that you didn't do something that should have been done); Bill's decision was widely known among university administration. As an attorney, he was trying figure out whether he had his facts straight. The worst thing possible is for the attorney to present one set of facts, only to be contradicted by someone else saying, "I was there and that isn't what happened."

Attached are Lee's revised spreadsheet plus the email from last night with her original spreadsheet I had this morning. I've asked Jenny to help set up regular meetings for us through the fall.

Thanks again!  
Kathy

**From:** Lee Kernek  
**Sent:** Tuesday, September 11, 2018 11:48 AM  
**To:** Kathy Mitchell <Kathryn.Mitchell@ucf.edu>  
**Subject:** Fwd: EG Funded Projects (OSF) (003).xlsx

This has more answers. The energy savings note should say OOA 2008 until we can look at old minutes.

Begin forwarded message:

**From:** Lashanda Brown-Neal <[Lashanda.Brown-Neal@ucf.edu](mailto:Lashanda.Brown-Neal@ucf.edu)>  
**Date:** September 11, 2018 at 11:43:55 AM EDT  
**To:** Lee Kernek <[Lee.Kernek@ucf.edu](mailto:Lee.Kernek@ucf.edu)>  
**Subject:** EG Funded Projects (OSF) (003).xlsx



**From:** Tracy Clark  
**Sent:** Wed 9/19/2018 11:50 AM (GMT-04:00)  
**To:** Christina Tant  
**Cc:**  
**Bcc:**  
**Subject:** Fwd: additional corrections to state funding decisions  
**Attachments:** Summary of Projects with E&G Funding Corrections.xlsx; ATT00001.htm

Sent from iPhone

Begin forwarded message:

**From:** Kathy Mitchell <[Kathryn.Mitchell@ucf.edu](mailto:Kathryn.Mitchell@ucf.edu)>  
**Date:** September 18, 2018 at 5:07:49 PM EDT  
**To:** Dale Whittaker <[Dale.Whittaker@ucf.edu](mailto:Dale.Whittaker@ucf.edu)>  
**Cc:** Tracy Clark <[Tracy.Clark@ucf.edu](mailto:Tracy.Clark@ucf.edu)>, Grant Heston <[Grant.Heston@ucf.edu](mailto:Grant.Heston@ucf.edu)>, Scott Cole <[Scott.Cole@ucf.edu](mailto:Scott.Cole@ucf.edu)>  
**Subject:** additional corrections to state funding decisions

Dr. Whittaker,

In addition to the \$38M of misspent E&G funds for TCH that have been repaid, UCF will also reverse the funding for \$46.5M of E&G funds inappropriately used for 12 additional projects (see attached list).

Of this \$46.5M in funded projects, \$14.3M cash has already been spent and will need to be repaid from non-E&G sources.

We are currently finalizing the source of funds to replace the \$14.4M cash that has been spent and expect to have this completed by tomorrow. I'll let you know as soon as the corrections have been completed, but wanted to give you an update this evening.

Please give me a call if you have any questions.

Kathy

Kathy Mitchell, CPA, CCEP  
Associate Director  
University Audit

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[kathryn.mitchell@ucf.edu](mailto:kathryn.mitchell@ucf.edu)  
<http://www.universityaudit.ucf.edu/>  
UCF Integrity Line (toll free) 1-855-877-6049

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**From:** Christina Tant <Christy.Tant@ucf.edu>  
**Sent:** Monday, August 11, 2014 7:45 PM  
**To:** Tracy Clark  
**Subject:** RE: Allocations

Lynn said that Dr. Whittaker asked for a list of the allocations/ commitments made by BOG Jr. over the last year, including those that were previously funded either in 2013-14 or in the start up budgets for 2014-15.

He is in the process of evaluating funding requests that Lynn and Megan have compiled from AA units (some that we haven't seen yet) and determining which ones to push forward.

---

**From:** Tracy Clark  
**Sent:** Monday, August 11, 2014 7:29 PM  
**To:** Christina Tant  
**Subject:** Re: Allocations

What's going on here? Isn't this just the planned allocation list, for the most part?

Sent from my iPhone

On Aug 11, 2014, at 6:06 PM, "Christina Tant" <[Christy.Tant@ucf.edu](mailto:Christy.Tant@ucf.edu)> wrote:

Lynn – This email is in response to your request for tomorrow's budget chat meeting. This represents additions to the list of planned commitments between August 2013 and August 2014.

Megan – this format may not be what you need, but this was the best I can do on short notice. I'll be glad to provide clarification or answer any questions.

Permanent allocations already funded for 2014-15:

New faculty lines - \$2,120,033 (new for 2014-15)  
New faculty lines - \$7,170,000 (new for 2014-15)  
Distribution of tuition rate increase - \$12,654,792 (new for 2014-15)  
University relations promotion - \$21,135 (new for 2014-15)  
Library Materials - \$230,276 (fully funded in 2013-14)  
University fine arts insurance policy - \$2,045 (fully funded in 2013-14)  
SMCA support – increased total commitment by \$40,000 (fully funded in 2013-14)

Planned Mid Year allocations to be funded during 2014-15:

Salary increase - \$7,500,000 (recurring) (new for 2014-15)  
Investment in research (Osceola) - \$15,000,000 (non recurring) (new for 2014-15)  
Financial aid audit (return of Title IV funds) - \$2,000,000 (non recurring) (new for 2014-15)  
Foundation support - \$1,200,000 (recurring) (new for 2014-15); partially offset by \$400k rent reduction to AA  
President's Office support - \$500,000 (recurring) (new for 2014-15)  
EOAA position - \$90,000 (recurring) (new for 2014-15)  
IQ project - \$250,000 (non recurring) (new for 2014-15)  
OEM camera annual maintenance - \$150,000 (recurring) (new for 2014-15)

Faculty/ instructor promotional increases and TIP, RIA, SoTL - \$1,250,000 (recurring incremental commitment for 2014-15)  
Pegasus Magazine – increase commitment by \$35k (recurring) (only funded actuals of \$347k in 2013-14)  
UCF Knights Success Grant - \$100,000 (recurring) (only funded actuals of \$63k in 2013-14)  
CS&T Information security risk audit - \$100,000 (recurring) (committed during 2013-14 but not yet funded)  
Project Surface - \$3,500,000 (non recurring) (committed during 2013-14 but not yet funded)  
Graduate fellowships - \$695,000 (non recurring) (remainder of \$1m commitment made in 2013-14)  
Organizational structure review - \$460,000 (non recurring) (funded actuals of \$95k in 2013-14)  
Rekey building - \$320,000 (committed during 2013-14 but not yet funded)  
Creative Village Project Liaison \$250,000 (non recurring) (committed during 2013-14 but not yet funded, except A&F funded for coordinator position)  
Colburn Hall – \$18,000,000 (remainder of \$28,000,000 commitment made in 2013-14)  
Police – increased commitment by \$1,260,000 (recurring) (committed during 2013-14 but not yet funded)

Requests received but not yet committed:

SDES - Merit based scholarships (restore 10% admin fee) - \$700,000 (recurring) - *WE ONLY APPROVED IT FOR 2014-15 ON NR BASIS*  
SDES - Need based aid, Top 10 Knight Program - \$2 to 4 million (recurring)  
SDES - Reduce student advisor ratio - \$1,012,000 (recurring)  
Grant Heston – \$875,000 (recurring) and \$1,037,000 (non recurring)  
Joel Hartman – ???  
Team Grant – \$1,879,462 (recurring, beginning in 2015-16)

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**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](mailto:Christy.Tant@ucf.edu)>  
**Date:** March 22, 2016 at 4:54:21 PM EDT  
**To:** Tracy Clark <[Tracy.Clark@ucf.edu](mailto: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**

	Estimated Project Cost	Funding to be Identified	Division/ Unit Resources	Central Funding Source		
				Interest & Other	Auxillary	E&G
<b><u>Academic/ Research Space</u></b>						
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/ Modularity	?	?	-	-	-	-
<b><u>UCF Downtown</u></b>						
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	?	?	-	-	-	-
<b><u>Other Facilities</u></b>						
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	?	?	-	-	-	-
<b><u>Infrastructure, HVAC and Other</u></b>						
DUC Buy-out for Lake Nona	15,000,000	15,000,000	-	-	-	-
Alafaya Pedestrian Safety Maintenance	4,000,000	4,000,000	-	-	-	-
<b>Unfunded Projects</b>	<b>\$ 146,800,000</b>	<b>\$ 145,375,000</b>	<b>\$ 1,425,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Academic/ Research Space</u></b>						
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
<b><u>UCF Downtown</u></b>						
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
<b><u>Other Facilities</u></b>						
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
<b><u>Infrastructure, HVAC and Other</u></b>						
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	-	-	-
<b>Funded Projects</b>	<b>\$ 184,616,250</b>	<b>\$ -</b>	<b>\$ 45,440,000</b>	<b>\$ 53,000,000</b>	<b>\$ 29,800,000</b>	<b>\$ 56,376,250</b>

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**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,

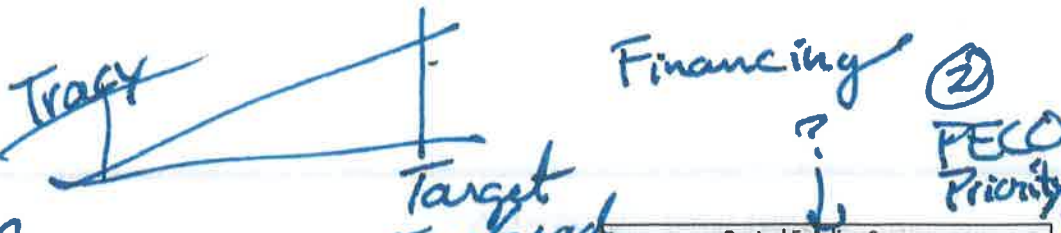
Dale would like to discuss some follow-ups (to-do's) after today's meeting with Dr. Hitt. If you are around and can chat with him before 1:00 pm today, please give me a call at 3-2303.

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  
[danial@ucf.edu](mailto:danial@ucf.edu)

Capital Projects  
Current Funding Plan  
Updated 3/22/16



Priority  
Item  
Tier?

Academic/ Research Space

	Estimated Project Cost	Funding to be Identified	Division/ Unit Resources	Interest & Other	Auxiliary	E&G
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	?	?	-	-	-	-

Nursing Health Professionals Hospital

	Estimated Project Cost	Funding to be Identified	Division/ Unit Resources	Interest & Other	Auxiliary	E&G
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

	Estimated Project Cost	Funding to be Identified	Division/ Unit Resources	Interest & Other	Auxiliary	E&G
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

	Estimated Project Cost	Funding to be Identified	Division/ Unit Resources	Interest & Other	Auxiliary	E&G
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	\$ -	\$ -	\$ -
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Academic/ Research Space

	Estimated Project Cost	Funding to be Identified	Division/ Unit Resources	Interest & Other	Auxiliary	E&G
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

	Estimated Project Cost	Funding to be Identified	Division/ Unit Resources	Interest & Other	Auxiliary	E&G
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

	Estimated Project Cost	Funding to be Identified	Division/ Unit Resources	Interest & Other	Auxiliary	E&G
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

	Estimated Project Cost	Funding to be Identified	Division/ Unit Resources	Interest & Other	Auxiliary	E&G
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
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Phil?  
How long?  
What PECO Priority?

Deal

\*What would relieve it  
→ Plan for Hit Library CTF  
→ Plan for Relief

Plan

Tracy

\* Dan - CTF Bonding  
Witt Library  
Kim McDougal

How long committed?

President Hitt  
Mike Morsberger  
William Mercks

11:00-12:00  
President's office

**Debra Copertino**

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**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](mailto: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](mailto: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](mailto:Christy.Tant@ucf.edu)>  
**Date:** March 22, 2016 at 4:54:21 PM EDT  
**To:** Tracy Clark <[Tracy.Clark@ucf.edu](mailto: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>



**Mitz, Carine**

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**From:** Tracy Clark  
**Sent:** Monday, November 28, 2016 11:10 AM  
**To:** William Merck  
**Subject:** Re: Budget issues

Another thought I have is to start it with less than 12 until it gets up and running productively. Start with 8 maybe - u pick who?

Sent from my iPad

> On Nov 23, 2016, at 1:37 PM, Tracy Clark <Tracy.Clark@ucf.edu> wrote:

>

> Bill,

>

> Yesterday during my challenge 2020 meeting with Dale we decided the metric I would answer to is how the university is doing against its five-year operating budget and five-year capital budget. My office is going to work over the next six months on putting these budgets together, with input from all of the colleges and units. Just wanted you to be aware of that. It's been on our to do list, we just haven't gotten very far with it.... Now it's on the forefront.

>

> Also I recommended to Dale that we establish a facilities budget committee, to mirror our university budget committee process. Dale liked the idea and we came up with the following recommendations to serve on the committee:

>

> Bill, executive sponsor

> Dale, executive sponsor

> Lee

> Curt

> Chris Parkinsons

> Joel Hartman

> Someone from the foundation

> Someone from COM

> A Dean

> Liz Klonoff

> Rick Schell

> Paul or Mike Kilbride

>

> Christy and I will be the staff liaisons to the committee. What do you think?

>

> Sent from iPhone

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