



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

Agenda and Meeting Materials

March 2, 2016

Grand Ballroom
UCF Fairwinds Alumni Center
University of Central Florida
12676 Gemini Boulevard
Orlando, Florida 32816



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

ACTIVITIES
BOARD OF GOVERNORS MEETINGS

Grand Ballroom
UCF Fairwinds Alumni Center
University of Central Florida
12676 Gemini Boulevard
Orlando, Florida 32816
March 2, 2016

By Telephone Conference Call
Dial-in Number: 888-670-3525
Listen-Only Code: 4122150353#

Wednesday, March 2, 2016

- | | |
|---|--|
| 1:00 - 1:15 p.m., or upon Adjournment of Previous Meetings | Nomination and Governance Committee Chair: Mr. Tom Kuntz; Vice Chair: Mr. Ned Lautenbach Members: Colson, Hosseini, Link, Tripp |
| 1:15 - 4:00 p.m. or upon Adjournment of Previous Meetings | Board of Governors - Regular Meeting Chair: Mr. Tom Kuntz; Vice Chair: Mr. Ned Lautenbach All Board members |

Please note that this schedule may change at the Chair's privilege.



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA
Nomination and Governance Committee
Grand Ballroom
UCF Fairwinds Alumni Center
University of Central Florida
12676 Gemini Boulevard
Orlando, Florida 32816
March 2, 2016
1:00 p.m. - 1:15 p.m.
or
Upon Adjournment of Previous Meetings

Chair: Mr. Tom Kuntz; Vice Chair: Mr. Ned Lautenbach
Members: Colson, Hosseini, Link, Tripp

- | | | |
|-----------|--|---|
| 1. | Call to Order and Opening Remarks | Governor Tom Kuntz |
| 2. | Minutes of Committee Meeting Minutes, January 20, 2016 | Governor Kuntz |
| 3. | Recommendations of Candidates to fill Trustee Vacancies and Report on Applicant Interview | |
| | a. Florida Gulf Coast University | Governor Lautenbach Governor Colson Governor Link |
| | b. University of Florida | Governor Kuntz Governor Hosseini Governor Colson |
| 4. | Concluding Remarks and Adjournment | Governor Kuntz |

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Nomination and Governance Committee
March 2, 2016**

SUBJECT: Minutes of Committee Meeting held January 20, 2016

PROPOSED COMMITTEE ACTION

Approval of Minutes of the Meeting held on January 20, 2016, at Florida State University.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Committee members will review and approve the Minutes of the Meeting held on January 20, 2016, at Florida State University.

Supporting Documentation Included: Minutes: January 20, 2016

Facilitators/Presenters: Governor Tom Kuntz

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
NOMINATION AND GOVERNANCE COMMITTEE
TURNBULL CONFERENCE CENTER
FLORIDA STATE UNIVERSITY
TALLAHASSEE, FLORIDA
JANUARY 20, 2016

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

Mr. Hosseini convened the meeting of the Nomination and Governance Committee of the Board of Governors on January 20, 2016, at 3:49 p.m., with the following members present: Dean Colson, Tom Kuntz, Wendy Link, and Norman Tripp.

1. Approval of Minutes of Meeting held September 2, 2015

Mr. Colson moved approval of the Minutes of the Meeting held September 2, 2015, as presented. Mr. Tripp seconded the motion, and members of the Committee concurred.

2. Recommendations to fill Trustee Vacancies

Mr. Hosseini reported the Committee has vacancies for all twelve universities and subcommittees had been assigned to review the applications and interview potential candidates. Mr. Hosseini thanked his fellow committee members for their time and noted that appointments are an extremely important function of the Board given the significant oversight responsibilities a trustee has to his or her university.

Florida A & M University

Mr. Hosseini said he and Mr. Tripp had reviewed the applicants for the trustee vacancies at Florida Agricultural and Mechanical University and also asked Mr. Levine for his input. Mr. Hosseini said the committee will be filling two of three vacancies and called on Mr. Tripp for a recommendation. Mr. Tripp noted that FAMU had a large number of applicants and recommended Mr. Craig Reed and Mr. Thomas Dortch Jr. for appointment, subject to attending an orientation.

Mr. Reed is the executive director of sourcing and logistics for DuPont, USA. He currently serves as a board member for the Institute for Supply Management Services and previously served as a trustee for the Cleveland Museum of Natural History. Mr. Reed received his bachelor's degree in business economics from Florida A & M

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE

January 20, 2016

University, and his master's degree in business administration and supply chain management from Arizona State University.

Mr. Dortch is the chair of Lancor Parking Solutions and the chair and chief executive officer of TWD, Inc. He previously served as chair of the 100 Black Men of America, Inc., and currently serves on the Board of Visitors for the Florida A & M School of Business. Mr. Dortch received his bachelor's degree from Fort Valley State University, his master's degree from Clark Atlanta University, and was a Ford Fellow at Georgia State University.

Mr. Hosseini then called on Mr. Levine for his input. Mr. Levine said he had the opportunity to talk to many qualified candidates and noted that he did not just look at individuals who applied, but also sought out applicants. Mr. Levine expressed that both of the nominated individuals are well-credentialed and have strong references. Mr. Kuntz seconded the motion, and members of the Committee concurred.

Florida Atlantic University

Mr. Hosseini said he, Mr. Colson and Mr. Tripp vetted the applicants for the trustee vacancies at Florida Atlantic University and called on Mr. Tripp for a recommendation. Mr. Tripp recommended the reappointment of Mr. Robert Stilley and the appointment of Mr. Shaun Davis, subject to attending an orientation.

Mr. Stilley is the president and chief executive officer of HeartCare Imaging, Inc. He currently serves as a board member of the Jupiter Medical Center and the Harbor Branch Oceanographic Institution Foundation. Mr. Stilley has served on the Florida Atlantic University Board of Trustees since 2011. He received his bachelor's degree in business administration from the University of Florida.

Mr. Davis is the managing partner of S. Davis & Associates, PA. He previously served as chair and treasurer of the United Way of Broward County and the Urban League of Broward County. Mr. Davis received his bachelor's degree in accounting from Florida State University. Mr. Tripp noted that he has personally known Mr. Davis for some time and asked him to consider serving as a trustee. Mr. Kuntz seconded the motion, and members of the Committee concurred.

Florida Gulf Coast University

Mr. Hosseini said the committee will be deferring the vacancies at Florida Gulf Coast University until the next meeting.

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE

January 20, 2016

Florida International University

Mr. Hosseini said that he, Mr. Kuntz and Mr. Tripp had reviewed the applications for the Florida International University trustee vacancies and called on Mr. Kuntz for a recommendation. Mr. Kuntz noted FIU has two vacancies but suggests the committee move forward filling one. Mr. Kuntz recommended that Mr. Gerald Grant be reappointed to the FIU Board, subject to attending an orientation, noting that he has been a strong contributor to the FIU Board.

Mr. Grant is the director of financial planning for AXA Advisors, LLC. He currently serves as a board member of the United Way of Miami-Dade and the Orange Bowl Committee. Mr. Grant has served on the Florida International University Board of Trustees since 2011. He received his bachelor's and master's degree from Florida International University. Mr. Tripp seconded the motion, and members of the Committee concurred.

Florida Polytechnic University

Mr. Hosseini said that Mr. Kuntz, Ms. Link and Mr. Tripp had reviewed the applications for the Florida Polytechnic University trustee vacancies and called on Ms. Link for a recommendation. Ms. Link recommended the reappointments of Dr. Sandra Featherman and Mr. Frank Martin, subject to attending an orientation.

Dr. Featherman is the former president of the University of New England. She currently serves as a board member of the Maine Community Foundation and the Commission on Osteopathic College Accreditation. Dr. Featherman has served on the Florida Polytechnic University Board of Trustees since 2012. She received her bachelor's, master's, and doctoral degrees from University of Pennsylvania.

Mr. Martin is the president of Frank T. Martin Consult, LLC. He was previously a senior vice president of Atkins North America. Mr. Martin previously served as a board member of the American Public Transportation Association and the secretary and treasurer of the Conference of Minority Transportation. He has served on the Florida Polytechnic University Board of Trustees since 2012 and is the current vice-chair. Mr. Martin received his bachelor's degree in business administration from Tennessee State University and his master's degree in urban and regional planning from Fisk University. Mr. Kuntz seconded the motion, and members of the Committee concurred.

Florida State University

Mr. Hosseini reported that he, Mr. Colson and Mr. Kuntz vetted the applicants for Florida State University and called on Mr. Kuntz for a recommendation. Mr. Kuntz recommended the reappointment of Mr. Edward Burr, and the appointment of Mr. Craig Mateer, subject to attending an orientation.

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE

January 20, 2016

Mr. Burr is the president and chief executive officer of GreenPointe Holdings, LLC. He currently serves as a board member of the Jacksonville Chamber of Commerce and the Jacksonville Civil Council. Mr. Burr has served on the Florida State University Board of Trustees since 2011 and is the current chair. He received his bachelor's degree in accounting from Florida State University. Mr. Kuntz noted his service to the board.

Mr. Mateer is the founder and chief executive officer of Bags, Inc. He previously served as a board member of Visit Orlando and the Salvation Army of Orlando. Mr. Mateer received his bachelor's degree in sociology from Florida State University. Mr. Kuntz commented that Mr. Mateer is a highly qualified candidate. Mr. Tripp seconded the motion, and members of the Committee concurred.

New College of Florida

Mr. Hosseini said that Mr. Colson, Ms. Link and Mr. Tripp reviewed the applicants for the New College of Florida trustee vacancies and called on Mr. Tripp for a recommendation. Mr. Tripp recommended the reappointment of Ms. Audrey Coleman, and the appointment of Mr. John Lilly, subject to attending an orientation.

Ms. Coleman is a former school administrator. She currently serves as a board member of the Community Foundation of Sarasota County and the Children First board. Ms. Coleman has served on the New College of Florida Board of Trustees since 2011. She received her bachelor's degree in music education from Youngstown State University and her master's degree in education from Boston State University.

Mr. Lilly is the president of John Lilly Strategic Insights. He was previously the president of the Pillsbury Company and held various executive positions with the Procter and Gamble Company. Mr. Lilly currently serves as a trustee for Sarah Lawrence College. He received his bachelor's degree in economics from Emory University and his master's degree in business administration from Harvard. Mr. Kuntz seconded the motion, and members of the Committee concurred.

University of Central Florida

Mr. Hosseini said he, Mr. Kuntz and Ms. Link vetted the applicants for the University of Central Florida and noted the committee will only be recommending filling two of the three vacancies at this meeting. Mr. Hosseini then called on Mr. Kuntz for a recommendation. Mr. Kuntz recommended the reappointments of Mr. Alexander Martins and Mr. Marcos Marchena, subject to attending an orientation.

Mr. Martins is the chief executive officer of the Orlando Magic. He currently serves as a board member of Seaside National Bank Central Florida Region and previously served as a board member of the Central Florida Commission on

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE

January 20, 2016

Homelessness. Mr. Martins has served on the University of Central Florida Board of Trustees since 2013. He received his bachelor's degree in business administration from Villanova University and his master's degree in business administration from the University of Central Florida. Mr. Kuntz noted his involvement in the community and his commitment to the Board.

Mr. Marchena is a senior partner with Marchena and Graham. He previously served as chair of the Florida Transportation Commission and as a trustee at Valencia College. Mr. Marchena has served on the University of Central Florida Board of Trustees since 2011 and is the current chair. He received his bachelor's degree in political science from the University of Central Florida and his law degree from Stetson College of Law. Mr. Kuntz explained Mr. Marchena has been a very active board member and an excellent member of the community. Mr. Colson seconded the motion, and members of the Committee concurred.

University of Florida

Mr. Hosseini said he, Mr. Colson and Mr. Kuntz vetted the applicants for the University of Florida. Mr. Hosseini noted there are two vacancies on the UF Board, but the committee will only be recommending to fill one and called on Mr. Kuntz for a recommendation. Mr. Kuntz recommended the appointment of Ms. Marsha Powers, subject to attending an orientation.

Ms. Powers is the chief executive officer of Tenet Healthcare, Florida Region. She currently serves as a board member of the Associated Industries of Florida and the Federation of American Hospitals. Ms. Powers received her bachelor's degree from Sweet Briar College and her master's degree in business administration from the University of Florida. Mr. Kuntz noted Ms. Powers will be a great asset to the UF Board based on her qualifications. Mr. Tripp seconded the motion, and members of the Committee concurred.

University of North Florida

Mr. Hosseini said that he, Mr. Colson and Mr. Tripp vetted the applicants for the UNF trustee vacancies. Mr. Tripp recommended the reappointment of Ms. Sharon Wamble-King, and the appointment of Mr. Paul McElroy, subject to attending an orientation.

Ms. Wamble-King is the president of K-WAM Consulting, LLC. She was previously the vice president of Florida Blue. Ms. Wamble-King currently serves as a trustee for Florida Memorial University and has served on the University of North Florida Board of Trustees since 2011. She received her bachelor's degree in communications and sociology from the University of the Pacific and her master's degree in mass communications from California State University.

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE

January 20, 2016

Mr. McElroy is the chief executive officer of JEA. He currently serves as a board member of the Jacksonville Chamber of Commerce and the American Public Power Association. Mr. McElroy received his bachelor's degree in accounting from St. Joseph's College and a certificate in advanced management from the University of Pennsylvania. Mr. Kuntz seconded the motion, and members of the Committee concurred.

University of South Florida

Mr. Hosseini said Mr. Kuntz and Ms. Link reviewed the applicants for the trustee vacancies at the University of South Florida. Ms. Link recommended the reappointments of Ms. Stephanie Goforth and Ms. Nancy Watkins, subject to their attendance at an orientation, noting both trustees have served the university well.

Ms. Goforth is the president of Northern Trust, West Florida Region. She currently serves as a board member of the All Children's Hospital Foundation and the St. Petersburg YMCA board. Ms. Goforth has served on the University of South Florida Board of Trustees since 2011. She received her bachelor's degree in business administration from the University of South Florida.

Ms. Watkins is a certified public accountant and founding partner at Robert Watkins & Company, PA. She currently serves as director of the Tampa Bay Chapter of the American Red Cross and previously served as a trustee at Hillsborough Community College. Ms. Watkins has served on the University of South Florida Board of Trustees since 2013. She received her bachelor's degree from the University of South Florida. Mr. Kuntz seconded the motion, and members of the Committee concurred.

University of West Florida

Mr. Hosseini said Mr. Kuntz and Ms. Link vetted the applicants for the University of West Florida trustee vacancies and called on Ms. Link for a recommendation. Ms. Link recommended the reappointment of Mr. David Cleveland and the appointment of Mr. Richard Baker, subject to attending an orientation.

Mr. Cleveland is a partner and senior vice president of Highpointe Hotel Corporation. He previously served as a board member of the Pensacola Area Chamber of Commerce and has served on the University of West Florida Board of Trustees since 2011. Mr. Cleveland received his bachelor's degree in marketing from Florida State University and his master's degree in business administration and finance from the University of Texas/Austin.

Mr. Baker is the director of human resources for the Pensacola Blue Wahoos. He currently serves as a board member of the Sacred Heart Health System. Mr. Baker received his bachelor's degree in business from the University of Florida and his

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE

January 20, 2016

master's degree in business administration from the University of Pennsylvania. Mr. Kuntz seconded the motion, and members of the Committee concurred.

3. Concluding Remarks and Adjournment

Mr. Kuntz thanked Mr. Levine for his help in vetting the applicants for Florida Agricultural and Mechanical University.

Having no further business, the meeting was adjourned at 4:12 p.m., January 20, 2016.

Mori Hosseini, Chair

Vikki Shirley
Corporate Secretary

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Nomination and Governance Committee
March 2, 2016**

SUBJECT: Appointment of University Trustees

PROPOSED COMMITTEE ACTION

Appointment of University Trustees for Florida Gulf Coast University and the University of Florida

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

Florida Gulf Coast University and the University of Florida have trustee vacancies for terms that ended on January 6, 2016.

In accordance with the University Board of Trustee Selection and Reappointment Process, the vacancy was posted for the public on the Board's website and a number of applications were received.

Chair Kuntz assigned Committee members to sub-committees to review the applications from the specific institutions. Each sub-committee member independently vetted the applicants and advised the Corporate Secretary of the applicants advanced to a short list. The sub-committee members will recommend candidates for review and consideration by the full Committee.

Supporting Documentation Included:

Facilitators/Presenters: Governor Tom Kuntz



STATE
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Board of Governors

AGENDA

**Board of Governors Meeting
Grand Ballroom
UCF Fairwinds Alumni Center
University of Central Florida
12676 Gemini Boulevard
Orlando, Florida 32816
March 2, 2016
1:15 p.m. - 4:00 p.m.**

or

Upon Adjournment of Previous Meetings

- | | | |
|-----------|--|---|
| 1. | Call to Order and Chair's Remarks | Chair Tom Kuntz |
| 2. | Public Comment | Chair Kuntz |
| 3. | Update to the National Rankings Publications List | Dr. Jan Ignash <i>Vice Chancellor Academic and Student Affairs Board of Governors</i> |
| 4. | Nomination and Governance Committee Report <ul style="list-style-type: none">• Appointment of University Trustees | Chair Kuntz |
| 5. | University of Central Florida Downtown Campus | Governor Dean Colson |
| 6. | Concluding Remarks and Adjournment | Chair Kuntz |

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.)

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS

March 2, 2016

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 Tom Kuntz

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS

March 2, 2016

SUBJECT: Update to the National Rankings Publications List

PROPOSED BOARD ACTION

For approval

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

This agenda item proposes to update the list of publications the Board of Governors considers when evaluating its 2025 System Strategic Plan's "National Rankings for Universities" goals. The Princeton Review and USA Today 'Best Value Public Colleges' is one of the 13 publications in the current list that the Board uses to evaluate its 2025 "National Rankings for Universities" goals. However, the Princeton Review and USA Today have discontinued their joint 'Best Value Public Colleges' list. Board staff are proposing to update the Board's official list of National Ranking publications with the new Princeton Review publication, "Top 50 Colleges That Pay You Back", which is similarly focused on evaluating institutions based on academics, affordability, and career prospects for graduates.

The Board's National Rankings Publications List was last updated at the November 2014 Board of Governors meeting, when the *Fiske Guide* was added as a new publication to the previous list of 12 publications.

Approval of this item will replace the Princeton Review and USA Today 'Best Value Public Colleges' publication with the Princeton Review's, "Top 50 Colleges That Pay You Back" publication.

Supporting Documentation Included: Proposal to Update the National Ranking Publications List

Facilitators/Presenters: Dr. Jan Ignash

Proposal to Update the National Ranking Publications List March 2016

In the latest version of its 2012-2025 Strategic Plan approved in November 2014, the Board of Governors included several performance indicators under the category of “promoting excellence.” One of those indicators, “National Rankings for Universities” included the Princeton Review and USA Today ‘Best Value Public Colleges’ as one of 13 publications in a list that could be used to evaluate progress toward the Board’s 2025 goals. However, the *Princeton Review and USA Today* have discontinued their joint ‘Best Value Public Colleges’ list. Board staff are proposing to update the Board’s official list of National Ranking publications by replacing the discontinued publication with a new *Princeton Review* publication, “Top 50 Colleges That Pay You Back”, which is similarly focused on evaluating institutions based on academics, affordability, and career prospects for graduates. The *Princeton Review*’s new “Top 50 Colleges That Pay You Back” ranking publication evaluates more than 40 data points covering academics, costs, financial aid, debt, grad rates, and career/salary data from more than 600 postsecondary institutions.

Board of Governors List of National Ranking Publications

- Adjustment: Replace the discontinued *Princeton Review and USA Today* ‘Best Value Public Colleges’ with the *Princeton Review* ‘Top 50 Colleges That Pay You Back’ rankings. The complete list of ranking publications includes the following publications:

| |
|---|
| 1. US News and World Report: National Public Universities |
| 2. Washington Monthly: National Universities |
| 3. Center for Measuring University Performance (Public Only) |
| 4. Times Higher Education World University Rankings |
| 5. QS World University Ranking |
| 6. Academic Ranking of World Universities |
| 7. Washington Monthly: Liberal Arts Colleges |
| 8. Forbes |
| 9. Kiplinger Best College Value (In-state students) |
| 11. US News and World Report: Liberal Arts Colleges |
| 12. Princeton Review and USA Today: Best Value Public Colleges |
| 12. NEW: Princeton Review: Top 50 Colleges That Pay You Back |
| 13. Fiske Guide to Colleges: Best Value Public Colleges |

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

March 2, 2016

SUBJECT: Appointment of University Trustees

PROPOSED BOARD ACTION

Appointment of University Trustees

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

In accordance with the University Board of Trustee Selection and Reappointment Process, the following universities have trustee vacancies for terms that ended on January 6, 2016:

1. Florida Gulf Coast University, and
2. University of Florida.

The vacancies were posted on the Board's website and a significant number of applications were received.

Chair Kuntz assigned Committee members to sub-committees to review the applications from the specific institutions and the Committee will recommend candidates for review and consideration by the Board.

Supporting Documentation Included: None

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

March 2, 2016

SUBJECT: Request for Approval of Type 1 Campus for the University of Central Florida Downtown Campus

PROPOSED BOARD ACTION

Approve a University of Central Florida Type I Downtown Campus.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.009

BACKGROUND INFORMATION

The University of Central Florida (UCF) is requesting authorization to create a Type I Downtown Campus in conjunction with Valencia College. Informational presentations were made at the Board's February 19th, 2015 meeting, and again at the September 22nd 2015 Budget and Facilities Committee's workshop.

On October 20, 2015 UCF submitted a proposal for requesting a Type I Downtown Campus, in time to place its request on the Board of Governors November 2015 agenda. The Board of Governors staff produced an analysis of the proposal in which it raised a number of questions, particularly with regard to the critical issue of enrollment projections. This staff analysis was shared with the UCF administration. Subsequently, UCF requested and received approval to have its request tabled until the January 2016 meeting of the Board of Governors. On December 4, 2015, UCF submitted a response to its proposal. Prior to the January 2016 meeting UCF requested additional time for consideration of the proposal until they were able to secure commitments for private funding and clarify local government support for the project. On February 8, the Orlando City Council unanimously approved a Memorandum of Understanding between the City of Orlando and the University of Central Florida, promising that \$20 million in land would be transferred from the City to UCF for the Downtown Center. The City would also transfer to UCF a \$22.5 million-valued building called the Center for Emerging Media that currently offers instruction downtown.

Included as documentation for this request in chronological order are:

- UCF Proposal for a Type I Campus in Downtown Orlando
- Appendix A - Projected enrollment and budget tables (Tables 1 - 3)

- Appendix B – Original MOU with City of Orlando, dated October 20, 2015
- Appendix C – Letters of support from the local community
- Appendix D – UCF and Valencia College letters of support
- Addendum to the Type 1 Campus proposal, December 4, 2015
- Board of Governors staff analysis; December 16, 2016
- Clarifications provided by UCF to questions raised in the Board staff analysis, December 18, 2016
- Revised Memorandum of Understanding, City of Orlando and the University of Central Florida, February 8, 2016

The Board will hear a presentation made by the University of Central Florida with regard to the appropriateness of the Downtown Campus; the proposed academic programs to be offered at the Downtown Campus; the number of students estimated to take advantage of the Downtown Campus; costs associated with the Downtown Campus; any potential ramifications with respect to regional accreditation; the expectations for student services, academic support, recreational facilities, and health services at the proposed Downtown Campus; any potential impact on upper level undergraduate and graduate students who are attending the University of Central Florida’s main campus; and the number of faculty and administrators expected to be associated with the Downtown Campus.

Supporting Documentation Included: University Proposal with Addenda
Board Staff Analysis and University responses
Orlando City Council February 8, 2016 MOU
and exhibits

Facilitators/Presenters: President John Hitt

**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 - site ID 0017

Site ID
 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)

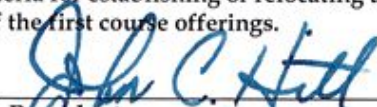
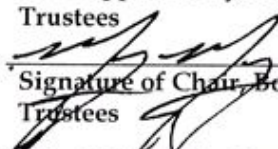
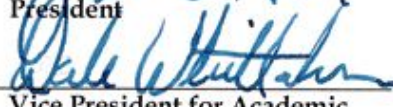
UCF Downtown

Proposed Name of Educational Site
 Type I

Proposed Type of Educational Site
(Type I, II, or III Campus, or Special Purpose Center)
 August 2018

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.

| | | |
|--|---|------------------|
| September 24, 2015 |  | October 20, 2015 |
| Date Approved by the University Board of Trustees | President | Date |
|  |  | October 20, 2015 |
| 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.

| | | HC | FTE |
|---------------|--------|------|------|
| Undergraduate | Year 1 | 4512 | 3288 |
| | Year 5 | 4885 | 3560 |
| Graduate | Year 1 | 883 | 504 |
| | Year 5 | 955 | 546 |

| | Operational | | Capital Projects | Total Cost |
|--------|--------------|---------------------------------------|------------------|--------------|
| | E&G Funding | Other (Contracts & Grants, Auxiliary) | | |
| Year 1 | \$35,774,541 | \$9,528,661 | \$20,000,000** | \$65,303,202 |
| Year 2 | \$36,445,897 | \$9,719,263 | | \$46,165,160 |
| Year 3 | \$37,372,429 | \$9,913,522 | | \$47,285,951 |
| Year 4 | \$38,254,685 | \$10,111,942 | | \$48,366,627 |
| Year 5 | \$38,918,603 | \$10,314,178 | | \$49,232,781 |

*These are UCF enrollment projections. See Table 1 for additional information on Valencia College enrollment projections.

**Downtown Academic Building = \$60 million, funded by 1/3 PECO, 1/3 philanthropy, and 1/3 university resources.

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.

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 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 strategically relocating programs from our main campus in east Orlando to downtown. The project also expands the university's long-standing partnership with Valencia College, which would relocate complementary programming and offer non-duplicated, lower-division coursework. UCF's downtown expansion will create a world-class, best-in-the-nation site for digital media, communication, public service, and health-related programs in an innovative, urban environment.

UCF's Center for Emerging Media (CEM) marks the site for the downtown Type I campus expansion. This existing Special Purpose Center is home to UCF's master's degree in Interactive Entertainment offered by our Florida Interactive Entertainment Academy (FIEA) – the No. 2-ranked video gaming graduate school in North America – and other digital media-related programming. Like existing programming at CEM, only programs that will better serve students' educational and workforce needs by being downtown will relocate to the site.

This expanded campus will allow UCF to significantly enhance the academic experience through innovative learning environments and engaged location-based education. Partnering with Valencia College will enable students to earn a bachelor's degree at a lower cost, while also providing greater opportunity for degree attainment in a historically underserved area. Finally, it will help UCF to meet the needs of the city-state by creating the additional space necessary for the university to grow in Areas of Strategic Emphasis.

The Type I campus would be located on approximately 15 acres that are designated for higher education in downtown Orlando. This proposal focuses on relocating academic programs in their entirety from UCF's main campus to the new site, known as UCF Downtown, in Fall 2018, with the addition of one new academic building and the renovation of CEM. Coupled with ancillary development, including housing, parking, and student services, these facilities would allow UCF to reach a critical mass, enrolling more than 7,500 UCF and Valencia students when the campus opens.

This proposal is the result of efforts by more than 150 faculty and staff members and students from both institutions and community leaders across the region. Ultimately, UCF envisions a 21st-century campus that **expands access, creates impact, and cultivates innovation**, transforming Central Florida and the state.

Innovative Learning and Engaged Location-based Education

Around the country, many great metropolitan downtowns have strong higher education partners. This opportunity in downtown Orlando – the nation’s 16th fastest-growing city according to the U.S. Census Bureau – will connect students with diverse businesses, government entities, and nonprofits.

History shows that UCF knows how to leverage location-based education to drive student success. It is why UCF established the Rosen College of Hospitality Management in the heart of Orlando’s tourism industry and why upwards of 90 percent of Rosen College undergraduates secure jobs before graduating.

UCF Downtown is another extraordinary opportunity to meet the growing demands of students seeking education in an urban setting and to develop an innovative learning and working environment. With more than 74,000 jobs downtown, the potential opportunities for students and graduates are tremendous.

Programs at UCF Downtown will foster new industry and community partnerships that provide students with authentic learning experiences, unique to the urban environment, including expanded opportunities for internships, research, and service learning. Already, more than 100 downtown and nearby organizations have expressed interest in working with UCF students and faculty when the campus opens (A sample listing of companies and organizations is provided in Appendix C).

Students who gain practical experience while in college are more likely to find employment in their fields upon graduation. For example, working in partnership with local industry, FIEA graduates earn an average salary of more than \$60,000, with an 85 percent job placement rate as designers, programmers, producers, and digital artists. This proposal relocates programs that will build on downtown Orlando’s creative technology economy and growing health care sector – projected to experience greater-than-average job growth through 2022, according to industry and U.S. Department of Labor projections (see Section II B).

Downtown-based Florida Hospital President and CEO Lars Houmann wrote, “We see a downtown campus providing students with vital proximity to the business, economic, research, and direct healthcare activities of Florida Hospital...[they] will have an experience in this environment that is certain to enrich their education and give them a running start in the working world.”

UCF Downtown would allow interdisciplinary teams of students and faculty members from fields as diverse as health services administration and social work to human communication and digital media to work with downtown healthcare and social service providers and the community to assess the need for, access to, and better utilization of services.

New Degree Pathways and Lower-cost Model

More than 60 percent of students currently enrolled in the UCF baccalaureate programs selected to relocate downtown are transfer students. Valencia College is UCF's largest feeder school for these and other majors through the nationally recognized Direct Connect to UCF 2+2 Program. The expanded partnership with Valencia would create new educational synergies and additional pathways to a degree for students with interests in targeted areas. Both institutions are committed to relocating programs that will thrive in the downtown ecosystem and prepare more students for high-tech and high-demand careers in an environment that integrates learning and working.

One example is the proposed relocation of Valencia's Health Information Technology associate degree that would be housed in the same new academic building as UCF's Health Informatics and Information Management bachelor's degree program. Co-locating these programs and associated faculty members will create tremendous opportunity to enhance curricula alignment and well-coordinated integration of progressively more advanced experience-based learning, leading to greater retention and graduation rates.

By partnering with Valencia College to offer lower-division courses and associate degrees at UCF Downtown through DirectConnect to UCF, students who enroll at the downtown campus will have the option to pay about \$6,000 less in tuition and fees than the average cost of a Florida SUS institution. As such, 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, by creating new and more affordable pathways to high-quality education.

This lower-cost solution for students could be a model for other SUS institutions partnering with local state colleges to increase educational access and better meet workforce needs.

Strategic Programs and Space Needs

As the largest institution in Florida - and the fastest-growing - UCF's space resources have not kept up with student demand. The 2015-20 Board of Governors' Educational Plant Survey of UCF's space needs suggests the institution is underbuilt by 2.2 million square feet. Due to this shortage, UCF currently houses academic programs in approximately 150,000 square feet of leased space near the main campus.

By establishing the Type I campus, UCF will provide new facilities for relocated programs - nine of which are in Areas of Strategic Emphasis as defined by the Board of Governors and are exceeding the university's overall enrollment growth. UCF will simultaneously utilize the new space downtown and vacated space on its main campus to accommodate the 200 new faculty positions added to the university through the use of existing performance funding. These faculty members are helping to meet student demand in areas of growing enrollment, many in STEM disciplines.

UCF Downtown 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 new faculty members and growth in strategic areas like STEM-related fields, which benefit from industry partnerships in high-demand fields in east Orlando.

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.

Establishing the downtown campus supports the university's mission and strategic plan, as well as the Board of Governors' State University System Strategic Plan.

In furthering UCF's mission as a public, metropolitan, multi-campus entity, this site will 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 – a majority in Areas of Strategic Emphasis.

This effort will directly support three of UCF's five goals.

- 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.

UCF Downtown supports UCF's strategic plan by pioneering the next generation of educational initiatives. Embedded in the community, location-based education at UCF Downtown will benefit students and establish new partnerships with public, private, and nonprofit entities aimed at collectively addressing pressing local, state, national, and international issues.

Finally, UCF Downtown advances the goals of the Board of Governors' Strategic Plan for the State University System in the following ways.

- Promoting innovation and excellence in teaching and learning to increase degree productivity and efficiency, as well as lower costs for students by partnering with Valencia through our DirectConnect to UCF 2+2 program
- Relocating high-demand Programs of Strategic Emphasis downtown to allow for their growth, while better utilizing space on UCF's main campus for STEM
- Enhancing downtown community and business engagement for the benefit of students and academic programs

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 leadership began conceptualizing the downtown campus in 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 as UCF works toward a campus opening in Fall 2018.

| Date | Action |
|---|--|
| <i>July 1, 2014</i> | Planning allocation received UCF received \$2 million allocation from the Legislature to support planning of the downtown campus |
| <i>November 2014– December 2015</i> | Downtown campus planning with consulting team |
| <i>January–March 2016</i> | Secure funding Request state allocation to support approximately one-third of the new academic building Complete philanthropic campaign to support approximately one-third of the new academic building |
| <i>March 2016–March 2017</i> | Design phase <u>Academic facilities:</u> New academic building, renovation of the Center for Emerging Media <u>Ancillary facilities:</u> Student housing, student services, parking, power plant |
| <i>Fall 2016</i> | Notification of relocation to discipline accreditors |
| <i>August 2016–July 2018</i> | Communications campaign to inform students of program relocation |
| <i>March 2017–May 2018</i> | Construction phase <u>Academic facilities:</u> New academic building, renovation of the Center for Emerging Media <u>Ancillary facilities:</u> Student housing, student services, parking, power plant |
| <i>June–July 2018</i> | Faculty and staff members transition to new campus facilities |
| <i>August 2018</i> | Campus opens and begins offering courses |

Accreditation

UCF already offers degree programs at two SACSCOC-approved educational sites downtown. These include UCF's Executive Development Center and CEM, which is located at the site of the proposed downtown campus. This campus plan has been discussed with SACSCOC, and while the expansion of activities is not considered a substantive change to the scope of UCF's current accreditation, UCF will continue to keep SACSCOC informed.

Programs with discipline accreditation are planned to move to the downtown campus; assuming approval of this proposal, appropriate notification to discipline accreditors will follow as indicated in the table above.

Transitioning programs to UCF Downtown

As part of the university's planning efforts, more than 150 faculty, staff, students, and administrators already are actively engaged in conversations about developing the downtown campus. These conversations include transition plans to notify current, incoming, and prospective students in programs relocating to UCF Downtown, with large-scale communication efforts to begin in Fall 2016.

Dedicated transportation between campuses, similar to that offered for the Rosen College of Hospitality Management campus, will be readily available for students, faculty members, and staff members to travel between campuses.

Additional plans will allow upper-division students majoring in affected programs as of Fall 2016 the option to complete their degree through alternate means (i.e. main campus courses, online learning, etc.) if they are unable to relocate downtown.

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.

From 2010 to 2014, the university's overall enrollment has grown by 10.3 percent. During that same period, the programs selected to relocate downtown have experienced growth exceeding nearly 22 percent. This growth illustrates strong student demand for these academic programs, particularly Health Services Administration.

In addition to meeting student demand in these program areas, UCF Downtown also will help address growing demand for higher education in Orlando. Degree attainment rates are up in the Central Florida region, according to the Lumina Foundation's 2015 "A Stronger Nation Through Higher Education" report. Yet, degree attainment in downtown Orlando is still lower than the averages of the surrounding area. While downtown Orlando matches the national figure, the degree attainment of that specific area lags behind the county and the city surrounding it. (Downtown Orlando includes zip codes 32801 and 32805, as identified by the Downtown Development Board.) A downtown campus will help increase degree attainment in this area.

As the demand for degree attainment grows, UCF is poised to meet these needs with its proposed downtown campus academic programs – in digital media, communication, public service, and health-related fields – and programs offered on the main campus.

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 quickly in Orlando, recently ranked by *Forbes'* magazine as one of the nation's best cities for future job growth. 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).

Relocating digital media, communication, public service, and health-related programs to UCF Downtown will help meet local and regional workforce needs in these growing fields.

For example, the U.S. Bureau of Labor Statistics projects that the number of jobs in the medical and health informatics industry will grow by 22 percent by 2022, twice as fast as overall employment (Source: *Missed Opportunities? The Labor Market in Health Informatics*, December 2014, Burning Glass Technologies). Yet, employers consistently are struggling to find high-quality talent to fill these jobs. By collaborating with Valencia, UCF Downtown's array of health information-related programs will service this high-demand industry.

Additionally, the need for digital media-related professions grew 148 percent between 2010 and 2013, with regional employer demand outpacing national demand (Source: *Demand for Certificates in Digital Media, Design, and Marketing (DMDM)*, August 2014, Education Advisory Board). The report also found that while employers in the nation's largest markets (New York, San Francisco, etc.) demonstrated digital media-related workforce need, those in smaller MSAs around the country demonstrated stronger positive growth in job postings – mirroring Orlando's rise as an emerging digital media and tech hub (Source: *Most Promising Tech Hubs of 2014*, Techie.com).

Orlando employers support UCF Downtown. More than 100 business, government, and nonprofit leaders submitted letters of support for the campus earlier this year (A sample listing of companies and organizations is provided in Appendix C). Among the reasons are "better preparing my future employees to hit the ground running," allowing

companies to easily “scout the UCF talent we need and to provide promising students with internships and other on-the-job training experiences to help them - and us;” and “improving lives and livelihoods of residents.”

Bank of America’s market chief in Orlando, Steven Alch, wrote: “Connectivity between employers and emerging talent from the local hometown university is essential. Downtown Orlando includes the headquarters of large and small businesses and non-profit organizations; primary media outlets; leading legal, financial, medical, retail, and political professionals; and many city, county, state, regional, and national public offices. All of these entities and their professionals - along with the students who aspire to be employed by them - benefit when they are more closely aligned for internship and other job experiences.”

Similarly, Central Florida Health Alliance President and CEO Donald G. Henderson wrote his organization “believes that UCF students studying in the urban center of our region will provide Central Florida Health Alliance with opportunities for additional partnerships and talent and will be of great benefit to our organization and to our community.”

Also, Cushman & Wakefield Orlando Office Brokerage Director Anne Spencer wrote, “I know that Cushman & Wakefield will provide these students with both professional and personal development opportunities that will advance their academic success and personal growth, in the present and in the future. The population of UCF students attending the downtown campus will create a bridge of common interest and purpose for residents and commerce alike.”

Furthermore, the U.S. Department of Labor’s Bureau of Labor Statistics projects strong growth in many professions associated with the degree programs proposed to relocate downtown. Examples of such demand are listed below in Table 2B.

Additionally, five of the fields that map to the degree programs relocating to UCF Downtown are included on the 2014-15 Regional Demand Occupations List for Lake, Orange, Osceola, Seminole, and Sumter counties, as indicated in an annual report released by the Florida Department of Economic Opportunity (Workforce Region 12). Those five fields also qualified for the “High Skill/High Wage” designation with mean wages in excess of \$21.03 hourly and entry wages in excess of \$13.42 hourly.

Table 2B: Area Concentration of Occupational Employment

| Occupation title and code | Percent change, 2012-22 ¹ | Average mean wage ² |
|--|--------------------------------------|--------------------------------|
| Arts, Design, Entertainment, Sports, and Media Occupations (27-0000) | 7.0% | \$42,530 |
| Communications Teachers, Postsecondary (25-1122) | 12.7% | \$67,690 |
| Healthcare Social Workers (21-1022) | 26.8% | \$48,430 |
| Graphic Designers (27-1024) | 6.7% | \$44,340 |
| Medical and Health Services Managers (11-9111) | 23.2% | \$113,490 |
| Multimedia Artists and Animators (27-1014) | 6.3% | \$53,110 |
| Paralegals and Legal Assistants (23-2011) | 16.7% | \$48,470 |
| Social and Community Service Managers (11-9151) | 20.8% | \$70,520 |

¹Source: *Employment Projections program, U.S. Department of Labor, U.S. Bureau of Labor Statistics*

²Source: *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*

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.**

As UCF entered the academic planning phase of this project, only academic programs that would be enhanced by the downtown environment were considered for relocation. A committee of more than 50 faculty members and administrators reviewed the academic programs and recommended those that would provide a more engaged and authentic learning environment for students.

Following the committee's recommendations, university leadership considered several factors in determining the program mix for the campus, including: strengthening Programs of Strategic Emphasis, selecting programs with enrollment that would achieve a critical mass of students upon campus opening, and moving programs with the greatest potential for academic synergies between departments and nearby industry that could innovate because of their co-location. In addition, UCF worked with partners at Valencia to ensure those programs planned for relocation by each institution would complement each other and thereby provide new pathways for students seeking advanced degrees.

The following UCF academic departments and associated programs have been identified to relocate in their entirety to the Type I campus:

Department of Health Management and Informatics

- B.S. in Health Informatics and Information Management (51.0706)
- B.S. in Health Services Administration (51.0701)
- M.S. in Health Care Informatics (51.0706)*
- M.S. in Health Sciences (51.0000)

Department of Legal Studies

- B.A. in Legal Studies (22.0302)
- B.S. in Legal Studies (22.0302)

Florida Interactive Entertainment Academy

- M.S. in Interactive Entertainment (50.0102)**

Nicholson School of Communication

- B.A. in Human Communication (09.0101)
- M.A. in Communication (09.0101)
- Graduate Certificate in Corporate Communication (09.0101)

School of Social Work

- B.S.W. in Social Work (44.0701)
- M.S.W. in Social Work (44.0701)
- Graduate Certificate in Military Social Work (44.0701)

School of Visual Arts and Design

- B.F.A. in Art; Emerging Media; Character Animation Track (50.0702)**
- B.A. in Digital Media (50.0102)
- M.A. in Digital Media (50.0102)**

**Distance learning program - all faculty will be located at the downtown campus*

***Degree programs already offered at the designated Special Purpose Center at CEM in downtown Orlando*

These degree programs will be offered in full when the campus opens in Fall 2018. Additional programs could be considered in later years, following further analysis of potential student, university, and community benefits.

- 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 offered at UCF Downtown will be relocated in their entirety from the main campus and will not be duplicated downtown. A limited number of courses in the program areas relocated downtown, however, would continue to be offered at the UCF main campus in Orlando - or online - as a service to other majors (e.g., speech communication).

- 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.**

Only one SUS institution (UCF) and one state college (Valencia College) provide public undergraduate education in the vicinity of the proposed site. The UF CityLab-Orlando graduate architecture program is co-located on the site in the Center for Emerging Media.

UCF and Valencia will work together to provide a shared lower-division strategy that eliminates course duplication. In addition, this partnership will allow both institutions to create a common student experience that will focus on student success and degree attainment, working to further streamline the academic experience and transfer/transition process between institutions.

While Valencia will offer lower-division courses at the downtown campus, UCF will provide specific program prerequisites not offered by Valencia. UCF students may also supplement their education with UCF online coursework and main campus face-to-face offerings. Valencia will create transfer plans, building on their existing system, to help students effectively navigate the direct pathways to the degree programs offered downtown.

Academic leadership teams from UCF and Valencia are working together to deliver this shared experience, which includes efforts to better align curriculum and pedagogy across lower-division courses. (See attached letters of support from Valencia and UCF in Appendix D.)

In addition to providing shared student experiences and common lower-division course offerings downtown, UCF and Valencia are working on further on-ramps and complementary degree pathways because of their co-location. As an example, Valencia will relocate its Health Information Technology and Digital Media degrees downtown. These A.S. programs were selected based upon UCF's academic plan for the site. Valencia also intends to provide high-demand workforce training to serve the campus and surrounding population.

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.

UCF Downtown administration will be directly integrated into UCF's existing Academic Affairs reporting structure. A senior administrator will manage the downtown campus, and academic programs will report through existing leadership.

Programs are being relocated in their entirety, and all faculty will report to the department chair or school director of the academic unit to which they belong. The academic unit heads will continue to report to the dean responsible for their academic colleges. Faculty member workloads and promotion processes will remain the same. Since full programs will relocate to the downtown campus, we do not anticipate the relocation resulting in any negative impact on faculty members pursuing promotion and tenure.

Student support staff will report to the division of Student Development and Enrollment Services (SDES) within Academic Affairs.

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 and Outreach

UCF Downtown students will have comprehensive student services available onsite, operated by the university's Student Development and Enrollment Services division (SDES). These services will support the academic colleges and other academic programs or functions, including the DirectConnect to UCF 2+2 program, library services, undergraduate research, experiential learning, and other offices. Furthermore, co-location with Valencia will allow for shared services and staff to enhance and strengthen these partnership initiatives, together promoting retention, progression, and graduation for students originating from both institutions.

A proposed Student Services Center on the downtown campus will be 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 and UCF. Staff will be accessible at non-traditional hours of operation to accommodate students' needs. They also will be equipped with the technology required to access databases, student records, and systems that are vital to resolve students' questions. In addition to face-to-face opportunities, online SDES assistance (such as the virtual Student Academic Resource Center) also will be available to UCF Downtown students.

Lastly, the existing office of Student Outreach Services will have a strong presence downtown, as it attracts, motivates, and prepares underrepresented middle and high school students from the local area to pursue and complete a college education. A variety of opportunities and programs for students from grades 6 through 12 and their families will be offered to assist in navigating college admissions, financial assistance, and career preparedness processes.

Student Life

The downtown environment will provide a unique experience for students living within walking distance of many service learning, internship, research, and cultural opportunities. But UCF Downtown also will be a fully engaged university campus, with student organizations and clubs, a recreation center, health and counseling services, disability services, academic support services, and representation in the university's Student Government Association. Ultimately, students living downtown will have an appropriately similar campus life experience as those on UCF's main campus, but with the added benefit of proximity to downtown Orlando's organizations, industry partners, and cultural attractions, such as art museums, co-working and maker spaces, and the new Dr. Phillips Center for the Performing Arts.

Housing

A private developer will build about 450 beds for student housing adjacent to the campus site. While this housing will be funded privately, UCF will manage the property ensuring a consistent student experience for this and for the university-owned housing.

UCF intends to build a 300-bed residence hall on the site. This housing development will be funded through revenue bonds and incorporated into UCF's existing housing system. This development will provide student housing at a comparable price to housing offerings on UCF's main campus. In total, about 750 beds for student housing will be available at UCF Downtown in Fall 2018.

Parking and Transportation

UCF has reached an agreement to lease an adjacent 600-space dedicated parking garage from the City of Orlando. This leased garage will operate within UCF's existing parking system. A 600-space parking garage will be built within the privately developed student housing structure. These spaces will support the residents of the housing development and also provide guest parking to campus visitors and the community. In addition, UCF intends to construct a 600-space parking garage on the campus site dedicated for students, faculty, staff, and campus visitors. This garage would be funded through revenue bonds and built into UCF's existing parking system.

Additionally, UCF will provide shuttle service from the main campus to the downtown site. Service would be available about every 20 minutes during peak hours, providing a transportation alternative for students, faculty, and staff. Shuttles will include power

outlets and Wi-Fi to allow for increased productivity. This service will be managed by UCF's existing shuttle service provider.

Safety and Security

The UCF Police Department will have a presence at the Type I campus site. The downtown force will be supported by the university's existing command structure, dispatch, motor pool, and financial operations, and will closely work with downtown Orlando law enforcement. UCF, Valencia, and the City of Orlando have negotiated an MOU allowing coordination between departments downtown.

A police sub-station is proposed in an existing facility attached to the parking garage leased from the city. This space will house a police force of more than 10 officers providing service seven days a week and 24 hours a day. Staffing also will include clerical staff; technical staff for cameras, electronic locking systems, and communications gear; and employees to monitor security cameras.

Additionally, strategic placement of cameras and "blue light" emergency telephones will enhance security, and doors will have 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 UCF Downtown 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 will include reference, research, tutoring, instruction, digital production labs, and technology lending.

Most library resources will be available in electronic formats; however, a core collection of essential print materials also will 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 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 campus.

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 also will 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.

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 in 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 UCF's 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.

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. The operational budget beginning in Year 1 reflects full occupancy of the new academic building as shown in Appendix A, Table 3 and renovated CEM. Tuition and fee revenue assumes student enrollment of approximately 4,500 undergraduate UCF students and 880 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, existing physical plant space appropriations of \$846,395, and an anticipated physical plant new space appropriation of \$1,536,398.

The UCF Downtown campus expenditures are projected based on existing costs. Faculty and academic costs associated with the programs relocating 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. 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. UCF will fund the incremental costs listed above internally; no additional state funds will be requested to support these expenses.

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 the new building described in Appendix A, Table 3 and existing expenses related to the UCF Center for Emerging Media. 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 those areas to provide student services at UCF Downtown. These expenditures are reflected in Appendix A, Table 2 as a transfer to auxiliaries. This table reflects main campus support as shared services in administrative areas, such as human resources, purchasing, finance and accounting, compliance ethics and risk management, general counsel, and others. Operating expenses are projected to increase 2 percent 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.

Worth noting is UCF's funding structure for the new academic building, which is expected to cost \$60 million. As such, UCF proposes to construct this new building with one-third from university resources, one-third from the state, and one-third from local donations.

- 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 of UCF Downtown by the Florida Board of Governors, the City of Orlando will provide approximately 15 acres of land, valued at \$20 million, within the city's Creative Village development 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?**
 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.

Board of Governors
Type I Campus Proposal
University of Central Florida – UCF Downtown

Appendix A

Tables 1-3

**APPENDIX A
TABLE 1
UCF DEGREE PROGRAMS PLANNED AND PROJECTED ENROLLMENTS
(Fall Headcount and FTE)**

| CIP Code | Baccalaureate Degree Program Title | Degree Level | Year 1 - 2018 | | Year 2 - 2019 | | Year 3 - 2020 | | Year 4 - 2021 | | Year 5 - 2022 | |
|----------------------------|--|--------------|---------------|------|---------------|------|---------------|------|---------------|------|---------------|------|
| | | | Headcount | FTE | Headcount | FTE | Headcount | FTE | Headcount | FTE | Headcount | FTE |
| 09.0101 | Human Communication | B | 850 | 858 | 867 | 875 | 885 | 893 | 901 | 911 | 920 | 929 |
| 22.0302 | Legal Studies (B.A. and B.S.) | B | 755 | 445 | 773 | 454 | 787 | 463 | 803 | 472 | 819 | 482 |
| 44.0701 | Social Work | B | 384 | 222 | 391 | 227 | 399 | 231 | 407 | 236 | 415 | 240 |
| 50.0102 | Digital Media | B | 884 | 455 | 902 | 464 | 920 | 474 | 938 | 483 | 957 | 493 |
| 50.0702 | Art (B.F.A.) Specialization; Character Animation | B | 45 | 23 | 46 | 24 | 47 | 24 | 48 | 25 | 49 | 25 |
| 51.0701 | Health Services Administration | B | 1445 | 1165 | 1474 | 1189 | 1504 | 1213 | 1533 | 1237 | 1564 | 1261 |
| 51.0706 | Health Informatics and Information Management | B | 149 | 120 | 152 | 123 | 154 | 125 | 158 | 128 | 161 | 130 |
| xxxx | xxxxxxxxxxx | B | | | | | | | | | | |
| TOTAL BACCALAUREATE | | | 4512 | 3288 | 4605 | 3356 | 4696 | 3423 | 4788 | 3492 | 4885 | 3560 |

| CIP Code | Master's Degree Program Title | Degree Level | Year 1 - 2018 | | Year 2 - 2019 | | Year 3 - 2020 | | Year 4 - 2021 | | Year 5 - 2022 | |
|-----------------------|---|--------------|---------------|-----|---------------|-----|---------------|-----|---------------|-----|---------------|-----|
| | | | Headcount | FTE | Headcount | FTE | Headcount | FTE | Headcount | FTE | Headcount | FTE |
| 09.0101 | Communication | M | 60 | 22 | 61 | 22 | 62 | 23 | 63 | 23 | 64 | 23 |
| 44.0701 | Social Work | M | 303 | 254 | 308 | 259 | 314 | 265 | 320 | 270 | 327 | 275 |
| 50.0102 | Digital Media (M.A.) and Interactive Entertainment (M.S.) | M | 128 | 67 | 131 | 68 | 133 | 70 | 136 | 71 | 139 | 73 |
| 51.0000 | Health Sciences | M | 298 | 124 | 305 | 126 | 311 | 129 | 317 | 132 | 323 | 134 |
| 51.0706 | Health Care Informatics | M | 82 | 34 | 84 | 35 | 86 | 35 | 87 | 36 | 89 | 37 |
| xxxx | xxxxxxxxxxx | M | | | | | | | | | | |
| TOTAL MASTER'S | | | 871 | 501 | 889 | 510 | 906 | 522 | 923 | 532 | 942 | 542 |

| CIP Code | College Credit Certificate Program Title | Course Level | Year 1 - 2018 | | Year 2 - 2019 | | Year 3 - 2020 | | Year 4 - 2021 | | Year 5 - 2022 | |
|--------------------------|--|--------------|---------------|-----|---------------|-----|---------------|-----|---------------|-----|---------------|-----|
| | | | Headcount | FTE | Headcount | FTE | Headcount | FTE | Headcount | FTE | Headcount | FTE |
| 09.0102 | Corporate Communication | G | 12 | 3 | 12 | 3 | 12 | 3 | 13 | 4 | 13 | 4 |
| 44.0707 | Military Social Work | G | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| xxxx | xxxxxxxxxxx | UG | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL CERTIFICATE | | | 12 | 3 | 12 | 3 | 12 | 3 | 13 | 4 | 13 | 4 |

5395 3792 5506 3869 5614 3948 5724 4028 5840 4106

APPENDIX A
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 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
| Carry Forward from Prior Year | 0 | 602,352 | 1,133,198 | 1,348,926 | 1,307,226 |
| General Revenue/Lottery | | | | | |
| State Allocations (GR/Lottery) - Existing | 4,000,000 | 4,000,000 | 4,000,000 | 4,000,000 | 4,000,000 |
| State Allocations (GR/Lottery) - Physical Plant Existing Space | 846,395 | 846,395 | 846,395 | 846,395 | 846,395 |
| State Allocations (GR/Lottery) - Physical Plant New Space | 1,536,398 | 1,536,398 | 1,536,398 | 1,536,398 | 1,536,398 |
| Tuition/Tuition Differential and Fees | | | | | |
| Tuition (Matriculation) | 19,904,323 | 20,302,348 | 20,708,006 | 21,122,765 | 21,545,734 |
| Tuition (Differential, 70% UG Support) | 4,071,054 | 4,152,488 | 4,235,531 | 4,320,276 | 4,406,630 |
| Out of State Student Tuition Fees | 3,996,168 | 4,076,104 | 4,157,565 | 4,240,784 | 4,325,607 |
| Research Trust Funds (by title) | | | | | |
| XYZ Trust Fund | 0 | 0 | 0 | 0 | 0 |
| Financial Aid and Academic Related Fees | | | | | |
| Financial Aid | 865,905 | 883,226 | 900,870 | 918,906 | 937,294 |
| Tuition (Differential, 30% Financial Aid) | 1,744,738 | 1,779,638 | 1,815,228 | 1,851,547 | 1,888,556 |
| Out of State Financial Aid | 245,357 | 250,264 | 255,266 | 260,375 | 265,584 |
| Student Technology Fee | 911,479 | 929,711 | 948,284 | 967,270 | 986,625 |
| 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 | 998,635 | 1,018,610 | 1,038,971 | 1,059,765 | 1,080,958 |
| Transportation Access Fee | 1,344,316 | 1,371,206 | 1,398,615 | 1,426,607 | 1,455,136 |
| Health Fee | 1,601,361 | 1,633,393 | 1,666,043 | 1,699,387 | 1,733,370 |
| Athletic Fee | 2,115,451 | 2,157,766 | 2,200,898 | 2,244,946 | 2,289,840 |
| Activity & Service Fee | 1,723,974 | 1,758,459 | 1,793,609 | 1,829,506 | 1,866,091 |
| State and Private Grants | 0 | 0 | 0 | 0 | 0 |
| Donations and Other Miscellaneous Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Revenues | 45,905,554 | 47,298,358 | 48,634,877 | 49,673,853 | 50,471,444 |
| General Operations Expenses | | | | | |
| Compensation and Employee Benefits - Programs | 21,591,647 | 22,436,296 | 23,314,477 | 24,228,293 | 25,178,339 |
| Compensation and Employee Benefits - Police | 849,709 | 866,703 | 884,037 | 901,718 | 919,753 |
| Compensation and Employee Benefits - Student Services | 493,500 | 503,370 | 513,437 | 523,706 | 534,180 |
| Financial Aid, Scholarships, Stipends | 2,943,970 | 3,010,288 | 3,078,247 | 3,147,973 | 3,219,411 |
| Other Operating Expense | 1,383,047 | 1,435,460 | 1,489,902 | 1,546,480 | 1,605,237 |
| Rent Expense | 423,120 | 423,120 | 423,120 | 423,120 | 423,120 |
| Contractual Services | 648,584 | 674,771 | 702,035 | 730,434 | 759,992 |
| Equipment | 1,194,300 | 1,242,505 | 1,292,717 | 1,345,032 | 1,399,503 |
| Information Technology | 759,250 | 779,732 | 804,421 | 833,989 | 869,563 |
| Library Services/e-Collections | 401,087 | 445,249 | 525,087 | 542,195 | 559,885 |
| Shared Services | 3,536,979 | 3,048,072 | 2,732,994 | 2,387,567 | 1,772,566 |
| Plant Costs and Operating Supplies | 2,382,793 | 2,430,449 | 2,479,057 | 2,528,639 | 2,579,212 |
| Transfer to Auxiliaries * | 8,695,216 | 8,869,145 | 9,046,420 | 9,227,481 | 9,412,020 |
| Total Expenses** | 45,303,202 | 46,165,160 | 47,285,951 | 48,366,627 | 49,232,781 |
| Operating Net Revenues Over Expenses | 602,352 | 1,133,198 | 1,348,926 | 1,307,226 | 1,238,663 |

* Transfer to Auxiliaries includes revenue from Capital Improvement Fee, Transportation Access Fee, Health Fee, Athletic Fee, Activity & Service Fee, and Student Technology Fee

**No new state funding is being requested for non-facility related operating expenses

Board of Governors Committees and Meeting - Board of Governors - Regular Meeting

STATE UNIVERSITY SYSTEM
CIP-3 SHORT TERM PROJECT EXPLANATION

Page ___ of ___

GEOGRAPHIC LOCATION: University of Central Florida, Orlando
PROJECT DESCRIPTION/TITLE: UCF Downtown Campus Building I

COUNTY: Orange
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 | Space Detail for Remodeling Projects | | | |
|---|--------------------|-------------------------------|---------------------|--------------------------|----------------------|---------------------|--------------------|--------------------------------------|--------------------|-------|--|
| | | | | | | | | BEFORE | | AFTER | |
| | | | | | | Space Type | Net Area (NASF) | Space Type | Net Area (NASF) | | |
| Classrooms | 33,333 | 1.5 | 50,000 | 274 | 13,700,000 | | | | | | |
| Teaching Labs | 33,333 | 1.5 | 50,000 | 268 | 13,400,000 | | | | | | |
| Research Labs | 0 | 1.5 | 0 | 375 | 0 | | | | | | |
| Study | 10,714 | 1.4 | 15,000 | 286 | 4,290,000 | | | | | | |
| Instructional Media | 9,333 | 1.5 | 14,000 | 213 | 2,982,000 | | | | | | |
| Auditorium/Exhibition | 8,333 | 1.2 | 10,000 | 310 | 3,100,000 | | | | | | |
| Gymnasiums | 0 | 1.2 | 0 | 225 | 0 | | | | | | |
| Offices | 17,333 | 1.5 | 26,000 | 284 | 7,384,000 | | | | | | |
| Campus Support Services | 0 | 1.4 | 0 | 276 | 0 | | | | | | |
| Totals | 112,381 | | 165,000 | | 44,856,000 | | | | | | |
| *Apply Unit Cost to total GSF based on primary space type | | | | | | | | | | | |
| Remodeling/Renovation | | | | | | | | | | | |
| Total Construction - New & Rem./Renov. | | | | | 44,856,000 | Total | 0 | Total | 0 | | |

SCHEDULE OF PROJECT COMPONENTS

ESTIMATED COSTS

| | Funded to Date | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | Funded & In CIP |
|--------------------------------------|-------------------|-------------------|----------|----------|----------|----------|-----------------|
| | | | | | | | |
| Basic Construction Cost | | | | | | | |
| 1. a.Construction Cost (from above) | | 44,856,000 | | | | | - |
| Add'l/Extraordinary Const. Costs | | | | | | | - |
| b.Environmental Impacts/Mitigation | | | | | | | - |
| c.Site Preparation | | 732,000 | | | | | - |
| d.Landscape/Irrigation | | 416,000 | | | | | - |
| e.Plaza/Walks | | 324,000 | | | | | - |
| f.Roadway Improvements | | | | | | | - |
| g.Parking ___ spaces | | | | | | | - |
| h.Telecommunication | | 1,620,000 | | | | | - |
| i.Electrical Service | | 624,538 | | | | | - |
| j.Water Distribution | | 77,476 | | | | | - |
| k.Sanitary Sewer System | | 224,721 | | | | | - |
| l.Chilled Water System | | | | | | | - |
| m.Storm Water System | | | | | | | - |
| n.Energy Efficient Equipment | | | | | | | - |
| Total Construction Costs | 0 | 48,874,735 | 0 | 0 | 0 | 0 | 0 |
| 2. Other Project Costs | | | | | | | |
| a.Land/existing facility acquisition | | | | | | | - |
| b.Professional Fees | | 2,422,784 | | | | | - |
| c.Fire Marshall Fees | | 160,700 | | | | | - |
| d.Inspection Services | | 202,500 | | | | | - |
| e.Insurance Consultant | | | | | | | - |
| f.Surveys & Tests | | 200,000 | | | | | - |
| g.Permit/Impact/Environmental Fees | | 258,950 | | | | | - |
| h.Artwork | | 100,000 | | | | | - |
| i.Moveable Furnishings & Equipment | | 5,012,831 | | | | | - |
| j.Project Contingency | | 2,767,500 | | | | | - |
| Total - Other Project Costs | - | 11,125,265 | - | - | - | - | - |
| ALL COSTS 1+2 | 0 | 60,000,000 | 0 | 0 | 0 | 0 | 0 |

| | Appropriations to Date | | | Project Costs Beyond CIP Period | | | Total Project In CIP & Beyond |
|--------------|------------------------|-------------|----------|---------------------------------|-------------|----------|----------------------------------|
| | Source | Fiscal Year | Amount | Source | Fiscal Year | Amount | |
| | | | 0 | | | | |
| TOTAL | | | - | TOTAL | | 0 | 0 |

Board of Governors
Type I Campus Proposal
University of Central Florida – UCF Downtown

Appendix B

City of Orlando Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING

UCF DOWNTOWN ORLANDO CAMPUS

This Memorandum of Understanding ("MOU") for a planned University of Central Florida campus located in downtown Orlando on a portion of the City-owned site referred to as Creative Village, is made this 20th day of October, 2015, (Effective Date) by and between the City of Orlando ("City"), and the University of Central Florida Board of Trustees ("University or UCF").

WHEREAS, UCF is actively working with the City and Valencia College on plans for a shared campus in Downtown Orlando's Creative Village that would serve more than 7,000 students on its opening day and be a world-class, best-in-the-nation site for emerging animation, digital media, communications, film and public affairs; and

WHEREAS, the campus would connect students to the careers of the future by providing unique opportunities for collaboration and engagement with Downtown's nearby technology, government and healthcare sectors in a highly desirable urban setting; and

WHEREAS, the campus would expand our region's creative and high-tech economy while teaching students in an environment that integrates learning and working; and

WHEREAS, UCF is seeking approvals from the State University System's Board of Governors for the new campus and will seek state funding to help with construction of the new academic and student support spaces; and

WHEREAS, the City and UCF desire to outline the terms under which the new campus would be constructed with the goal of finalizing these terms in an agreement, or series of agreements, should the campus be approved by the Board of Governors and receive the needed state funding.

NOW, THEREFORE, the City and UCF hereby memorialize their understanding as follows:

I. DEFINITIONS

- a. "CEM Lease Agreement" shall mean that certain lease titled Expo Centre Lease Agreement entered into as of October 12, 2004 by and between the City and UCF and related parties, pursuant to which the UCF Center for Emerging Media is located on a portion of the Creative Village site.
- b. "City" shall mean the City of Orlando, Florida, a municipal corporation organized and existing under the laws of the State of Florida.
- c. "Creative Village" shall mean that parcel of land of approximately 68 acres owned by the City and anticipated to include a mixture of commercial, housing and other developments as set forth in the Creative Village Development Agreements described below.
- d. "UCF or University" shall mean the University of Central Florida, a Florida public state university part of the State University System in the State of Florida.

- e. "Developer" shall mean Creative Village Development, LLC, a Florida limited liability company, its successors or assigns.
- f. "Creative Village Development Agreements" shall mean that certain Master Development Agreement and that certain Purchase Option Agreement entered into as of February 25, 2011 by and between City and Developer.
- g. "Valencia College" shall mean that public state college in the Florida College System located in Orlando, Florida.

II. PURPOSE

The City and UCF are united in their mutual goal for a downtown Orlando campus. The purpose of this MOU is to outline the basic framework of the terms of an agreement to be entered into between the City and UCF for the development of the campus in downtown Orlando's Creative Village should the campus be approved by the Board of Governors and receive the needed state funding.

III. AREAS OF UNDERSTANDING AND RESPONSIBILITY

1. UCF Downtown Campus Site Plan.

The portion of the Creative Village site that shall be designated as the UCF Downtown Orlando Campus shall be as generally depicted on Exhibit "A" which sets forth the site boundaries extending from the to be realigned Livingston Street to the CSX right of way, including the existing UCF Center for Emerging Media and west to Parramore Ave ("UCF Downtown Orlando Campus"). The site is approximately 15 acres and its exact location and boundary shall be determined by the Survey described in Subsection 2 below. UCF shall develop this site as the UCF Downtown Orlando Campus and its use shall be for educational and support services.

2. Survey.

City shall deliver a parcel survey(s) of the UCF Downtown Orlando Campus setting forth parcel layout and information as an ALTA/ACSM Land Title Survey in compliance with Chapter 177, Florida Statutes and City of Orlando Land Development Code requirements based upon a current title commitment as provided by City ("Survey"). The Survey will be made in accordance with the minimum standard detail requirements for an urban survey as adopted by ALTA, ACSM in 2011 and will include items 1-4, 7(a) and (b1), 7c, 8, 9, 11(a), 13, 16, 17 and 21 of Table A thereof.

- A. Survey data submitted will review title documents and encumbrances listed in the Title Commitment, to determine their location and effect on the property. UCF will depend upon the City to furnish legible and complete copies of relevant documents for review.
- B. City will provide a Surveyor's Certification or a Surveyor's Report by the title insurer at the request of UCF.
- C. City will set or recover boundary corners as necessary.

The above will be plotted at a scale sufficient for civil design and real estate transactions, and will show: point(s) of access to dedicated right of way(s), including curb cuts, edge of pavement and curbing adjacent to the property, and median cuts; above ground fixed improvements on or immediately adjacent to the property, existing and proposed utilities. Deliverables will consist of signed and sealed survey drawings delivered to UCF.

By January 1, 2016, City shall coordinate and deliver a completed survey to UCF and UCF agrees that it shall contribute half the cost of the survey, not to exceed \$50,000.00.

3. Environmental Assessment.

By January 1, 2016, the City shall provide UCF with copies of all environmental assessment reports in the City's possession relating to Creative Village and the UCF Downtown Orlando Campus. The City will also provide UCF any additional environmental reports it receives as a result of further environmental testing on the sites subsequent to the Effective Date of this MOU. If the environmental assessments indicate that the UCF Downtown Orlando Campus contains contamination and/or hazardous materials, the City and UCF shall cooperate to identify and implement appropriate remediation strategies. UCF shall have no obligation to undertake any environmental remediation of hazardous materials on the UCF Downtown Orlando Campus site if such hazardous materials existed on the UCF Downtown Orlando Campus site prior to the August 1, 2016 and UCF has not caused, permitted, contributed to or exacerbated the presence of such hazardous materials

4. Title Search and Parcel Transfers.

The City shall pay for and/or perform a title search on the proposed UCF Downtown site and provide all title documents to UCF. The City agrees to transfer marketable title to the UCF Downtown Orlando Campus to UCF or a UCF designated entity.

A portion of the UCF Downtown Orlando Campus includes the existing site where UCF's Center for Emerging Media (CEM) is located, and upon transfer of the CEM site to UCF, the CEM Lease Agreement shall automatically terminate. A portion of the UCF Downtown Orlando Campus includes buildings supporting the Nap Ford Charter School. Upon the expiration of the Nap Ford Lease, the City, at its cost, shall remove the buildings located on the leased premises. A portion of the UCF Downtown Orlando Campus includes the Downtown Orlando Recreation Center, and the transfer of such property to UCF is subject to Section 11 below.

City shall be responsible for the delivering the UCF Downtown Orlando Campus with no continuing leases, licenses or occupants, except for the Downtown Orlando Recreation Center, and Creative Village Development Agreements. The City and UCF will mutually agree in writing to the transfer dates of the above-referenced parcels. The City shall transfer marketable, fee simple title of the above-referenced parcels by Special Warranty Deed. All such deeds shall contain a reverter clause that requires the UCF Downtown Orlando Campus be used exclusively for educational and appropriate support services purposes, that construction be started and completed by a date certain to be mutually agreed to by the parties, and that the UCF Downtown Orlando Campus serve a minimum number of students (such number to be mutually determined by the parties), or title to the UCF Downtown Orlando Campus shall revert back to the City. The transfers will occur pursuant to standard real estate closing documents setting forth the rights and responsibilities of the parties with respect to the closing of the transaction, and any closing costs

associated therewith. The sale price to UCF for the UCF Downtown Orlando Campus shall be zero dollars (\$0).

5 CSX Rail Spur.

In connection with the land transfer set forth in Section III.4 above, City shall use its best efforts to acquire the CSX rail spur Parcel 26-22-29-0000-00-165 depicted on Exhibit "C" ("CSX Parcel"). If the City is successful in acquiring title to the CSX Parcel, the City shall transfer title to the CSX Parcel to UCF pursuant to the process described in Section 4 above for transfer of the UCF Downtown Orlando Campus. City shall perform appropriate site investigation and diligence of the CSX Parcel, including a phase I environmental assessment and will provide UCF with a copy of the phase 1 environmental report. If the phase 1 report indicates that the CSX Parcel may contain contamination and/or hazardous waste, then the parties will mutually agree on the next steps to be taken, which may include a Phase II Environmental Assessment Report of the CSX Parcel, and a preliminary plan for monitoring, remediation, and/or mitigation. The City shall pay for the cost of any assessment tests and reports. The City and UCF shall cooperate to identify and implement appropriate remediation strategies.

6. Construction of UCF Downtown.

Subject to the transfer of title by the City to UCF as set forth in Section 4 above, UCF will construct the UCF Downtown Orlando Campus in general compliance with the proposed vision and most recent campus plan, as currently depicted on Exhibit "D" and any subsequent updates thereto. Subject to State of Florida appropriation, and subject to the timely completion of the site diligence and land transfer, UCF endeavors to begin construction on Building 1 and / or associated campus infrastructure by August 1, 2016.

7 Terry Avenue Extension.

The parties' vision for the extension of Terry Avenue from the realigned Livingston Street to the railroad right-of-way ("Terry Avenue Extension") is for a pedestrian-friendly, shared use environment that is integrated within the overall campus design. The Terry Avenue Extension shall be constructed by the parties in two (2) stages as follows:

1. Stage 1 – As part of the federally-funded Parramore Bus Rapid Transit project (Parramore BRT Project) currently under construction, the City, in association with LYNX, is in the process of extending and realigning Terry Avenue from the Realigned Livingston Street to existing Bentley Avenue (Stage I Extension) with a scheduled completion date of summer 2016. City shall maintain and repair the Stage 1 Extension.
2. Stage 2 - UCF shall design and construct the extension of Terry Avenue from Bentley Avenue to the CSX Right of Way at its cost and expense (Stage 2 Extension). UCF will complete the Stage 2 Extension by August 1, 2018. Design of the Stage 2 Extension shall meet City of Orlando Engineering Standards. City shall maintain and repair the Stage 2 Extension.

It is anticipated that the Stage 2 Extension would be constructed of high quality material meeting City of Orlando Engineering requirements. The parties will work collaboratively to design and employ traffic calming strategies to mitigate pedestrian and vehicular traffic conflicts. City and

UCF shall work together to deliver the Terry Avenue Extension along with any utilities relocation, surface treatments, streetscape, lighting, and traffic controls from Livingston Street to the CSX Right of Way integrating the LYNX streetscape standards with campus design standards set for the entire campus pedestrian corridor system. City shall work with UCF to identify and install sleeves or duct banks on Terry Avenue for potential future growth or development of the campus beyond the parcel identified on Exhibit "K" as UCF Downtown Orlando Campus. It is anticipated that the completed Terry Avenue Extension will include the following elements (i) a new alignment of Terry Avenue consistent with the design set forth by the Parramore BRT Project (ii) parking garage access onto Terry Avenue and Parramore Avenue and (iii) the shared use surface. The parties agree that Terry Avenue shall remain a city street and the parties will enter into an agreement for its operation. The parties agree to work collaboratively to ensure that streetscape design will be compatible with the campus design standards set for Terry Avenue north of the railroad right-of-way. In connection with its use of the UCF Downtown Orlando Campus, UCF may close the Terry Avenue Extension for temporary campus events under a blanket permit/use agreement subject to UCF complying with City street closure rules and process. It is the shared goal of the parties to create and maintain a safe pedestrian environment using technology and streetscape design to reinforce the desire for a pedestrian-friendly environment on Terry Avenue between Livingston Street and the CSX Right of Way. The parties understand and acknowledge that the Stage 1 Extension is a federally funded project subject to certain federal requirements and regulations with respect to its design, construction and operation, which take precedence over the provisions of this MOU and the anticipated Development Agreement.

8 Livingston Street Realignment.

As part of the Parramore BRT Project, the City is in the process of realigning Livingston Street from Hughey Avenue to Terry Avenue with a scheduled completion date of Summer 2016. The City, at its cost and expense, shall extend the realignment of Livingston Street from Terry Avenue to Parramore Avenue as depicted on Exhibit "H" ("Livingston Street Realignment"). Upon completion of the Livingston Street Realignment, City shall provide UCF with an "as-built" survey of the completed improvements. City shall provide and install appropriate sleeves and or duct banks as identified by the UCF crossing Livingston Street for possible future UCF program north of the corridor. The Livingston Street Realignment shall be constructed before August 2018.

9 UCF Shuttle Service.

UCF shall supply bus shuttle service to the UCF Downtown Orlando Campus from its main campus. The City shall work with UCF to identify mutually agreed upon bus shuttle services, including bus stops for student, faculty and staff drop off and pick up.

10 Parking at Centroplex I Garage.

While UCF is planning to provide a parking facility of approximately 600 spaces in conjunction with its first building phase, it will also need to provide additional parking spaces for students, faculty, and staff that use and work at the UCF Downtown Orlando Campus. To assist UCF with the transition to a downtown campus, City and UCF shall execute a mutually agreeable lease for the City's lease of the 603 space Centroplex I Parking Garage (Centroplex I Garage) to UCF for a term of five (5) years with UCF having an option to renew for three (3) additional one (1) year periods (Lease Term). During the Lease Term, UCF shall pay the City rent of \$1 per space per

year for 300 spaces, and \$52.50 per space per month for 303 spaces (which equals \$15,907.50 per month and is 50% of the current unlimited rate at the Centroplex I Garage). As an added benefit to UCF, the lease shall include the City's lease to UCF of the two (2) retail spaces located adjacent to the Centroplex I Garage, which UCF may renovate at its cost, with an address of 398 and 380 West Amelia Street (Retail Spaces) at a rental rate of \$5000 per month. Upon the prior approval of the City, UCF may sublease the retail spaces and any revenue derived from such sublease shall be retained by UCF. UCF shall be responsible for the daily operation, and routine maintenance and repair of the Centroplex I Garage and Retail Spaces; however, UCF shall not be obligated to pay for capital expenditures or improvements to the Centroplex I Garage and Retail Spaces. City shall deliver the Centroplex I Garage and Retail Spaces in working order and in compliance with applicable laws and City codes and ordinances. During the lease term, the City shall continue to maintain, repair, and replace as necessary the building systems, the roof, exterior walls, foundation, and all other structural components of the Centroplex I Garage and Retail Spaces.

The City shall provide a well-lit pedestrian pathway between Centroplex I Garage and UCF Downtown Orlando Campus. City shall allow for the installation of safety and security management system in the Centroplex I Garage and pedestrian corridor linking parking to the campus. Furthermore, City shall allow UCF to provide planters, site furnishings, and signage in this pedestrian corridor, provided that UCF shall be responsible for the maintenance and repair of such items. In addition to the garage parking UCF anticipates needing additional parking capacity; therefore, the City and UCF shall work together to finalize a long-term sustainable transportation and parking agreement for the UCF Downtown Orlando Campus.

11 Downtown Recreation Center (The Armory).

UCF understands the historic importance of the Armory to the surrounding community, including the current use by the City's Families, Parks and Recreation Department and the Parramore Kidz Zone program. The City shall continue to maintain the building until such time as UCF and the City mutually agree upon a solution for its future. Collectively, City and UCF will explore a vision for enhancements to the facility, including potential joint use through coordination with the City's Families, Parks and Recreation department. The City and UCF will also work together to identify parking options for the Downtown Recreation Center concurrent with the construction schedule of the first Academic Building. Both UCF and the City recognize that the Boys and Girls Club and Orange County Public Schools may be important stakeholders depending upon their plans for the nearby PS-8 public school site, which are still evolving.

12 Storm water Infrastructure.

- A. The parties have worked collaboratively to identify the existing storm water infrastructure serving the Creative Village site, as depicted on Exhibit "J", including locations and brief descriptions of upgrades to the existing infrastructure. City confirms that the 108" trunk line runs through the Creative Village site and the UCF Downtown Orlando Campus. City shall permit and allow for building construction to take place above the existing 108" line without relocation or substantial accommodations, provided that UCF will cooperate with the City on providing development plans and specifications for the buildings and structures proposed to be built above the pipe, including foundation design that takes into account the loading of the pipe. The City shall be responsible for future maintenance, repair, and replacement of this trunk line.

- B. As part of the modifications to the storm water infrastructure, City shall reconfigure the upstream end of the 108" trunk line by abandoning and removing two manholes and the storm sewer pipe connected in between them, as depicted on Exhibit "J". The removed manholes shall be replaced by a single manhole located few feet to the south as depicted in Exhibit "J". City shall also provide approximately one hundred twenty feet of new 108" RCP storm sewer as depicted in Exhibit "J".

- C. The storm water infrastructure that runs from Parramore Avenue to Terry Avenue shall be modified. The 48" RCP storm sewer pipe that runs from Parramore to Terry Avenue along the old Bentley right-of-way has a segment of pipe that is outside of the right of way. The easterly portion of this 48" pipe, is located outside of the right-of-way, as depicted on Exhibit "J". Consequently, the City will abandon and cap the 430 +/- linear feet of pipe that is outside of the right-of-way and install 350 linear feet of 48" RCP within the old Bentley right-of-way. The remaining west portion of the 48" RCP storm sewer along the old Bentley right-of-way shall be slip-lined by the City to reinforce it before construction in the campus starts. Further, City has agreed that the existing storm sewer that is not part of the trunk line and is located within private property can be abandoned or reconfigured as needed.

13 Bentley Street Infrastructure.

It is anticipated that upon completion of the Livingston Street Realignment and transfer of title to the UCF Downtown Orlando Campus to UCF, the City will abandon the existing Bentley Street right of way. City shall provide UCF a detailed topographic and utility survey of Bentley Street. Upon receipt of this survey, UCF shall assess the condition and location of the existing utility lines located within the old Bentley right-of-way to determine if some of the existing lines can be used for the new campus construction. City shall abandon and cap existing infrastructure within the old Bentley Street right-of-way from Parramore to Livingston for the use of UCF. City shall transfer ownership, at no cost to UCF, to the identified infrastructure items and it shall dedicated use of these items for UCF use. Notwithstanding anything herein to the contrary, the City reserves the right to reserve an easement to any utility lines within the Bentley street right of way that the City and UCF deem necessary for public use .

14 Sanitary Sewer.

The City shall make every effort to insure that sufficient sanitary sewer capacity is available to serve the UCF Downtown Orlando Campus

15 Central Park.

The parties desire that the Central Park (as referenced by the Creative Village Planned Development (PD) Ordinance) be an active space that is phased with the construction of a UCF building that faces or is adjacent to Central Park. City, UCF and Master Developer shall work on a mutually agreeable program and phased plan for Central Park and other public spaces.

16 UCF Downtown Orlando Campus Development Plan and Facilities Approval Process.

UCF understands that development of the UCF Downtown Orlando Campus is subject to the approval process established by the Creative Village Master Development Agreement and the Creative Village Planned Development (PD) Ordinance. The City will use its good faith efforts to support the UCF campus development efforts and expedite review and processing of UCF's applications for development permits to meet UCF critical timeline commitments.

17 Public Safety.

UCF, the City of Orlando, and Valencia College are jointly developing a Public Safety Agreement to ensure a comprehensive and seamless provision of fire, safety, and emergency services for the students, faculty, staff and visitors of UCF Downtown campus.

V. COLLABORATIVE PROGRAM DEVELOPMENT

1. Collaborative Efforts. The parties contemplate that their respective leaders will explore areas of potential collaboration and include the appropriate individuals from both UCF and City in these discussions and planning. This MOU is intended to encourage such interactions and foster the development of collaborative initiatives in accordance with each entity's goals along with their respective policies and procedures.
2. Communication. Communications regarding collaborative initiatives of the parties will follow identified, systematic processes and established channels of review and communication within each, including brand management. Each partner will offer a single portal of information flow at each location for press releases and other communications with media. Designated members for each party will approve Media and other public messages in advance.

VI. GENERAL

This MOU will serve as a broad and general enabling document and will provide the basis and authority for the development and implementation of more specific collaboration or transaction agreements. In the event the parties desire to collaborate or enter into any other transaction, such collaboration or other transaction shall be entered into pursuant to a separate written agreement signed by the parties. The contractual terms below are intended to apply to any collaborations/transactions, which the parties agree upon, unless the written agreement(s) for such collaborations/transactions specifically provide otherwise. This MOU imposes no obligation on either party to enter into any separate collaboration agreements as described below.

1. Independent Contractor. It is mutually understood and agreed that the relationship between the parties is that of independent contractors. Neither party is the agent, employee, or servant of the other. Except as specifically set forth herein, neither party shall have nor exercise any control or direction over the methods by which the other party performs work or obligations under this MOU. Further, nothing in this MOU is intended to create any partnership, joint venture, lease, or equity relationship, expressly or by implication, between the parties.

2. Compliance with applicable law. Each Party shall at all times maintain compliance with applicable federal and state legal and regulatory requirements and requirements governing use, disclosure and protection of confidential information.
3. Time of Essence. Time is of the essence of this MOU and in the performance of all conditions and covenants to be performed or satisfied by any party hereto. Whenever a date specified herein shall fall on a Saturday, Sunday or legal holiday, the date shall be extended to the next succeeding Business Day.
4. Captions, Applicable Law and Venue. The section and subsection captions included herein are for reference only and are not to be used in construing any of the terms hereof. This MOU shall be governed, enforced and construed in accordance with the laws of the State of Florida. The parties hereby agree that venue for any legal action authorized hereunder shall be in Orange County, Florida. If any provisions of this MOU or the application thereof shall be held to be invalid or unenforceable, the remainder of this MOU shall not be affected thereby and each provision of this MOU shall be valid and enforceable to the fullest extent permitted by law.
5. Exhibits, Schedules, and Attachments. All exhibits, schedules, attachments, and other listed items referenced in the MOU are hereby incorporated by reference thereto and made a part hereof.
6. Counterpart Execution. This MOU may be executed in as many counterparts as may be required and it shall not be necessary that the signature of, or on behalf of, each party, or that the signatures of all persons required to bind any party, appear on each counterpart; it shall be sufficient that the signature of, or on behalf of, each party, or that the signatures of the persons required to bind any party, appear on one or more of such counterparts. All counterparts shall collectively constitute a single agreement.
7. Insurance. UCF, as a state agency, shall maintain at all times relevant to this MOU, at its expense and in commercially reasonable amounts (or as required by law), the following insurance coverage provided by the State of Florida: (i) property, general liability, and automobile liability insurance coverage for any facilities or services used in connection with this affiliation; and (ii) professional liability coverage on behalf of its faculty and students at all times sufficient to satisfy the limited waiver of sovereign immunity of the State of Florida provided in section 768.28 of the Florida Statutes, and (iii) worker's compensation insurance for the performance by its employees, officers and agents of their functions in connection with this affiliation.

City shall maintain at all times relevant to this MOU, at its expense and in commercially reasonable amounts, the following: (i) property, general liability, and automobile liability insurance coverage for any facilities or services used in connection with this affiliation; and (ii) professional liability coverage and worker's compensation insurance in commercially reasonable amounts for the performance by its employees, officers and agents of their functions in connection with this affiliation. Such coverage may be by commercial insurance, reinsurance, or self-insurance established on an actuarially sound basis. Every year that the contract is in effect, City shall upon request provide UCF with written documentation evidencing such coverage.

8. Nondiscrimination: The parties in compliance with all local, state, and federal law and regulations, shall not discriminate on the basis of race, religion, color, sex, age, national origin, handicap, sexual preference, disabled or Vietnam era veteran status or financial status.
9. Disclosure of Confidential Information. The parties may disclose to each other, either orally or in writing, certain information believed to be confidential and privileged ("Confidential Information"). Confidential Information shall include all privileged, protected, clinical, technical, proprietary, patient, or nonpublic information furnished for use in connection with collaborative discussions between the parties regardless of whether such information is in written, oral, electronic, or other form. Subject to applicable Florida law, Developer, UCF and City shall either return or destroy all written materials containing any Confidential Information when no longer using such material for collaborative discussions with each other, unless otherwise agreed by the parties.
10. Confidentiality. The parties shall use the Confidential Information solely for the purpose of collaborative discussions with each other. Subject to applicable Florida law, Developer, UCF and City shall not disclose the Confidential Information or any report containing the Confidential Information to any third party absent further written authorization from each other, or as required by law. To the extent practicable and subject to Florida law and this MOU, the parties agree that, when disclosing information or reporting data, each shall de-identify the Confidential Information.

The above confidentiality obligation shall not apply to the extent that a party can demonstrate that the Confidential Information: (i) is, at the time of disclosure, part of the public domain; (ii) is in possession of the other party at the time of disclosure as evidenced by contemporaneous documentation; (iii) enters the public domain after receipt by the other party through means other than an unauthorized disclosure; (iv) is or was disclosed to the other party at any time by a third party not in breach of any contractual or legal duty; or (v) is required to be disclosed by a court order, and/or by applicable Florida law, provided, however, that the disclosing party gives prompt notice to the non-disclosing party and uses its best efforts to minimize the disclosure.

All materials reflecting each party's Confidential Information furnished to the other party shall remain the property of the furnishing party. No option, assignment, license, or conveyance of rights in the Confidential Information is contemplated, intended, granted, or implied under this MOU.

11. Notices. All notices and other business communications between the parties related to this MOU shall be in writing, sent by certified mail, addressed as follows

If to City of Orlando:

Brooke R. Bonnett, AICP, Director
Economic Development Department
City of Orlando
400 South Orange Avenue, 6th Floor
Orlando, FL 32801

With a copy to:
City Attorney
City of Orlando
400 South Orange Avenue, 3rd floor
Orlando, FL 32801

If to University of Central Florida:

A. Dale Whittaker, Executive Vice President and Provost
University of Central Florida
4000 Central Florida Blvd.
Orlando Florida 32816

With a copy to:

W. Scott Cole, Vice President and General Counsel
University of Central Florida
4000 Central Florida Blvd
Orlando, FL 32816

Notices sent by certified mail shall be deemed delivered on the third day following the date of mailing. Either party may change its address by giving written notice in compliance with this section.

VII. GOOD FAITH.

This MOU is a good faith understanding of the intentions of the parties as of the Effective Date. It is intended to serve as a broad enabling document that will provide the basis for a future agreement, and any other agreements deemed necessary by the parties to carry out the intent of this MOU. The parties specifically acknowledge that this MOU is not a contract, provided, however, that the parties further acknowledge that the representations in this MOU shall be relied on by UCF in seeking approvals from the State University System's Board of Governors and state funding with respect to the Downtown Orlando UCF Campus. The parties acknowledge that issues will need to be resolved and negotiated in connection with this project. The parties further specifically acknowledge that no cause of action shall accrue to either party regardless of the outcome of these negotiations or in the event the project does not proceed. Subsequent to this MOU, it is the intention of the parties to enter into an agreement or series of agreements setting forth the terms, conditions and obligations of the parties with respect to the matters described herein.

IN WITNESS WHEREOF, duly authorized and validly existing representatives of each party has affixed their respective signature hereto as of the date first written above.

"University or UCF"

Signed, sealed and delivered in the presence of the following witnesses

UNIVERSITY OF CENTRAL FLORIDA, a state university organized and existing under the laws of the State of Florida

[Signature]

Print Name: Christine Dellert

By: *[Signature]*

[Signature]

Print Name: Ronnie Korosec

Name: A. Dale Whittaker

10/20/15

Title: Provost and Executive VP

Executed on: 10/20/15

Approved as to form and legality for the use and reliance of the University of Central Florida, only

By: *[Signature]*

University Of Central Florida General Counsel

STATE OF FLORIDA)

COUNTY OF ORANGE)

The foregoing instrument was acknowledged before me this 20 day of October, 2015, by Dale Whittaker, as Provost and Executive VP of University of Central Florida, a state university organized and existing under the laws of the State of Florida, on behalf of the University.

He/She is personally known to me or has produced

as identification.

[Signature]

Print Name: Debra Copertino

Notary Public, State of Florida

Commission No.: FF203973

My Commission Expires: 3/29/2019



DEBRA ANNE COPERTINO
NOTARY PUBLIC
STATE OF FLORIDA
Comm# FF203973
Expires 3/29/2019

CITY

ATTEST:

By: Elizabeth Davidson
Print Name: Elizabeth Davidson
Title: Asst. City Clerk

CITY OF ORLANDO, a municipal corporation organized and existing under the laws of the State of Florida

By: Buddy Dyer
Print Name: Buddy Dyer
Title: Mayor
Executed on: 10.20.15

Approved as to form and legality for the use and reliance of the City of Orlando, Florida, only

By: Wally Powell

Assistant City Attorney

STATE OF FLORIDA)
)
COUNTY OF ORANGE)

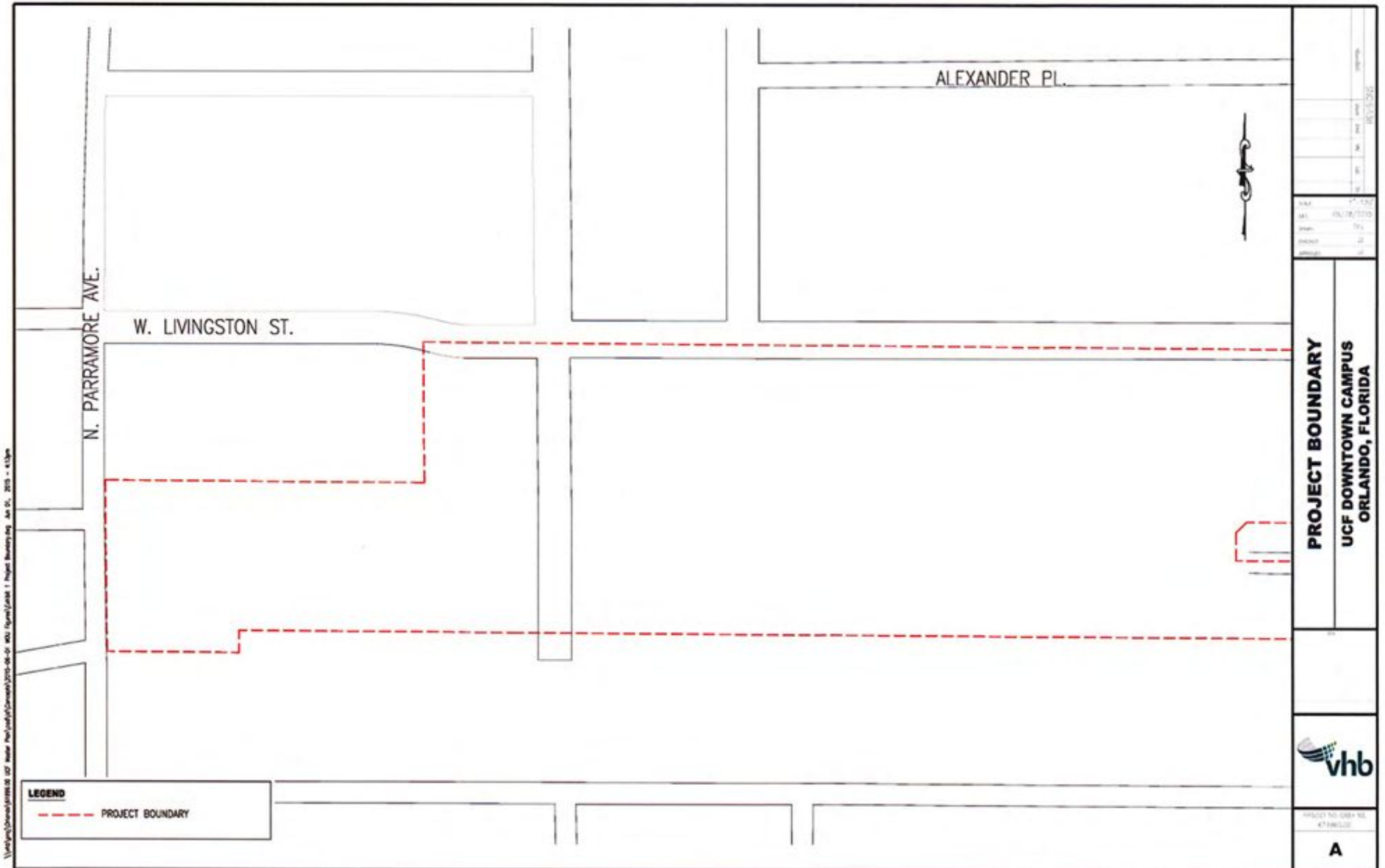
The foregoing instrument was acknowledged before me this 20 day of October, 2015, by Buddy Dyer, as Mayor of City of Orlando, on behalf of the City. He/She is personally known to me or has produced _____ as identification.

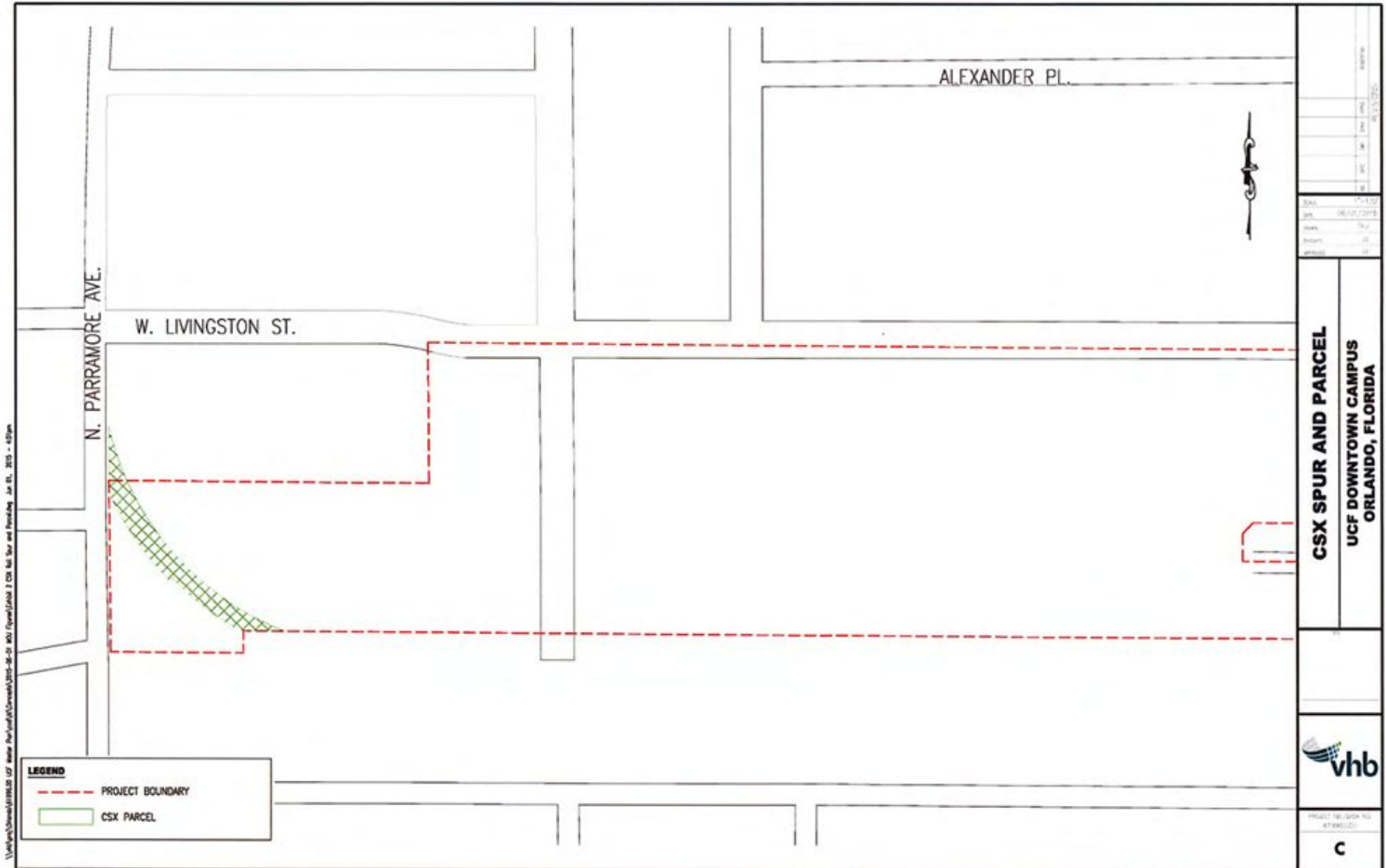
Sharon E. Wilson
Print Name: _____
Notary Public, State of Florida
Commission No.: _____
Commission Expires: _____

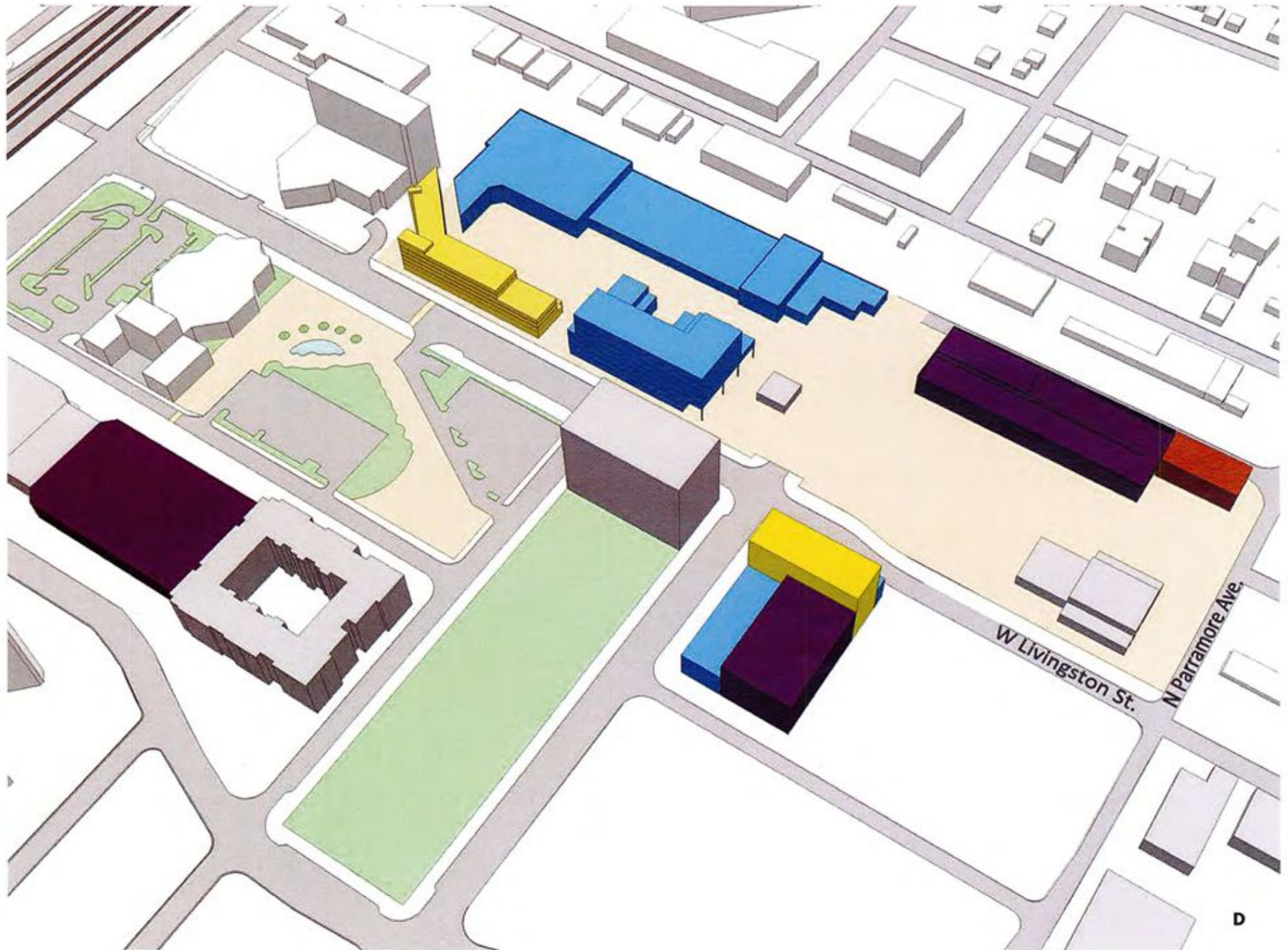


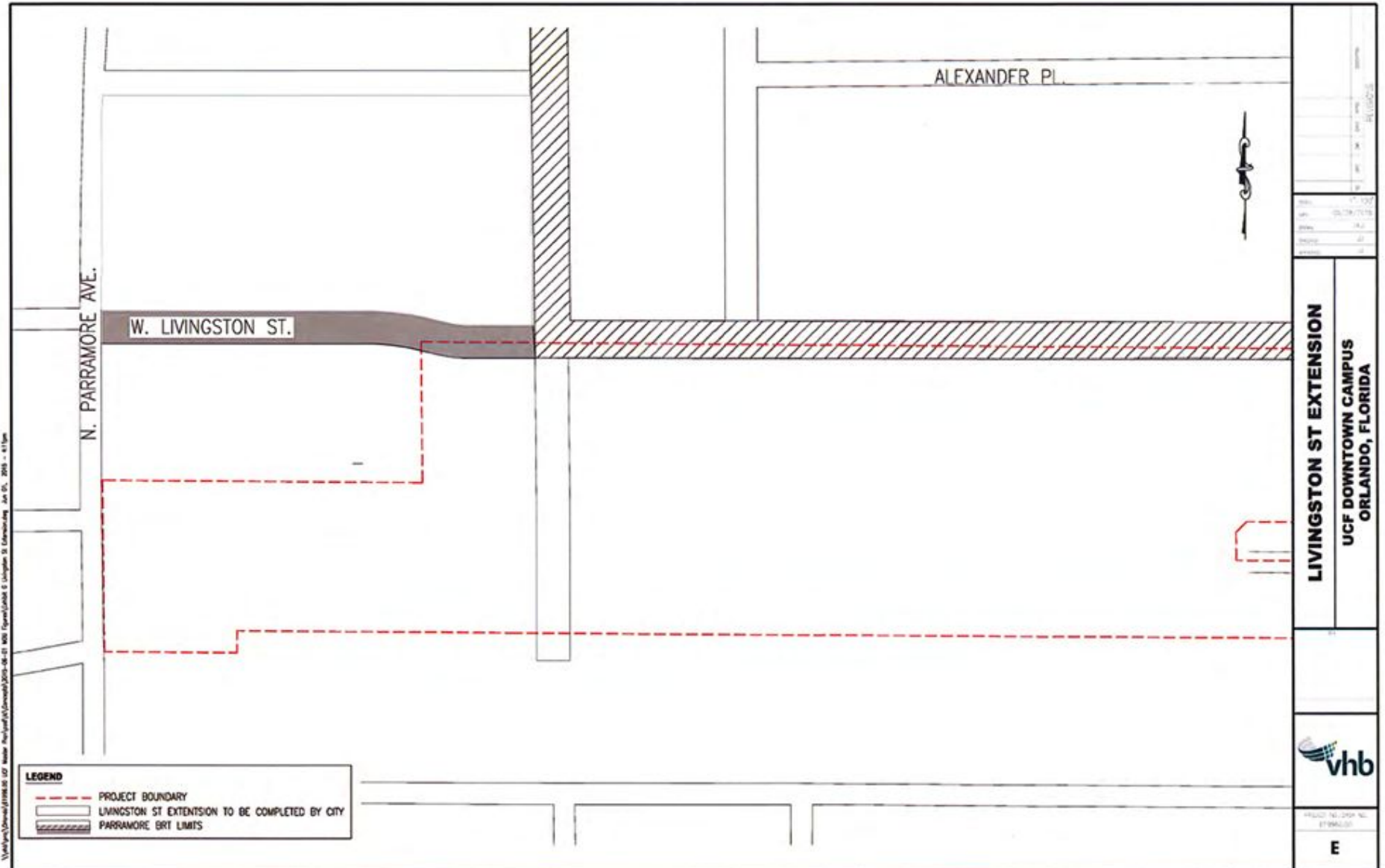
MOU Exhibit List

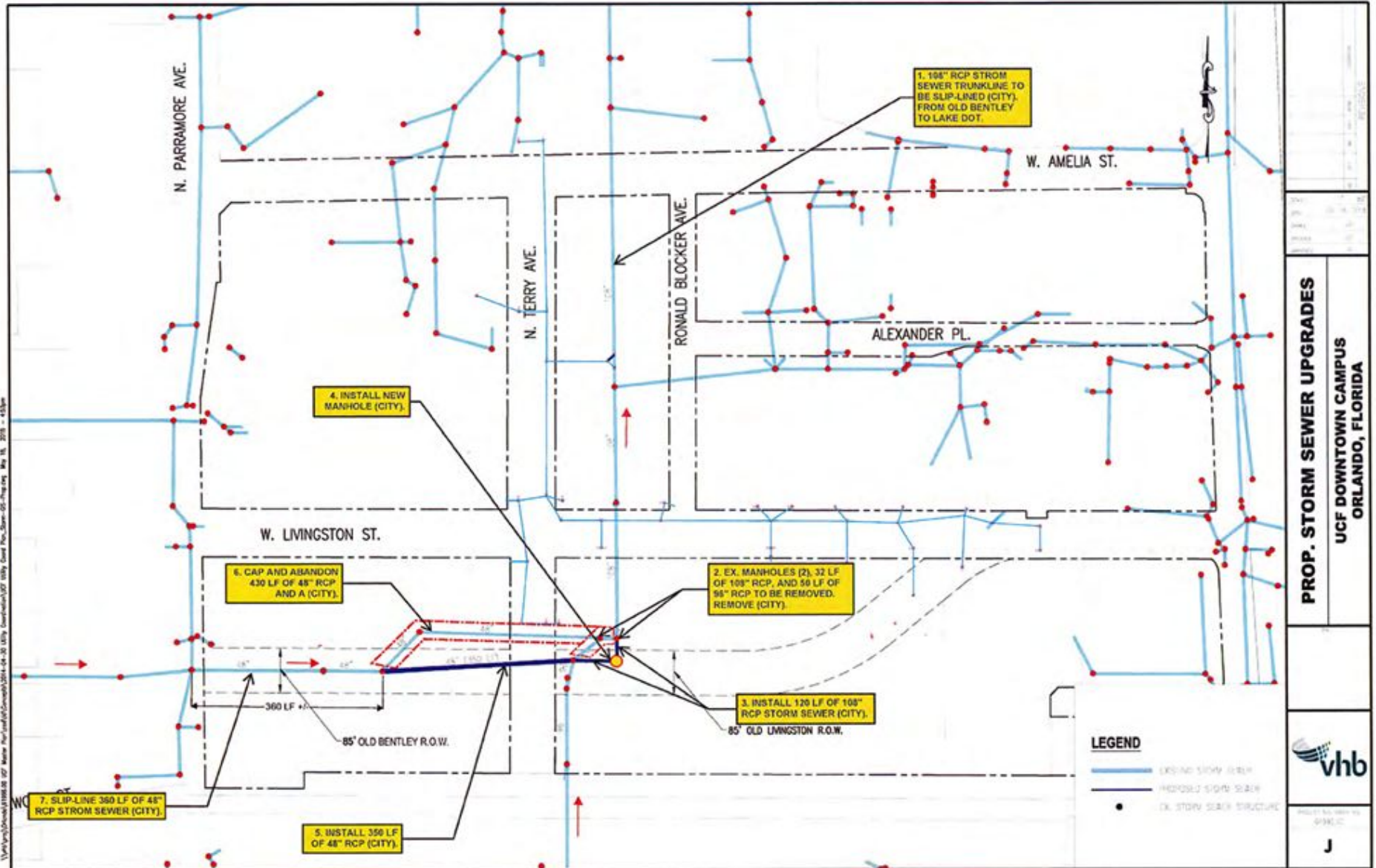
- A. UCF Site Boundary Parcels (MOU section 1, 2)
- B. Not Used
- C. CSX Parcel (5)
- D. Development Plan
- E. Not Used
- F. Not Used
- G. Not Used
- H. Livingston St Extension
- I. Not Used
- J. Existing and proposed storm water infrastructure (pipes, manholes, etc)
- K. Terry Ave Sleeve Utility Crossing Plan

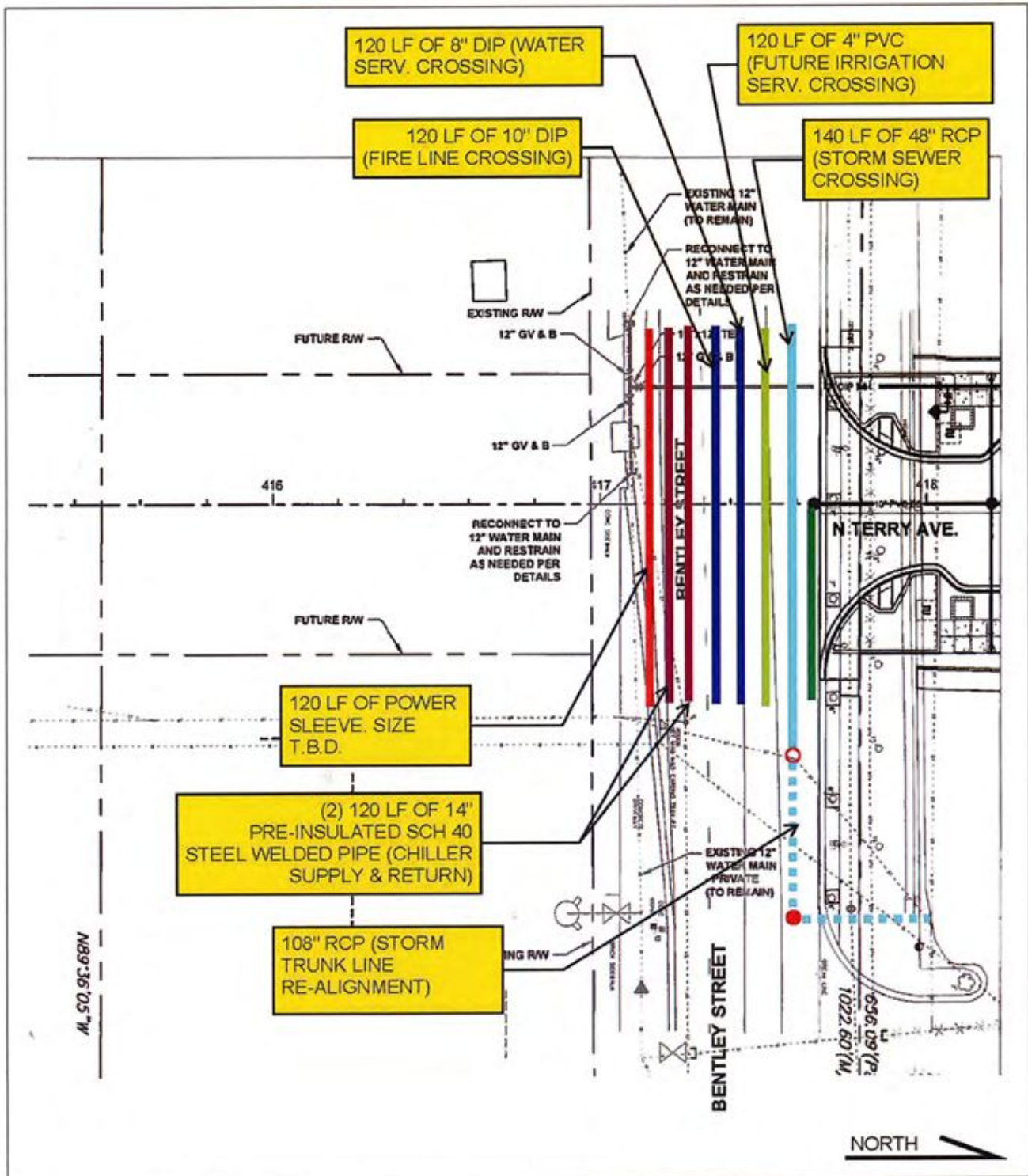












TERRY AVE. SLEEVE UTILITY CROSSING PLAN

| REVISION | DATE: | DESCRIPTION |
|----------|-------|-------------|
| | | |
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| | | |
| | | |

**UCF DOWNTOWN CAMPUS
ORLANDO, FLORIDA**



| | |
|--------------|------------|
| DATE: | 06/01/2015 |
| DRAWN BY: | JLI |
| APPROVED BY: | CO |
| SCALE: | N.T.S. |
| PROJECT NO.: | 61996.00 |
| SHEET NO. | |

K

Board of Governors
Type I Campus Proposal
University of Central Florida – UCF Downtown

Appendix C

Sample Community Support and Letters

**Letters of Business and Community Support
UCF New Type I Campus**

| Organization | Name | Title |
|---|------------------------|---|
| Aloft Hotels | D. Craig Leicester | General Manager |
| Axiom Healthcare Pharmacy | Bill Bucher | Executive Vice President and CFO |
| Bank of America | Steven T. Alch | Market President |
| BBA Aviation | S. Michael Scheeringa | President and CEO |
| BishopBeale | Michael F. Beale | CEO |
| Blézoo | Dean Caravelis | Principal |
| Boys and Girls Clubs of Central FL | Gary W. Cain | President and CEO |
| Canin Associates | K. Eliza Harris | Principal |
| Carlton Fields Jordan Burt | Vernon Swartzel | Of Counsel |
| CBRE Commerical Real Estate Serv. | William S. Moss | Senior Managing Director |
| Central Florida Health Alliance | Donald G. Henderson | President and CEO |
| Central Florida Sports Commission | Brent Nelson | Sr. Vice President |
| The Church Street District | Jay Manji | Owner 7-Eleven Downtown |
| The Church Street District | Michael Rogier | Owner Hamburger Mary's |
| The Church Street District | Kirk Wingerson | Marketing Div Mgr, City of Orlando Venues |
| The Church Street District | George Maltezos | Business Owner |
| The Church Street District | R. Douglas Taylor | Church Street Entertainment |
| City of Orlando | Lisa Early | Director of Families, Parks and Rec. |
| Clean the World | Shawn Seipler | CEO and Executive Director |
| Coalition for the Homeless of Orlando | Brent A. Trotter | President and CEO |
| Code School | Gregg Pollack | CEO and Founder |
| Conrad Santiago and Associates | Conrad Santiago | Managing Principal |
| Cross, Fernandez & Riley, LLP | Melanie Fernandez | Co-Founder and Partner |
| Crossman & Company | John Crossman | President |
| C.T. HSU + Associates | C.T. HSU | President |
| Cushman & Wakefield | Anne Spencer | Director |
| Cushman & Wakefield | Wanda Riley | FL Operations Director |
| Cybis Communications | Jeff Douglass | CEO |
| Downtown Orlando | Thomas C. Chatmon, Jr. | Exec. Director of Downtown Dev. Board |
| Downtown Orlando Condo Alliance | Greg Reynolds | Chairman |
| Dr. Phillips Center for the Performing Arts | Katherine Ramsberger | President and CEO |
| Dr. Phillips Charities | Ken Robinson | President |
| Early Learning Coalition of Orange County | Karen Willis | Chief Executive Officer |
| First Presbyterian Church of Orlando | David D. Swanson | Senior Pastor |
| Florida Citrus Sports | Steve Hogan | CEO |
| The Florida High Tech Corridor | Randy Berridge | President |
| Florida Hospital | Lars Houmann | President and CEO |
| Fry Hammond Barr | Mason Moore | Vice President, Client Services |
| Fuelzee | Daniel McGaw | CEO |
| Gray Robinson | J. Charles Gray | Shareholder |
| Heart of Florida United Way | Robert Brown | President and CEO |
| Hispanic Chamber of Commerce | Diana Bolivar | President |
| Hoke Design, Inc | Ginger Hoke | President |
| HuntonBrady Architects | Charles W. Cole | President |
| IDEAS | John Lux | Chief Operating Officer |

Board of Governors Committees and Meeting - Board of Governors - Regular Meeting

| | | |
|--|-----------------------|--------------------------------------|
| Ivanhoe Village | Mindi Rackliff | Executive Director |
| Ivanhoe Village | Paul Turner | Board Member |
| The Ivy - Residences at Health Village | Cassie Olson | Residential Property Manager |
| Jennings, Toni | Toni Jennings | Former Lt. Governor (2003-2007) |
| Jones Lang LaSalle | Doug Irmscher | Market Director-Florida |
| Kaptiv Marketing | Laura Kern | President |
| Kavaliro | Bill Pepler | Managing Partner |
| The KnobHill Companies | Richard Walsh | CEO |
| Lynx | John Lewis, Jr. | CEO |
| Mad Cow Theater Company | Mitzi Maxwell | Executive Director |
| Martinez Manglardi, Attorneys at Law | Michael Manglardi | Managing Partner |
| Mazor Robotics | Christopher Prentice | CEO |
| Monster Media | John Payne | President |
| Moreno, Peelen, Pinto & Clark | Rob Clark | Co-Owner |
| Old Florida Bank | John Burden | President and CEO |
| Orange County Circuit Courts | Tiffany Moore Russell | Clerk of Courts |
| Orange County Mayor | Teresa Jacobs | Mayor |
| Orlando City Soccer | Phil Rawlins | President and Founder |
| Orlando Day Nursery | Mata Dennis | Executive Director |
| Orlando Eco. Development Commission | Rick L. Weddle | President and CEO |
| Orlando Health | Jamal Hakim | Interim President and CEO |
| Orlando Repertory Theatre | Gene Columbus | Executive Director |
| Orlando Sentinel | Nancy A. Meyer | Publisher and CEO |
| Orlando Shakespeare Theater | PJ Albert | Managing Director |
| Orlando Shakespeare Theater | Pat Strasberg | Executive Board Member |
| Orlando Solar Bears Hockey | Jason Siegel | Managing Partner, CEO, and President |
| Orlando Tech Association | Orrett G. Davis | Executive Director |
| Orlando Utilities Commission | Ken Ksionek | General Manager and CEO |
| Peter B. Cannell & Co., Inc. | Ronald C. Thow | Senior Vice President |
| Red Lobster | Horace G. Dawson | Executive Vice President |
| Revolutionary Road Hospitality Group | Stuart R. Newmark | President and COO |
| R L Burns Inc. | Jessica Burns | Vice President |
| Rosen Hotels and Resorts | Harris Rosen | President |
| Skanska | Robert Utsey | Senior Vice President |
| Southern Strategy Group of Orlando | Kelly Cohen | Managing Partner |
| Stockhammer, Sigi | Sigi Stockhammer | Citizen |
| SunTrust Bank | David Fuller | Chairman, President, and CEO |
| The Tech Law Firm | Donna M. Chesteen | Owner |
| Terracon | Leila Jammal Nodarse | Senior Principal |
| The Travel Group | Shelley A. Pynn | President |
| Tupperware Brands Corporation | Michael S. Poteshman | Executive Vice President and CFO |
| UCF Foundation Board of Directors | Phyllis A. Klock | Chair |
| United Arts of Central Florida | Flora Maria Garcia | President and CEO |
| Valencia College | Sanford C. Shugart | President |
| Vintage Group Concepts | Jeffrey Gitto | Operating Partner |
| YMCA of Central Florida | Dan Wilcox | President and CEO |
| Wayne Automatic Fire Sprinklers | Sarah Kelly | Vice President |
| | | |
| | | |



Steven T. Alch
Market President

February 12, 2015

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

Dear Distinguished Member of the Board of Governors:

I am proud to support the development of a new Downtown UCF campus for Orlando as part of the Creative Village.

As Market President of Bank of America, I have seen time and again that higher education is the special ingredient that improves the lives of people from all socio-economic backgrounds. I know I speak for many of civic and business leaders in Central Florida when I say that the rise of UCF in recent decades has improved the quality of life for thousands of people and their families, which means higher-median incomes, healthier people, and less crime in our community.

We have watched our hometown university grow from a sleepy commuter school to become a national leader in areas such as photonics, engineering, modeling and simulation, and digital media. But even a successful school must keep growing in quality to meet the ever-increasing demands of the local workforce. That's why Downtown UCF is such an important effort at this time.

Connectivity between employers and emerging talent from the local hometown university is essential. Downtown Orlando includes the headquarters of large and small businesses and non-profit organizations; primary media outlets; leading legal, financial, medical, retail, legal, and political professionals; and many city, county, state, regional, and national public offices. All of these entities and their professionals – along with the students who aspire to be employed by them – benefit when they are more closely aligned for internship and other job experiences.

In this age of an increasingly competitive global economy, we as communities need to take every step we can to gain an edge as we pursue a brighter future. Downtown UCF is that opportunity for us in Central Florida.

Please support this important endeavor in your continuing efforts to improve lives through higher education in our great state.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Alch".

Steven T. Alch



February 5th, 2015

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

Dear Distinguished Member of the Board of Governors:

As a Principal at Canin Associates I am writing to express enthusiastic support for the proposed development of a Downtown UCF campus at the Creative Village site in Orlando.

The project the university proposes to establish will address the community, industry, commercial, and educational challenges facing Orlando's downtown development core as well as broaden opportunities for students to engage in the community and my industry. Particularly for my industry which is architecture, urban planning and design, Downtown is a rich location for the career development of UCF students, providing many opportunities for internships, practicums, service learning, independent study, and undergraduate research. The availability of resources that are difficult to access from east Orange County will provide a significant competitive advantage for students studying at the Downtown UCF campus. Our firm also finds it difficult to access UCF students for internships and other career development opportunities because of the campus location. Most of our industry professional development events are located in or near downtown making it challenging for student to fit them in with other academic obligations on campus.

University towns and cities across the nation are known for their intellectual and social vibrancy. The downtown campus will also provide UCF students access to a rich diversity of people, social conditions, and urban experiences that help to create an educated citizenry. Our downtown community will benefit from the presence of UCF students while they enhance their skills and their knowledge.

As an urban planner I am well versed in development trends. The 21st century has seen a renewed interest in urban living, and our knowledge economy is increasingly centered on our nation's cities. The decision by UCF to take advantage of this urban resource positions the university in the forefront of the social tide of our time.

I am pleased to fully support the proposal and continue a relationship with UCF that is beneficial to our firm, to the University, and to Central Florida.

Sincerely,

A handwritten signature in cursive script that reads "K. Eliza Harris".

K. Eliza Harris

 *Central Florida Health Alliance*

Leesburg Regional Medical Center • The Villages Regional Hospital

February 4, 2015

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

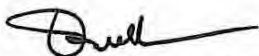
Dear Governors:

Central Florida Health Alliance enthusiastically supports the campus proposed by UCF in downtown Orlando.

We believe that UCF students studying in the urban center of our region will provide Central Florida Health Alliance with opportunities for additional partnerships and talent and will be of great benefit to our organization and to our community.

Central Florida Health Alliance looks forward to a mutually rich and rewarding experience with undergraduate and graduate students at the Downtown UCF campus in Orlando. This new learning environment has our support.

Sincerely,



Donald G. Henderson, FACHE
President and CEO

Leesburg Regional Medical Center
600 E. Dixie Avenue, Leesburg, FL 34748
(352) 323-5762
CFHAlliance.org

The Villages Regional Hospital
1451 El Camino Real, The Villages, FL 32159
(352) 751-8000
CFHAlliance.org



CITY OF ORLANDO

February 12, 2015

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

To Whom It May Concern:

As Director of Families, Parks and Recreation for the City of Orlando, I offer my endorsement for UCF Downtown because youth who reside in the Parramore community, where the campus will be located, will benefit from the project.

The City of Orlando has been spearheading the revitalization of Parramore since Mayor Dyer's *Parramore Task Force* issued its report and recommendations in 2004. These efforts have leveraged sustained strategic investment in economic development, neighborhood beautification, housing, and public safety, dramatically transforming Parramore over the past decade. As part of this work, the City's Families, Parks and Recreation Department has overseen efforts to improve the well being of Parramore's children through a program called Parramore Kidz Zone (PKZ).

PKZ is modeled after the nationally renowned Harlem Children's Zone and the U.S. Department of Education's Promise Neighborhoods Initiative. The goal is to "move the needle" on academic performance, juvenile crime, and teen pregnancy among Parramore youth by offering evidence-based programs, from cradle to college and career, to all youth, from birth to age 24, who reside in the neighborhood. Programs are offered by a coalition of partners that include City community centers, non-profit organizations, and the schools to which Parramore youth are zoned. These programs include tutoring and wrap-around academic support, preschool education, college access assistance, youth employment, parenting education, youth development programs, and health/wellness initiatives.

PKZ's outcomes have been extraordinary. Since the program began in 2006, verified reports of family violence have dropped in Parramore by 45%, teen births have declined by 49%, and juvenile arrests have plummeted 63%. Regarding academic achievement, educational performance among Parramore children has improved at the elementary, middle and high school level. PKZ also offers a robust College Access Program (CAP), including college tours, application and financial aid assistance, scholarships, care packages, and Individual Development Accounts (IDAs) wherein youth save money to cover their post-secondary education expenses. Last year, 126 Parramore youth participated in CAP and at least 63 participants are currently in college. Of these, the top college serving Parramore youth is Valencia, attended by 38% of all PKZ college students. The presence of Valencia College at the UCF Downtown campus would be extraordinarily beneficial to Parramore youth.

The UCF Downtown project is important and timely for a number of reasons. First, as indicated previously, there is a steady and growing pipeline of children in the neighborhood who are preparing and prepared to enter post-secondary education. The presence of both UCF and Valencia in their neighborhood will facilitate and accelerate this process. Second, PKZ offers a

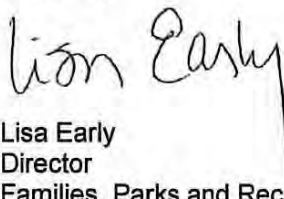
FAMILIES, PARKS AND RECREATION DEPARTMENT
595 NORTH PRIMROSE AVENUE. • ORLANDO, FLORIDA 32803
PHONE 246-4300 • FAX 246-4038 • <http://www.cityoforlando.net>

robust platform for UCF professors and students to engage in community-based teaching, learning and research in the surrounding neighborhood. In fact, several UCF professors are already implementing successful models wherein UCF students take courses at sites in Parramore while providing beneficial services to Parramore children. As an example, the UCF College of Education and Human Performance's RED 3310 Early Language & Literacy course is taught weekly at the Dr. J.B. Callahan Neighborhood Center in Parramore. In this class, UCF students engage in parent and child involvement sessions with Parramore families under the supervision and instruction of their professors. The goal is to match UCF Early Childhood Development and Education (ECDE) undergraduate students with three-to-six-year-olds living in an urban poverty community, to provide differentiated literacy assessment and learning activities while, at the same time, the children's parents attend seminars to learn how to best meet their children's literacy needs.

Another important contribution that UCF continues to make in Parramore – one that will only accelerate with the school's presence in the neighborhood – is that students from a variety of UCF colleges have become an indispensable source of volunteers and interns enhancing the capacity of many of the small non-profit organizations located in the neighborhood. Sites that rely on UCF student interns include the Nap Ford Community School, New Image Youth Center, and Page 15. At these sites, UCF students serve as teaching assistants and tutors and mentors for children. UCF has become an indispensable partner in our work.

We are thrilled that UCF plans to expand its footprint in Parramore because we believe it will benefit the youth who reside there, while at the same time enriching the UCF student experience and providing a rich environment for faculty to teach and conduct research. For these reasons, UCF Downtown has my endorsement.

Sincerely,



Lisa Early
Director
Families, Parks and Recreation



**CUSHMAN &
WAKEFIELD®**

**Cushman & Wakefield of
Florida, Inc.**

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800 N. Magnolia Ave., Ste. 450
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January 29, 2015

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

Dear Governors:

Cushman & Wakefield of Florida, Inc. enthusiastically supports the campus proposed by the University of Central Florida (UCF) in downtown Orlando.

We believe that UCF students studying in the urban center of our region will add to the creativity and vitality of the downtown area, provide valuable engagement with local businesses and be of great benefit to our organization and to our community.

At the same time, I know that Cushman & Wakefield will provide these students with both professional and personal development opportunities that will advance their academic success and personal growth, in the present and in the future. The population of UCF students attending the downtown campus will create a bridge of common interest and purpose for residents and commerce alike.

Cushman & Wakefield looks forward to a mutually rich and rewarding experience with undergraduate and graduate students at the Downtown UCF campus in Orlando. This new learning environment has our unqualified support. We respectfully urge your favorable support for the project plan of a UCF Downtown Campus in the Creative Village.

Sincerely,

Anne Spencer
Director- Orlando, Florida
Office Brokerage Services
Cushman & Wakefield of Florida Inc.

*Copy
Mike Griffin*



February 12, 2015

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

Dear Governors:

Florida Hospital enthusiastically supports the campus proposed by UCF in downtown Orlando.

We believe that UCF students studying in the urban center of our region will accelerate the endeavor to diversify our economy by strengthening the life sciences sector. We have invested heavily in academic medicine and translational research in nearby Health Village and a UCF downtown campus will be of great benefit to our organization and to our community.

We see a downtown UCF campus providing students with vital proximity to the business, economic, research, and direct healthcare activities of Florida Hospital. In particular, students such as those in the colleges of engineering and computer science, health and public affairs, education and human performance will have an experience in this environment that is certain to enrich their education and give them a running start in the working world.

Florida Hospital looks forward to a mutually rich and rewarding experience with undergraduate and graduate students at the Downtown UCF campus in Orlando. This new learning environment has our enthusiastic support.

Sincerely,

Lars Hommann, FACHE
President and CEO
Florida Hospital and Florida Division – Adventist Health System

LH:sb



October 20, 2015

State University System of Florida
Board of Governors
325 W. Gaines St.
Tallahassee, FL 32399

To Whom It May Concern:

As the Florida Board of Governors considers the UCF Downtown proposal please know how supportive and excited Florida Hospital is about having UCF expand its presence in the downtown corridor.

At Florida Hospital we see the potential for a substantial growth in the number of student internships and expanded academic relationships with the university given the close proximity to our Florida Hospital Health Village. With our health care campus only one Sun Rail stop away from the UCF Downtown Campus, we have begun examining how best to engage the talents of those students in the selected areas of Health Care Informatics, Health Services Administration and Health Sciences.

Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Lars Houmann", is written over a faint, light blue circular watermark or seal.

Lars Houmann, FACHE
President and CEO
Florida Hospital and Florida Division – Adventist Health System

LH:sb



Iron Galaxy Orlando
150 North Orange Ave Suite 304
Orlando, FL 32801

10/20/2015

To Whom It May Concern:

Iron Galaxy Orlando strongly supports the proposed UCF Downtown campus.

We are looking forward to the positive influence that UCF's expanded presence in downtown will have, for both the students who study in the urban core as well as the surrounding industries.

For Iron Galaxy's operations, the relocation of the Digital Media programs hold tremendous opportunities for expanded internships between our company and university students. The proximity between the downtown campus site and our organization will be beneficial as we look to engage these young talents within the confines of their academic schedules. Without question we believe that expanded internship opportunities will be both possible and welcomed, and we are already examining our future workforce needs and opportunities with the hopeful arrival of UCF Downtown.

We thank you for your consideration of the UCF Downtown proposal and look forward to strengthening the relationship between academics and industry, and connecting the dots from education into the workplace.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Carbone", with a long horizontal flourish extending to the right.

Tom Carbone
Studio GM, Iron Galaxy Orlando



February 5, 2015

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

Dear Friend of Florida Education:

As President and CEO of the Orlando Economic Development Commission (EDC), I strongly and enthusiastically support the proposed development of a Downtown UCF campus at the Creative Village site in Orlando.

I know I speak for many of civic and business leaders in Central Florida when I say that the rise of UCF in recent decades has improved the quality of life for thousands of people and their families, which means higher-median incomes, healthier people, and less crime in our community.

Downtown is a rich location for the career development of UCF students, providing many opportunities for internships, practicums, service learning, independent study, and undergraduate research. The availability of resources that are difficult to access from east Orange County will provide a significant competitive advantage for students studying at the Downtown UCF campus. The proposed Downtown UCF campus will provide enhanced programs in communications, digital media and other disciplines that will better prepare future employees and also provide UCF students access to a rich diversity of people, social conditions, and urban experiences that help to create an educated citizenry. Our downtown community will benefit from the presence of UCF students while they enhance their skills and their knowledge.

The 21st century has seen a renewed interest in urban living, and our knowledge economy is increasingly centered on our nation's cities. The decision by UCF to take advantage of this urban resource positions the university in the forefront of the social tide of our time.

Thank you for your efforts to make our university system the nation's best. As you consider how to help our hometown university in Orlando become an even greater force for progress in our Sunshine State, please support and promote Downtown UCF. I look forward to working with Downtown UCF students to our mutual advantage.

Sincerely,

A handwritten signature in black ink that reads "Rick Weddle". The signature is fluid and cursive.

Rick L. Weddle
President & CEO

Orlando.
You don't know the half of it.

301 E. Pine Street, Suite 900
Orlando, FL 32801

P/ 407.422.7159
F/ 407.425.6428

info@orlandoedc.com
orlandoedc.com



1414 Kuhl Ave.
Orlando, FL 32806
tel 321.843.7000
OrlandoHealth.com

October 20, 2015

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

Dear Governors:

Orlando Health supports the campus proposed by the University of Central Florida (UCF) and Valencia College (Valencia) in downtown Orlando. Orlando Health is a \$2.3 billion not-for-profit health care organization and a community-based network of physician practices, hospitals, and outpatient care centers throughout Central Florida. The organization is home to the area's only Level One Trauma Centers for adults and pediatrics and is a statutory teaching hospital system. We serve as an economic engine as one of Central Florida's largest employers with 15,000 team members and nearly 2,000 affiliated physicians focused on achieving the very best outcomes for our patients. Orlando Health serves nearly 2 million Central Florida residents and more than 4,500 international patients annually.

Orlando Health is committed to the education of Central Florida's future workforce. In academic year 2013-14, there were 257 medical education residents at Orlando Health and over 314 medical education students that came through Orlando Health to train during medical school. In addition, Orlando Health trained 23 physician assistant students, 3,116 nursing students and over 2,143 allied health students. With the upcoming Florida Board of Governors consideration of the proposed UCF and Valencia downtown campuses, Orlando Health views such a move as positive for all organizations involved for the continuation of our established partnerships and the strengthening of opportunities for the students of UCF and Valencia. Our Orlando Health downtown campus will easily connect to the UCF and Valencia downtown campuses by SunRail and the adjacent I-4 corridor. We see the potential for growth in the number of possible internships and expanded academic relationships given the close proximity to our downtown campus. This will provide UCF students in the selected areas of Health Care Informatics, Health Services Administration and Health Sciences with excellent opportunities for growth as students and as healthcare professionals after graduation.

Sincerely,

A handwritten signature in black ink, appearing to read "David Strong".

David Strong
President & CEO
Orlando Health

SKANSKA

Skanska USA Building Inc.

111 North Magnolia Avenue, Suite 1150

Orlando, Florida 32801

Phone 407.839.2925

Fax 407.872.0962

www.usa.skanska.com

February 4, 2015

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

Dear Governors:

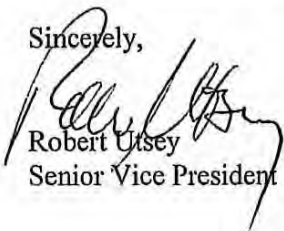
Skanska USA Building enthusiastically supports the campus proposed by UCF in downtown Orlando.

We believe that UCF students studying in the urban center of our region will provide Skanska with valuable career work force resources and will be of great benefit to our organization and to our community.

At the same time, I know that Skanska will provide these students with opportunities to access our global business platform and network of relationships that will advance their academic success and personal growth.

Skanska looks forward to a mutually rich and rewarding experience with undergraduate and graduate students at the Downtown UCF campus in Orlando. This new learning environment has our support.

Sincerely,



Robert Ursey
Senior Vice President

Board of Governors
Type I Campus Proposal
University of Central Florida – UCF Downtown

Appendix D

UCF and Valencia College Support Letters

VALENCIA COLLEGE

January 28, 2015

John Hitt, Ph.D.
President
University of Central Florida

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 a full complement of lower division and general education coursework and to collaborate, seamlessly, on the services that wrap around them. These courses will be available to students seeking Valencia A.S. degrees, A.A. degrees as a part of DirectConnect to UCF, and UCF students. In addition, we acknowledge that UCF will also offer a streamlined set of general education courses to insure that UCF first time in college students will have the choice to meet their general education requirements with UCF taught courses on the downtown campus.

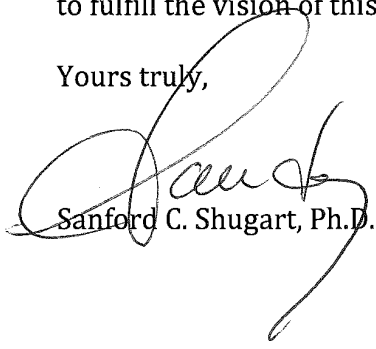
Signature programs in planning for relocation to the downtown site include computer graphics and interactive design and the Walt Disney World Center for Hospitality and Culinary arts, comprising a suite of majors related to hospitality management and, obviously, high level culinary training. Slightly 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.

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,

A handwritten signature in black ink, appearing to read "Sanford", with a large, sweeping flourish extending downwards and to the right.

Sanford C. Shugart, Ph.D.



Office of the Provost and Executive Vice President

October 19, 2015

Dr. Sanford Shugart
President
Valencia College
P.O. BOX 3028
Orlando, Florida 32802

Re: Letter of Assurance regarding UCF Downtown Academic Building

Dear President Shugart:

The University of Central Florida in partnership with Valencia College is striving to develop a 21st-century campus in downtown Orlando. This full-service campus would be located on an approximately 15-acre site donated by the City of Orlando and include a new academic building, the renovation of an existing facility, student services, academic support, housing, parking, and recreation and health services.

Our combined efforts will result in a world-class, best-in-the-nation site for academic and research innovation, collaborative partnerships, and community and industry engagement. UCF hereby assures Valencia College that any funding provided toward the project will be used to construct the new academic building in the heart of the downtown campus.

The downtown campus expands UCF's long-standing partnership with Valencia, which would relocate complementary programming and offer non-duplicated coursework. In addition to UCF course offerings, this new academic building will provide learning and faculty office space to support the full complement of courses required to receive a Valencia College associate's degree.

We recognize the opportunity for both UCF and Valencia to enhance access to degree attainment and quality of education through our DirectConnect to UCF program, and look forward to collaborative and collegial interactions between the administration, faculty, staff, and students of both institutions at the downtown campus.

As part of this assurance, UCF and Valencia will work together to provide a shared lower-division strategy that eliminates course duplication. In addition, both institutions will create a common student experience that focuses on student success, working to further streamline the academic experience and transfer/transition process between institutions.

Valencia will offer the lower-division courses at the downtown campus. UCF will provide specific downtown program prerequisites not offered by Valencia, and all downtown students will have access to and benefit from these courses.

October 19, 2015
Letter of Assurance
page two

Academic leadership teams from UCF and Valencia are working together through an advisory committee to deliver this shared experience, including efforts to enhance curricula alignment and pedagogy across lower-division education for the betterment and success of our students.

This committee, along with UCF and Valencia's leadership, is committed to the success of this shared strategy, and agrees to an assurance of quality and evidence of preparedness for upper-division courses offered at the downtown campus.

This joint assurance will include evaluations of lower-division learning outcomes by UCF and Valencia representatives every three years once the downtown campus opens to ensure all students' success toward graduation.

I look forward to reviewing the details with you in the near future.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Dale Whittaker". The signature is fluid and cursive, with a long horizontal stroke at the end.

A. Dale Whittaker
Provost and Executive Vice President
University of Central Florida

ADW:cd



Addendum to Type 1 Campus Proposal

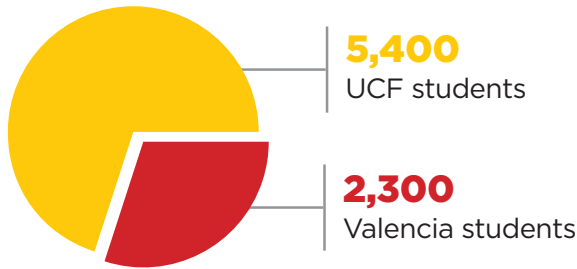
- I. UCF Downtown By The Numbers
- II. Response to BOG Staff Questions and Discussion
- III. UCF's Impact as a Metropolitan Research University



I. UCF Downtown By The Numbers

By The Numbers

7,700 TOTAL STUDENTS



Academic Programs

14 Programs of Strategic Emphasis

Health Services, Health Informatics, Digital Media and Game Design, Legal Studies, Communication, Social Work

Academic ROI

1,800 UCF degrees awarded annually

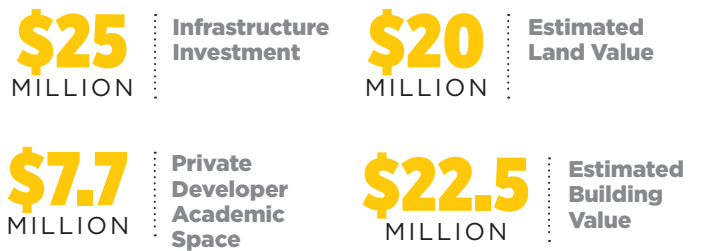
Funding for New Academic Building



PARTNER COMMITMENTS



Additional Project Investments



Facilities



1 new academic building



Renovated Center for Emerging Media



Valencia Culinary & Hospitality academic space
(new, privately developed)



750 beds for student housing
300 UCF beds
450 Developer beds



1,800 parking spaces
600 UCF
600 Developer
600 City of Orlando

Next Steps

- 1** Request BOG Type 1 approval in January
- 2** Legislature appropriates \$20 million
- 3** Executive office approves funding
- 4** Campus opens in Fall 2018



II. Response to BOG Staff Questions and Discussion

Response to BOG Staff Questions and Discussion

ADDENDUM TO TYPE 1 CAMPUS PROPOSAL

Q: WHY DOES UCF NEED ADDITIONAL ACADEMIC FACILITIES?

UCF, more so than other state universities, needs additional infrastructure to serve our students and faculty. We use existing facilities more efficiently to produce more degrees, at a lower cost than elsewhere in the SUS – while *increasing* quality.

- According to the most recent Board of Governors’ analysis, UCF’s overall space “deficit” is 2.2 million square feet – that’s equivalent to half the size of the University of Florida’s main campus.
- Compared to our SUS partners, UCF awards more degrees and serves more students (FTE) per square foot than any other university in the state.
 - UCF: 157 Square Feet / Degree Awarded – 58 Square Feet / FTE
 - SUS: 297 Square Feet / Degree Awarded – 106 Square Feet / FTE
- In addition to using space efficiently, UCF produces bachelor’s degrees at the lowest cost to the institution, while improving performance outcomes. UCF continues to rank in the top 3 institutions each year in the Board of Governors’ performance metrics, which include degrees awarded, retention, and graduation rates.

Building downtown will provide UCF and the state with the best return on investment because of the type of facility we are constructing, and the academic programs we have slated to relocate downtown.

- New facilities could serve more students by leveraging technology to increase efficiencies, offering mixed learning modes to reduce seat time, and building collaborative or flexible spaces.

Q: WHY IS UCF CONSIDERING A PRESENCE DOWNTOWN?

Anchoring a higher education institution in a downtown area provides students with broader educational experiences, more opportunities for engagement, and relevant internship and experiential learning possibilities – all of which lead to higher student success rates – while serving the needs of the region.

- Surveys and data from the Coalition of Urban Serving Universities, of which UCF is a member, provide evidence of the vast majority of urban campuses partnering with nonprofit organizations, local school districts, public health agencies, area small businesses, and local governments/community agencies.
- *Example:* Portland State University Community-University partnership results in more than 400 businesses and organizations working with PSU students and faculty annually; students volunteered 1.4 million hours in one year, worth \$25 million to the metropolitan region.

Location matters for metropolitan research universities, because UCF defines its mission in part as contributing to the social and economic progress of our community.

- Built as planned and with other investments occurring in conjunction with the downtown campus, the project promises substantive economic and fiscal benefits, according to an updated economic impact analysis by GAI Consultants, Inc.
- Continuing activities stemming from this planned investment will generate \$205 million in gross economic income in a typical year across the state and local economies.
- This output is associated with more than 2,000 and \$90 million direct, indirect, and induced jobs and wages, respectively. As well, there will be significant gross fiscal benefits each and every year flowing to the state and various local governments.

Response to BOG Staff Questions and Discussion

ADDENDUM TO TYPE 1 CAMPUS PROPOSAL



Our experience with location-based education at the Rosen College of Hospitality Management in the heart of Orlando’s tourism corridor supports this type of engagement and shows us that this model is a success. We expect similar results in downtown Orlando.

- 100% of Rosen College’s 2,800 undergraduate students complete at least three internships in related fields prior to graduating.
- Since relocating to the International Drive area, the Rosen College’s enrollment has **more than doubled from 1,308 in 2004**, and the number of its students in co-op or internship courses has **grown from about 520 to 2,800**.
- Not only have businesses been able to support our growing student population’s internship needs, they’re hiring our students.
 - *2013-2014 Rosen College survey data showed more than 90% of students were employed in a field related to their study upon graduation.*

Q: DID UCF SELECT PROGRAMS THAT WOULD BE ENHANCED BY THE DOWNTOWN ENVIRONMENT?

UCF Downtown builds upon the industry strengths in the immediate area, and will provide students with relevant learning, work, and engagement opportunities that benefit their academic experience and career readiness.

- In designing the campus, a team of faculty and university leaders only recommended relocating full academic programs that would benefit the academic and student experience by being downtown.
- One measure is industry data for the surrounding UCF Downtown location, indicating higher concentrations of businesses and organizations affiliated with the degree programs we intend to relocate downtown.

| INDUSTRY | UCF MAIN CAMPUS AREA | UCF DOWNTOWN AREA |
|---------------------------------------|----------------------|-------------------|
| Communications | 36 | 96 |
| Government | 27 | 414 |
| Legal Studies | 31 | 768 |
| Health Services and Social Assistance | 279 | 884 |

Data provided by Orlando Economic Development Commission of companies and/or organizations by NAIC and SIC codes for zip codes 32817, 32826, 32828, and 32825 (UCF Main Campus Area), and 32801, 32803, 32804, and 32806 (UCF Downtown Campus Area).

The academic programs also have synergies with our partners at Valencia, and other nearby educational institutions, such as the new Orange County PK-8 school being built across the street, the FAMU Law School, and the OCPS technical school several blocks away providing training in digital media, technology, and healthcare.



Response to BOG Staff Questions and Discussion

ADDENDUM TO TYPE 1 CAMPUS PROPOSAL

Q: WILL THE DOWNTOWN CAMPUS PREPARE STUDENTS FOR EMPLOYMENT?

We know the programs selected to relocate downtown will help meet our mission of access, as well as the state's mission of awarding more degrees annually and aligning academic programs with job demands.

- Of the top 100 recent job openings in the state that require some level of higher education, more than a quarter are associated with the programs relocating downtown. (*Florida DEO, Bureau of Labor Statistics*)
 - These include media and communication workers; counselors, social workers, and social service specialists; legal support workers; and health technologists and technicians.
- Projections for regional workforce need show several professions associated with the degrees offered at UCF Downtown will exceed the national average, including paralegals and legal assistants, multimedia artists, and graphic designers. (*May 2013 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates – Florida DEO*)

Projected Degree Production at UCF Downtown in Academic Year 2018-19

| TYPE OF DEGREE | PROJECTED DEGREES AWARDED |
|--------------------------------|---------------------------|
| Strategic Emphasis Degrees | 1,155 |
| Non-Strategic Emphasis Degrees | 685 |
| Total Degrees | 1,840 |

We know students who have engaged in our location-based programs, are finding employment relevant to their study upon graduation.

- 2013-2014 Rosen College survey data showed more than 90% of students were employed in a field related to their study upon graduation.
- UCF's graduate video game design school, the Florida Interactive Entertainment Academy, is the No. 2-ranked school in North America by The Princeton Review, and is located at the existing Center for Emerging Media in the heart of downtown Orlando's booming technology industry. Its graduates earn an average salary of more than \$60,000 with an 85% job placement rate in fields such as design, programming, and digital arts.

Response to BOG Staff Questions and Discussion

UCF DOWNTOWN

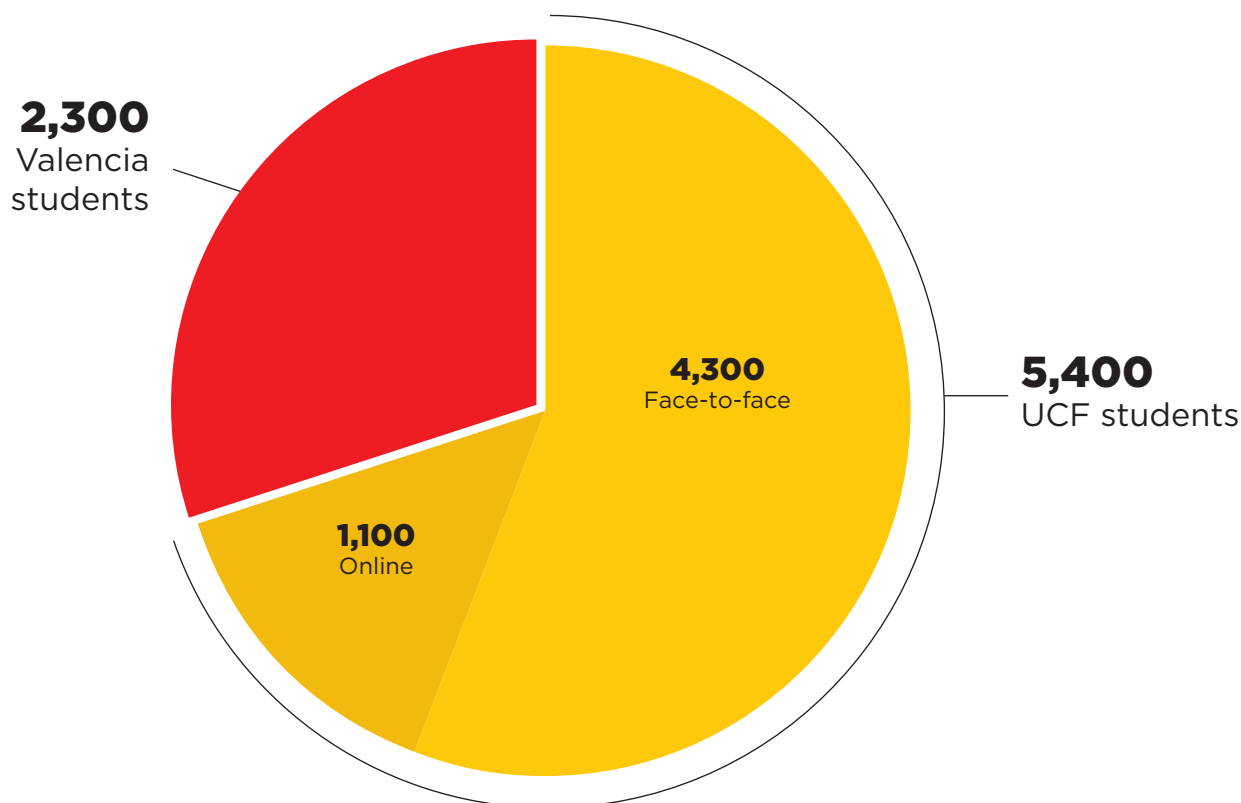
ADDENDUM TO TYPE 1 CAMPUS PROPOSAL

Q: HOW MANY STUDENTS WILL BE ENROLLED DOWNTOWN?

The campus will serve about 7,700 from UCF and Valencia College on Day 1. About 5,400 of the students will be enrolled in UCF degree programs relocating to the downtown campus.

- UCF’s enrollment projection includes a mix of face-to-face and online instruction.
- About 4,300 students (80% of 5,400) will engage in face-to-face instruction on the campus over the course of an academic year, based on current student behavior.
 - *The remaining 20% of students taking only online courses are mainly from two academic programs:*
 - ♦ Health Services Administration bachelor’s program enrolls 45% of students fully online, and
 - ♦ Health Informatics and Information Management master’s program enrolls 100% online – but is fewer than 80 students.

Projected Student Enrollment



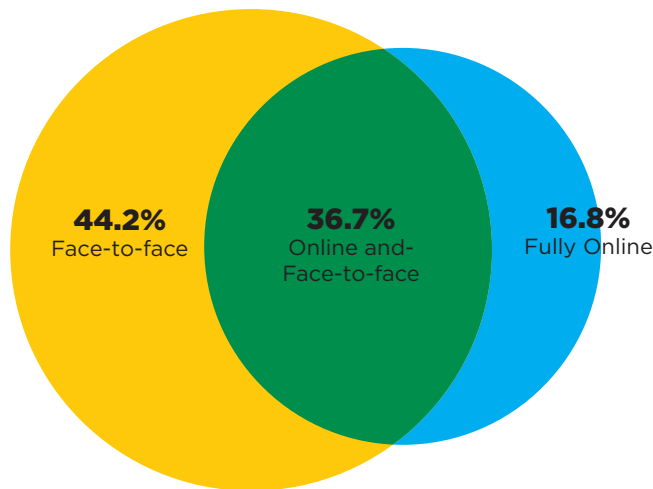
Response to BOG Staff Questions and Discussion

ADDENDUM TO TYPE 1 CAMPUS PROPOSAL

Q: WHY IS UCF INCLUDING STUDENTS WHO TAKE 100% ONLINE COURSES IN ITS DOWNTOWN ENROLLMENT PROJECTIONS?

Students are not admitted to UCF undergraduate programs by modality — more simply stated, they do not apply to be an “online” student or a “face-to-face” student — they apply to be a UCF student. They are free to choose courses, regardless of location or delivery mode, that best help them complete their degree.

- For example, in the Fall 2015 at our main campus, 43.6% of students took face-to-face instruction, 16.2% took courses fully online and, 37.2% took a mixture of online and face-to-face.



- The Fall 2015 data is just a semester snap shot — not a full academic year — and does not represent a student’s degree path. Students could take all online courses one semester and all face-to-face courses the following semester — or a mix of both types of instruction in any semester.
- In 2014-2015, only 2.5% (or 305 students) of all bachelor’s degrees awarded by UCF were to students who only took online courses to complete their degree. This data show that students take multiple modalities during their time at UCF.

These programs are fully relocating downtown. The faculty, department resources, student advising, and other offices will be moving – and the students will still be engaged and on the campus, even if they are not taking face-to-face instruction.

- Students who are taking at least 75% online courses are equally engaged on the main campus, and in academic and other university activities.
- Of the current students in the programs slated to relocate downtown, those enrolled in at least 75% online instruction:
 - *Used the on-campus recreation center at nearly the same rate; and*
 - *Engaged with on-campus student organizations at nearly the same rate.*
- Even fully online students are engaging in student organizations and campus programs. Almost 30% of all fully online students in programs slated for downtown engaged in tracked on-campus student organization events and activities in 2014-15 — only a few percentage points lower than majority face-to-face students.

Response to BOG Staff Questions and Discussion

ADDENDUM TO TYPE 1 CAMPUS PROPOSAL

Q: THE BOG ANALYSIS IS CRITICAL OF THE ENROLLMENT PROJECTIONS. WHY ARE THE NUMBERS DIFFERENT?

UCF's Year 1 projections for the downtown campus are based upon Fall 2018 enrollment figures, with 2% annual growth. The subsequent BOG staff analysis, however, looked at current enrollment in these programs over three semesters in 2014-15 – a different time period, and not taking into account projected growth.

UCF Downtown Campus Enrollment Projections – Distance Learning Impact

| PROGRAM | YEAR 1 (FALL 18) | YEAR 1 (FALL 18) FACE-TO-FACE CAMPUS PROJECTIONS* | BOG STAFF ANALYSIS 2014-15 UNDUPLICATED NON-DISTANCE LEARNING (75% DEFINITION) |
|---|------------------|--|---|
| B Human Communication | 850 | 725 | 522 |
| B Legal Studies | 755 | 637 | 404 |
| B Social Work | 384 | 380 | 344 |
| B Digital Media | 884 | 862 | 719 |
| B Emerging Media; Character Animation | 45 | 44 | 493 |
| B Health Services Administration | 1,445 | 798 | 189 |
| B Health Informatics and Information Management | 149 | 127 | 20 |
| M Communication | 60 | 54 | 83 |
| M Social Work | 303 | 286 | 234 |
| M Digital Media; Interactive Entertainment | 128 | 127 | 119 |
| M Health Sciences | 298 | 251 | 247 |
| M Health Informatics and Information Management | 82 | - | - |
| Total | 5,383 | 4,290 | 3,374 |

*Student is enrolled in at least one face-to-face course across the academic year. Data excludes regional campuses.

The BOG staff analysis defined students who took 75% or more of their courses online as distance learners who would not be engaged at the downtown campus. However, the UCF Year 1 projections include students taking at least one face-to-face course with their online offerings; these students would consequently be present and engaged on the campus.

Response to BOG Staff Questions and Discussion

UCF DOWNTOWN

ADDENDUM TO TYPE 1 CAMPUS PROPOSAL

Q: HOW MANY STUDENTS CAN UCF ACCOMMODATE IN THE DOWNTOWN FACILITIES?

We're building a campus to accommodate the enrollment we project based upon our students' current course-taking behavior in these academic programs and the necessary student support services, while allowing for future growth.

- We see flexibility in the number of students who can be accommodated on Day 1, dependent upon varying levels of face-to-face instruction, mixed mode, and online instruction.
- This will be a facility that could serve more students through the use of technology, mixed learning modes, and collaborative or flexible spaces – which likely will be driven by student demand in online offerings.
- Building downtown will provide UCF and the state with the best return on investment because of the type of facility we are constructing and the academic programs we have slated to relocate downtown.

Q: WHY IS UCF BUILDING HOUSING AND OTHER STUDENT SUPPORT SERVICES AT THE DOWNTOWN CAMPUS?

UCF Downtown will provide students with a full campus experience, including housing and student services, such as recreation and wellness, health, and advising, along with other engagement opportunities similar to the offerings on our main campus. Students downtown also will be able to take advantage of the many cultural and engagement opportunities in the immediate area, such as museums, performing arts centers, and community support or volunteer operations.

- The four-year graduation rate for students who live at least one year in UCF-managed housing is 10.2% higher than for those students who do not. We will focus on the academic value and affordability of downtown housing – not the amenities – and rates will be comparable to those on the main campus.
- UCF intends to partner with a private developer, who will build approximately 450 beds on the site to be operated by the university, in addition to university-built and operated housing.



III. UCF's Impact as a Metropolitan Research University

UCF's Impact as a Metropolitan Research University

UCF DOWNTOWN



I. WHAT CHARACTERIZES A METROPOLITAN RESEARCH UNIVERSITY?

A metropolitan university is “an institution that accepts all of higher education’s traditional values in teaching, research, and professional service, but takes upon itself the additional responsibility of providing leadership to its metropolitan region by using its human and financial responsibilities to improve the region’s quality of life” (Mullhollan, 1995:1).

A metropolitan research university is different than other educational institutions because of the **constituencies it serves**, the **partnerships it develops**, and the **academic and research programs it provides** to best serve its surroundings.

In the past quarter century, universities are increasingly seen as “anchor institutions,” whose “physical presence is integral to the social, cultural, and economic wellbeing of the community. Urban-based universities in particular have recognized the many challenges facing their – and the nation’s – cities.

“Understanding that their fortunes are tied in part to those of their neighbors and physical surroundings, many have expanded their efforts to engage new partners,” such as government, businesses, health care systems, public schools, and non-profit organizations, “and address pressing community issues. In the process, they are **broadening the education of students, improving neighborhoods and cities, helping strengthen other anchor institutions, and informing and advancing the larger society**” (Coalition of Urban Serving Universities, 2014:1).

For metropolitan research universities, **location does matter** because these universities define their missions in part as contributing to the social and economic progress of the regions where they are located.

II. UCF'S MISSION AS A METROPOLITAN RESEARCH UNIVERSITY

The University of Central Florida anchors the Central Florida city-state in meeting its economic, cultural, intellectual, environmental, and societal needs by providing high-quality, broad-based education and experience-based learning; pioneering scholarship and impactful research; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues.

In doing so, UCF is committed to the region and the state’s efforts to **attract, retain, and grow our innovation economy** by building quality research and academic programs in areas that impact existing and emerging industry clusters in our region and across the state, and by **partnering with innovative companies and others in the region** to advance this mission.

UCF's Impact as a Metropolitan Research University



The university is equally focused on **fostering a highly skilled talent pipeline for present and future workforce needs**, and lifting the lives and livelihoods of those in our community through access to a high-quality and affordable education that **provides people with new opportunities for social and economic wellbeing**.

III. UCF'S IMPACT IN THE REGION AND STATE

UCF employs more than 11,000 faculty and staff members. The university impacts more than 112,000 additional jobs and adds \$7.73 billion of value to the economy, according to a 2009-10 study by the Florida Board of Governors. Yet the university's impact goes far beyond payroll, goods, and services.

Many approaches to measuring a university's economic impact have focused on "public universities as the primary producers of public knowledge, such as strengthening technology transfer programs, encouraging university-industry partnerships, and tailoring educational curricula to match the skill demands of knowledge-based industries" (Goldstein & Drucker, 2006:22).

Some examples of UCF's distinctive impact in the region and the state include:

Business Incubation and Economic Gardening:

Since 1999, the **UCF Business Incubation Program** has assisted more than **350 early-stage companies** that have sustained nearly **3,700 jobs** throughout Central Florida, with a total regional **economic output of \$2.48 billion**. This program is a university-driven, community partnership between UCF; the Florida High Tech Corridor Council; Orange, Osceola, Seminole, and Volusia counties; and the cities of Apopka, Kissimmee, Orlando, and Winter Springs. In the past fiscal year, this publicly funded program **returned \$7.95 for every \$1 invested**.

Additionally, the UCF-based economic gardening project, GrowFL, has assisted companies that represent **over 14,000 direct jobs** across the state. In 2013-14, GrowFL helped generate an estimated **3,545 net new direct, indirect, and induced jobs**, which contributed more than **\$547 million** to Florida's economy and generated an additional **\$18.34 million** in total state and local tax revenues (above the cost of the program).

Research Centers and Patents:

UCF researchers earned \$133.4 million in external funding in 2014-15, with the Department of Defense, National Science Foundation, and NASA as top funding sources. UCF has earned the Carnegie Foundation classification of a "very high research activity" university – alongside institutions such as Harvard, Stanford, Johns Hopkins, and MIT – and participates in numerous research partnerships and consortia across the state, and the nation.

Among its internationally recognized centers are:

- the **Institute for Simulation and Training**, which supports the region's \$5 billion modeling, simulation, and training industry;
- the **Center for Research and Education in Optics and Lasers (CREOL)**, along with the **Florida Photonics Center of Excellence** and **Townes Laser Institute**, is developing the next generation of laser applications in medicine, advanced manufacturing, and defense; and
- the **Burnett School of Biomedical Sciences**, which anchors the Lake Nona Medical City with the **UCF College of Medicine**, Nemours, the VA Medical Center, a University of Florida academic and research center, and Sanford Burnham Prebys Medical Discovery Center.

UCF's Impact as a Metropolitan Research University



In the past decade, UCF has shown remarkable progress in the strength of its patents, earning **more than 600 U.S.-issued patents since 2005**. UCF consistently ranks among the top 25 universities in the world for number of patents.

Education and Economic Development Partnerships:

Florida's three largest urban research universities, serving more than 60% of the state university system (SUS) population and 70% of Florida's SUS minority population, are working in partnership to help more students graduate from college while boosting economic development around the state.

Launched in 2014, the **Florida Consortium of Metropolitan Research Universities'** three members are UCF, the University of South Florida in Tampa, and Florida International University in Miami, committed to working together to:

- Fuel the state economy by providing combined leadership, expertise, capital, land, resources, and training to build a strong workforce;
- Increase the number of graduates in high-demand areas by expanding access to degrees and improving college completion rates; and
- Increase the number of under-represented and limited-income students graduating with skills and credentials required by Florida's employers.

The Florida Consortium of Metropolitan Research Universities' collective 2018 goals include:

- Increasing the number of baccalaureate degrees awarded annually by 12 percentage points, **adding 3,660 degrees**;
- Increase the 6-year, first-time-in-college graduate rate for minority students by 4 percentage points to **67%**;
- Increase the number of graduates employed or continuing education in Florida by 3 percentage points to **79%**; and
- Increase the salaries that our graduates earn in the workplace by 10% to an average of **\$39,072**.

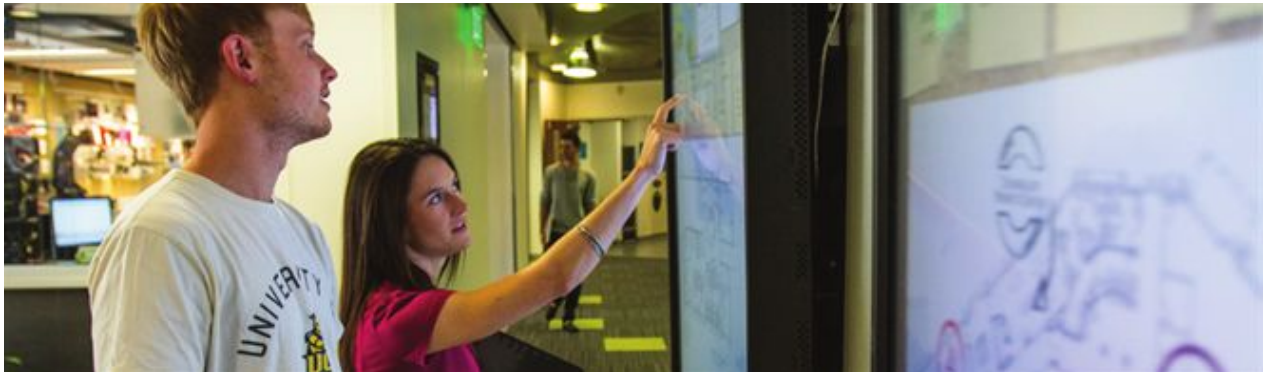
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Goldstein, H., & Drucker, J. (2006). The economic development impacts of universities on regions: Do size and distance matter? *Economic Development Quarterly*, 20, 22-43.

Mulhollan, P. E. (1995). Aligning missions with public expectations: The case of the metropolitan universities. In D. M. Johnson & D. A. Bell (Eds.), *Metropolitan universities: An emerging model in American higher education* (p. 27-36). Denton: University of North Texas Press.

Preparing Students for the Workforce



- **More than 20,000 students** annually gain practical experience through co-ops, internships, and service-learning projects.
- UCF awarded **nearly 2,000 baccalaureate degrees in STEM fields in 2014-15**, the third-largest number in the State University System. Top STEM degrees awarded were Health Sciences, Biomedical Sciences, and Mechanical Engineering.
- **Career Services helped about 30,000 students search and compete for jobs** in 2013-14. One-on-one sessions and workshops cover topics such as resumes, interviewing and negotiating, and several hundred employers visited campus to recruit students.
- The Blackstone LaunchPad helps students transform entrepreneurial ideas into businesses through free one-on-one coaching, workshops, and other resources. **UCF's LaunchPad has provided advice to more than 900 student ventures** since opening in Fall 2013.
- The **UCF-Lockheed Martin Work Experience Program trains more than 550 students a year**, most from engineering and business. About 60% of the participants who graduated in 2013 received full-time job offers from Lockheed Martin.
- **UCF students graduate in high-demand areas**, and our latest data on degrees awarded shows business, health professions, and engineering in the top five fields.

Top 10 Bachelor's Degrees Awarded, 2013-14

| DEGREE | # OF DEGREES | % OF TOTAL |
|--|--------------|------------|
| Business, Management, Marketing and Related Programs | 2,905 | 23% |
| Health Professions and Related Programs | 1,817 | 14% |
| Psychology | 1,113 | 9% |
| Education | 1,091 | 9% |
| Engineering | 789 | 6% |
| Multi/Interdisciplinary Studies | 648 | 5% |
| Biology and Biomedical Sciences | 630 | 5% |
| Social Sciences | 604 | 5% |
| Communication, Journalism and Related Programs | 590 | 5% |
| Visual and Performing Arts | 507 | 4% |



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

**Staff Analysis:
University of Central Florida Proposal for a Downtown Campus**

December 16, 2016

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The University of Central Florida Proposal, the Board Staff Analysis, and the University of Central Florida Addendum to its Proposal

On October 20, 2015 the University of Central Florida (UCF) submitted a proposal for requesting a Type I Downtown Campus, in time to place its request on the Board of Governors November 2015 agenda. The Board of Governors staff produced an analysis of the proposal in which it raised a number of questions, particularly with regard to the critical issue of enrollment projections. This staff analysis was shared with the UCF administration. Subsequently, UCF requested and received approval to have its request tabled until the January 2016 meeting of the Board of Governors. On December 4, 2015, UCF submitted an addendum to its proposal.

UCF's December 4, 2015 addendum provides a clarification of UCF's mission as a metropolitan university and its impact in the region and the state as well as a rationale for the following items:

- additional academic facilities,
- enrollment projections and how many students UCF can accommodate at the Downtown Campus,
- a presence in downtown Orlando,
- the selection of the academic programs that UCF believes would be enhanced by the downtown Orlando environment,
- the prospects of preparing students for employment due to the Downtown Campus environment,
- inclusion of students who take 100% online courses in its Downtown Campus enrollment projections, and
- the reason that UCF proposes building housing and other support services at the Downtown Campus,

Several questions raised in the Board's October 30, 2015 staff analysis have not been addressed by UCF's December 4, 2015 addendum, and the additional information provided by UCF with regard to enrollments continues, in the opinion of Board staff, to raise questions.

For the sake of convenience to the reader, the UCF addendum is provided directly following this staff analysis. The Board of Governors is urged to review the original UCF proposal, this staff analysis, and the proposal's December 4, 2015 addendum.

Project Scope and Purpose

The UCF proposal indicates that the Downtown Campus would transform the University's current downtown offerings by strategically relocating academic programs from the main campus. The University maintains that the proposed relocation would

create a world-class site for digital media, communication, public service, and health-related programs in an innovative urban environment. UCF's existing Center for Emerging Media would anchor the site for the Downtown Campus expansion. The Center for Emerging Media is currently home to UCF's Master's in Interactive Entertainment offered by the Florida Interactive Entertainment Academy. The Academy is cited as the number two ranked video gaming graduate school in North America.

Enhancement of collaboration between UCF and Valencia College is envisioned at the Downtown Campus. The proposal projects that a partnership with Valencia College at the Downtown Campus will enable students to earn a bachelor's degree at approximately \$6,000 less in terms of tuition than the State University System (SUS) average tuition.

The proposal anticipates that moving programs to a Downtown Campus would free up needed space on UCF's main campus. This forecast, however, is predicated on meeting enrollment projections, and the subject of accurate enrollment estimates is addressed later in this staff analysis.

The proposal indicates that Downtown Orlando has more than 74,000 jobs and this provides potential opportunities for students and graduates. If this estimate of jobs is accurate, it is not clear whether these are all *unfilled* jobs and whether these are jobs that would be targeted toward graduates from the Downtown Campus programs.

The UCF proposal indicates that the Downtown Campus would provide greater opportunity for degree attainment in a historically underserved area. UCF indicates that degree attainment in downtown Orlando is lower than the averages of the surrounding area and that, while downtown Orlando matches national degree production figures, degree attainment in the specific area associated with the Downtown Campus site lags behind the county and the city surrounding it.

Regarding the question of purpose, the Board of Governors should consider the primary question of whether the overall project is a response to an unmet demand for postsecondary education, economic development, or both. Regarding the question of scope, UCF's downtown Center for Emerging Media appears to be currently under-utilized. If this is the case, the Board of Governors should consider whether building more infrastructure downtown is desirable.

Project Operational Costs, Capital Costs, and Revenues

First year operational costs are estimated to be \$44,456,804. These dollars would be comprised of Education and General funding (\$34,928,143) and Contracts and Auxiliary funding (\$9,528,661). Year One revenues are projected to total \$45,059,159. Approximately 61% of Year One revenue dollars would be associated with tuition,

tuition differential, and out-of-state student tuition fees. This is why it is imperative that enrollment projections are met. The Downtown Campus is estimated to have \$602,532, or 2%, operating net revenues over net expenses in Year One. This trend is also true for Years Two through Five, with net revenues over net expenses of 3% for each of those years.

Capital costs totaling \$60M would be associated with the addition of one new academic building. One third of these dollars, \$20M, would require approval of PECO funding by the Board of Governors, the Florida Legislature, and the Governor. Additional unspecified costs would be associated with renovation of the Center for Emerging Media facility. UCF indicated to Board staff that it does not plan to ask for additional funds related to the Downtown Campus in the 5-year planning horizon. If the project proves to be successful, however, additional capital costs may surface beyond that time period.

A second third of the \$60M would be associated with funds provided by UCF. The proposal does not provide specific information as to the source of these funds. The final third of the necessary funding would be sought from private sources, such as donations.

Ancillary development would include housing, parking, and a new combined heat and power plant. A new UCF housing facility consisting of 300 beds is estimated to cost \$20M. A new parking facility and heat and power plant is estimated to cost \$15M. Construction of these facilities would require bonding authority. Other Downtown Campus infrastructure costs include shuttle service to the main campus, safety and security costs, telecommunications resources for the Downtown Campus, and library services costs.

Whether or not students are full-time or part-time may have a bearing on the extent to which they would take advantage of dormitory living. Table One below indicates the percentage of Spring 2015 part-time students enrolled in the UCF programs proposed for relocation.

| Table One: Percentage of Spring 2015 Part-time Students Enrolled in Programs Proposed for Relocation | | |
|---|------------|----------|
| | Bachelor's | Master's |
| Digital Arts | 36% | 0% |
| Health Information Management | 50% | 76% |
| Health Professions and Related Programs | 27% | 50% |
| Health Services Administration | 48% | |
| Legal Assisting | 27% | |
| Social Work, General | 30% | 25% |
| Speech Communication and Rhetoric | 26% | 49% |

| | | |
|---|-----|-----|
| Studio/Fine Art (Character Animation*) | 30% | 13% |
| Total | 32% | 1 |
| <i>Source: State University Data System</i> <i>* The percent part-time for the Character Animation major under Studio/Fine Art cannot be calculated separately.</i> <i>¹ The master's degree is not moving downtown.</i> | | |

Similarly, students' ages may affect their likelihood for taking advantage of dormitory living. Table Two below provides the average age of Spring 2015 students enrolled in UCF programs proposed for relocation.

| Table Two: Average Age of Spring 2015 Students Enrolled in UCF Programs Proposed for Relocation | | |
|---|------------|--------------|
| | Bachelor's | Master's |
| Digital Arts | 23 | 26 |
| Health Information Management | 29 | 30 |
| Health Professions and Related Programs | 22 | 29 |
| Health Services Administration | 26 | |
| Legal Assisting | 25 | |
| Social Work, General | 28 | 30 |
| Speech Communication and Rhetoric | 23 | 28 |
| Studio/Fine Art (Character Animation*) ¹ | 23 | ² |
| <i>Source: State University Data System</i> <i>* The average age for the Character Animation major under Studio/Fine Art cannot be calculated separately.</i> <i>1 Only one major under this CIP is moving downtown and the UCF proposal addresses that.</i> <i>2 The master's level program is not moving downtown.</i> | | |

Project Priority

The priority of the UCF Downtown Campus as compared to other System priorities should be a consideration for the Board of Governors. The State University System is in the process of building out a 12th university. It is understood from Florida Polytechnic University leadership that future capital and operational investments will be inevitable. Given the criticality of success for Florida Polytechnic as an SUS priority, and given finite resources, the Board of Governors should consider the extent to which the UCF Downtown Campus can be considered as a System priority. Other priorities of longstanding include Florida State University's Earth Ocean Atmospheric Sciences Building, the University of Florida's remodeling of Norman Hall, Florida Atlantic University's renovation and addition to the Jupiter Research Building, Florida International University's satellite chiller plant expansion, and the University of West Florida's Laboratory Sciences Annex.

Need and Demand

The proposal states that the programs to be relocated to the Downtown Campus will build on downtown Orlando's creative technology economy as well as its growing health care sector, where greater than average job growth is projected to transpire through 2022 according to industry and U.S. Department of Labor projections. UCF indicates that the programs proposed for relocation have experienced growth exceeding nearly 22%.

The proposal states that employment demand is strong and growing fast in Orlando, which was recently ranked by *Forbes'* magazine as one of the nation's best cities for future job growth. In particular, UCF cites the growth in demand for graduates in health informatics, and digital media. UCF indicates that five of the fields that map to the degree programs proposed for relocation to the Downtown Campus are included on the 2014-15 Regional Demand Occupations List for Lake, Orange, Osceola, Seminole, and Sumter counties.

Meeting Enrollments

The proposal is enthusiastic with regard to meeting estimated enrollments. The Board of Governors should be clear as to the Memorandum of Understanding between the City of Orlando and UCF containing a statement that all deeds for transfer of the property shall contain a reversion clause requiring, in part, that the Downtown Campus serve a minimum number of students, to be agreed upon by both parties. It is unclear if this minimum number of students has been set, or how it relates to the UCF Year One 5,395 students projected in the proposal. UCF did not respond to this issue in its December 4, 2015 addendum.

The following excerpt is provided from pages 7 and 8 of the minutes from the February 19, 2015 Board of Governors meeting at Tallahassee Community College:

Members asked about the projected \$45 million in projected philanthropic contributions, particularly whether those funds would be in addition to contributions sought for the main campus. Questions were also raised about the \$22.5 million value being placed on the land the City of Orlando currently leases to UCF for \$1.00 per year, which is subject to a reverter clause. President Hitt assured members the \$45 million in philanthropic contributions will be solely related to the downtown campus. While President Hitt acknowledged the logic for valuing the City's contribution at \$1.00 per year based on UCF's lease, he said the City stepped up when UCF needed the help and contributed \$4 million in renovation costs to the existing building. Chair Hosseini remarked that they need to look at the lease and the reverter clause. He emphasized the need for a clean title from the City when UCF returns for approval of the campus as a new educational site.

Realizing enrollments entails a complex interplay between (1) the initial accuracy of enrollment projections, (2) considerations as to which programs would be most appropriate to relocate, (3) the choice of programs to move downtown that are currently being offered at regional campuses, (4) the choice of programs to move downtown that are currently being offered wholly or in part online, and (5) realistic prospects for internships in general, as well as specifically for those programs that require an internship as part of program requirements. The Board of Governors should carefully consider the interplay among these considerations, and, therefore, each is articulated in the sections below.

Initial Enrollment Projections

The proposal indicates that the completion of the Downtown Campus would allow the UCF Downtown Campus to reach a Year One critical mass of more than 7,500 students, 5,395 of whom would be UCF students and 2,303 of whom would be Valencia College students enrolled at the lower level. Table Three below provides the proposal’s estimates of UCF headcount and FTE enrollments for Years One and Five. The Table breaks out these projections by undergraduate and graduate offerings. In this table, projections are in the aggregate as opposed to being broken out by individual programs.

| | | HEADCOUNT | FTE |
|---------------|--------|-----------|-------|
| Undergraduate | Year 1 | 4,512 | 3,288 |
| | Year 5 | 4,885 | 3,560 |
| Graduate | Year 1 | 883 | 505 |
| | Year 5 | 955 | 546 |

Source: UCF Downtown Campus Proposal

Table Four below provides more specificity as to UCF enrollment projections. Here, the projections are broken out by individual programs. Year One headcount and FTE projections are provided for each proposed academic offering, as well as the percentages of the whole that each represents.

| Program | HDCT | FTE | % HDCT | % FTE |
|-----------------------|------|-----|--------|-------|
| B Human Communication | 850 | 858 | 16% | 23% |
| B Legal Studies | 755 | 445 | 14% | 12% |
| B Social Work | 384 | 222 | 7% | 6% |
| B Digital Media | 884 | 455 | 16% | 12% |

| | | | | |
|---|--------------|--------------|-------------|-------------|
| BFA Emerging Media; Character Animation | 45 | 23 | 1% | 1% |
| B Health Services Administration | 1,445 | 1,165 | 27% | 31% |
| B Health Informatics and Information Management | 149 | 120 | 3% | 3% |
| M Communication | 60 | 22 | 1% | 1% |
| M Social Work | 303 | 254 | 6% | 7% |
| M Digital Media and Interactive Entertainment | 128 | 67 | 2% | 2% |
| M Health Sciences | 298 | 124 | 5% | 3% |
| M Health Care Informatics | 82 | 34 | 2% | 1% |
| Graduate Certificate: Corporate Communication | 12 | 3 | 0% | 0% |
| Graduate Certificate: Military Social Work | 0 | 0 | 0% | 0% |
| Total | 5,395 | 3,792 | 100% | 100% |
| <i>Source: HDCT and FTE: UCF Downtown Campus Proposal % HDCT and % FTE: calculated by Board of Governors Staff (Percentage columns are added to equal 100%. Percentages may not add to 100% due to rounding.)</i> | | | | |

The Board of Governors should question the extent to which enrollments at the UCF Downtown location may be optimistic, because they appear to be based on past enrollments at the six digit Classification of Instructional Program (CIP) Code level, which includes all majors being offered under the CIP. However, some of the “programs” proposed to be offered downtown appear to be a single major embedded with other majors under the same CIP code based upon a review of the UCF program website, and not all of the majors in the CIP appear to be moving downtown. As one example, The Bachelor of Arts in Human Communication appears to be a major under CIP 09.0101, along with Advertising/Public Relations, and Communication and Conflict. However, enrollment projections for the Bachelor of Arts in Human Communication at the Downtown Campus appear to be based on all three majors under the same CIP code, rather than just the one. Therefore, the enrollment projection for Human Communication risks being over-estimated. UCF did not respond to this issue in its December 4, 2015 addendum.

The proposal and the addendum to the proposal imply that because the entire program is being relocated downtown, the students enrolled in the program will also be located downtown. While the students may in fact visit the downtown campus for some face-to-face courses, advising, testing, and campus activities, it should be noted that the percentage of students who appear to be taking most of their coursework at regional campuses or through distance learning is significant. Also, as expected with the UCF distributed instruction model, a significant number of students are taking courses at multiple campuses and/or through distance learning.

Board staff calculated which students were predominately main campus students, regional campus students, or distance learning students by analyzing course-level data reported by UCF for the 2014-2015 Academic Year. The threshold used for this analysis was where or how students took 75 percent of their courses. The rationale for using this threshold was that students who were predominantly taking courses at Cocoa or Palm Bay would not likely be able to commute or relocate and take their courses at the proposed downtown Orlando location. Similarly a predominately distance learning student might visit the campus less frequently than one who was predominately taking classroom courses. The proposal and the addendum do not make clear what impact this distributed enrollment pattern might have on the ability of the Downtown Campus to anchor the Creative Village redevelopment project, or how it might impact the need for new facilities.

Table Five compares the number of current students enrolled in the relocated programs who were found to be taking 75 percent of their coursework at the main campus with the Fall 2018 enrollment projections in the UCF Downtown Campus proposal. The primary question the analysis raised is whether the projected Downtown Campus enrollment of 5,383 students is realistic considering that only 3,374 of the current students are predominately main campus students, and the remainder are either predominately regional campus, distance learning, or multiple campus students.

| Table Five: Comparison of 2014-15 Enrollments On the UCF Main Campus And Year One Downtown Campus Enrollment Projections | | |
|---|---|---|
| Program | 2014-15 Students who took 75% of their courses on UCF Main Campus | UCF's Year One Downtown Campus Enrollment Projections |
| B Human Communication (80 - 90 % courses available online) | 522 | 850 |
| B Legal Studies | 404 | 755 |
| B Social Work | 344 | 384 |
| B Digital Media | 719 | 884 |
| B Emerging Media; Character Animation | 493 | 45 |
| B Health Services Administration (also available 100% online) | 189 | 1,445 |
| B Health Informatics and Information Management | 20 | 149 |

| | | |
|---|-----------------------|--------------|
| M Communication | 83 | 60 |
| M Social Work (also available 100% online) | 234 | 303 |
| M Digital Media; Interactive Entertainment | 119 (at Downtown CEM) | 128 |
| M Health Sciences (one major also available 100% online) | 247 | 298 |
| M Health Informatics and Information Management (one major also available 100% online) | 0 | 82 |
| Total | 3,374 | 5,383 |
| <i>Sources: Board staff analysis of State University Data System data as of 10/27/2015 Enrollment projections from UCF Downtown Campus Proposal</i> | | |

In its December 4, 2015 addendum (page six), UCF posits that the Board’s staff analysis represents a different time period because it considers actual enrollment data, and does not take into account projected growth, whereas the UCF projections are based on Fall 2018, with 2% annual growth. Board staff continue to question enrollment projections, in particular projections of students who will be taking coursework and engaged in activities on the Downtown Campus.

[Appropriateness of Moving Certain Programs](#)

With regard to the appropriateness of moving certain of the programs to the Downtown Campus, two of the academic programs – Health Services Administration and Health Informatics and Information Management – would account for 35% of the undergraduate headcount enrollment in Year One. The Board of Governors may wish to question the proposed movement of the Healthcare Administration and the Health Informatics and Information Management programs to the Downtown Campus, since those programs align well with business programs at UCF’s main campus or, alternately, with programs associated with the Medical City at Lake Nona.

The Board of Governors may also have questions with regard to the proposed movement of other academic offerings. For example, the Bachelor of Arts in Digital Media has two tracks: Game Design and Web Design. Game Design fits well with other offerings at the Center for Emerging Media Downtown; however, this may be less so in the case of Web Design, which may be a better fit with computer science and information technology programs on the main campus. Furthermore, if only one of the tracks would be moved to the Downtown Campus, the enrollment split between the two majors would affect the enrollment projections at the downtown site.

Current Provision of Programs at Other Geographic Locations

The map in Appendix I shows UCF's educational sites and geographic coverage within five to fifteen miles of downtown Orlando. Certain of the programs proposed for movement to the Downtown Campus are also offered at some of these regional joint-use campuses. It may not be realistic to expect that students in these programs on the joint-use campuses will migrate to a Downtown Campus. An additional question is whether projected enrollments for downtown have been adjusted to account for any place-bound regional enrollments. In addition, it is unclear whether there is excess capacity that could be utilized at any of the regional joint-use sites. A response to this issue was not provided in the December 4, 2015 addendum.

In its December 4, 2015 addendum UCF has stated that it intends to fully relocate programs to the Downtown Campus and that "The faculty, department resources, student advising, and other offices will moving – and the students will still be engaged and on the campus, even if they are not taking face-to-face instruction." Table Six below provides information as to the current locations of certain of the programs proposed for movement to the Downtown Campus. A point of particular relevance is that the Bachelor's in Health Services Administration is projected to account for 32% of the Year One undergraduate enrollment at the Downtown Campus.

| Table Six: Proposed Programs and Current Locations | |
|---|--|
| Human Communication | Offered at 5 regional campuses and also appears to be one of three majors (or tracks) under one CIP code, not a single program |
| Legal Studies | Offered at 5 regional campuses |
| BFA Character Animation | Currently offered at the Center for Emerging Media, but one of 3 majors under the same CIP code |
| B Health Services Administration | Also offered online |
| B.A. Digital Media | Has two majors under the same CIP code, but not clear if both majors are moving Downtown |
| Master's in Social Work | Offered as evening part-time courses and also entirely offered online |
| Professional Science Master's in Healthcare Informatics | Entirely online and also a market tuition rate program |
| <i>Source: Board staff review of UCF website</i> | |

The UCF December 4, 2015 addendum did not provide further information as to programs proposed for relocation to the Downtown Campus and the potential impact on current sites where they are offered.

Enrollments Associated with Distance Learning

In its December 4, 2015 addendum (page five), UCF defends its inclusion of distance learning students in its enrollment projections, because “The faculty, department resources, student advising, and other offices will be moving – and the students will still be engaged and on the campus, even if they are not taking face-to-face instruction.” Board staff continue to question the extent to which non-face-to-face students will see faculty and advisors, use recreation centers, and engage in student organizations on a limited basis.

Furthermore, in its indication of the impact of distance learning on Downtown Campus enrollment projections (page six, UCF December 4, 2015 addendum), UCF indicates that, by its own definition, a face-to-face student is one who enrolls in *at least* one face-to-face course across the academic year. Another way of stating this is that a face-to-face student is one who enrolls in *as little* as one face-to-face course across the academic year. The Board of Governors should continue to question the extent to which the students will spend time on the Downtown Campus engaged in academic and other activities.

Several of the programs targeted for the Downtown Campus currently include at least one major online component. Therefore, the Board of Governors should question whether enrollments in these programs will fully materialize on the Downtown Campus.

It is important to note that the Bachelor’s program in Health Services Administration, proposed for movement to the Downtown Campus, is offered 100% online, and that this program is projected to constitute 32% of the Year One undergraduate enrollment on the Downtown Campus. The Master’s of Social Work is currently offered as a part-time evening program for working professionals and also available online. This program is projected to account for 303, or 34%, of the Year One headcount enrollment at the graduate level.

Table Seven below identifies programs proposed for relocation to the UCF Downtown Campus and their 2014-15 distance learning enrollments. It may not be realistic to assume that these distance learning enrollments constitute a significant face-to-face presence at the Downtown Campus.

| Table Seven: Programs Proposed for Relocation to Downtown Campus And Their 2014-15 Distance Learning Enrollments | |
|---|--|
| Programs Proposed for Relocation to Downtown Campus | 2014-15 Distance Learning Enrollments |
| B Human Communications | 100 |
| B Legal Studies | 130 |
| B Social Work | 27 |
| B Digital Media | 25 |
| B Emerging Media; Character Animation | 17 |
| B Health Services Administration | 1,068 |
| B Health Informatics and Information Management | 41 |
| M Communication | 7 |
| M Social Work | 21 |
| M Digital Media; Interactive Entertainment | 1 |
| M Health Sciences | 63 |
| M Health Care Informatics | 78 |
| Total Distance Learning Enrollments | 1,578 |
| <i>Source: State University Data System as of 10/27/2015</i> | |
| <i>Enrollments for the individual campuses and distance learning were calculated by identifying students who took 75% of their courses at one campus or through distance learning during the 2014-2015 academic year.</i> | |

Internship Availability and Requirements

The relation between enrollment expectations and provision of internships is highly relevant. However, the Board of Governors should question the extent to which proximity to businesses and organizations in downtown Orlando will provide an appreciable internship benefit to the large majority of these students.

The proposal posits that a Downtown Campus will connect students with diverse businesses, government entities, and nonprofits. The proposal contains letters of support that reference internships, and the proposal indicates that approximately 100 downtown and nearby organizations have expressed interest in working with UCF

students and faculty. While internships are referenced in the letters of support, quantification of internships is not provided, nor was it provided in UCF's December 4, 2015 addendum. Historically, and in most disciplines, the opportunity for internships is made available a few at a time. It is, therefore, relevant to question the opportunity for internships associated with the Downtown Campus on anything like a major scale.

Other institutions of higher education also located in the Downtown Orlando area that have similar programs may provide competition in the search for internship placements. According to the Expertnet/Talentnet Statewide Program Inventory, in Workforce Region 12, the Orlando metropolitan area, there are (including UCF):

- 15 institutions offering bachelor's or master's programs in Healthcare Administration;
- 7 institutions offering bachelor's or master's programs in Healthcare Information/Medical Informatics;
- 6 institutions offering bachelor's or master's programs in Legal Studies (not counting the FAMU Law School); and
- 4 institutions offering bachelor's or master's programs in Digital Media, Animation, or Computer Art.

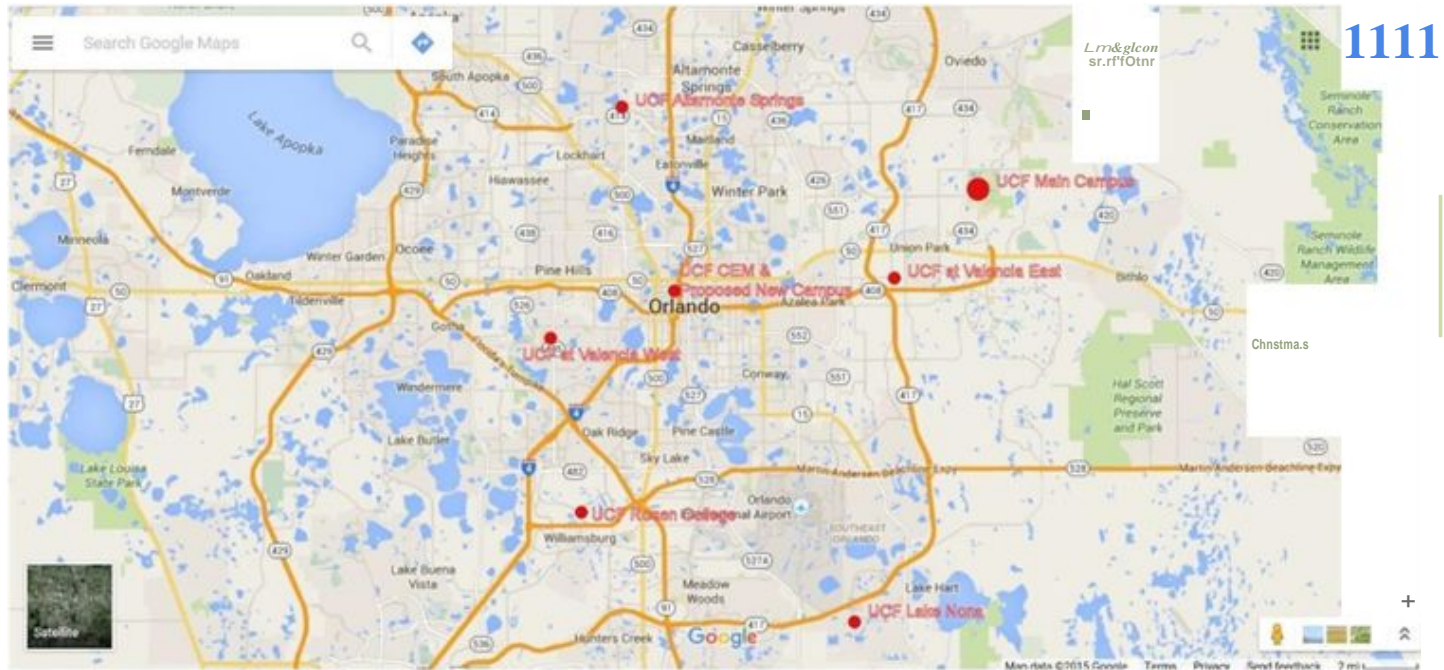
Although the majority of these institutions are independent for-profit colleges and universities, the Board of Governors should ask if there has been an analysis to determine whether these institutions' students will be competing with UCF students for internships and job opportunities in downtown Orlando. In addition, the Board may ask whether there has been any discussion with the FAMU College of Law, which is near the proposed UCF site, to ensure that Legal Studies students will not be impacting the availability of legal clinical clerkships in downtown Orlando.

A field internship is a graduation requirement for four programs that would be located on the new campus, and students in these programs are routinely placed in internships throughout Florida. The Bachelor of Science in Health Administration and the Bachelor of Science in Health Informatics and Management program websites provide a list of possible internship sites scattered across Florida, including sites in Miami, Tampa, St. Petersburg, Bradenton, Jacksonville, Winter Park, St. Augustine, Altamonte Springs, West Palm Beach, and Deland as well as in Orlando. As noted above, these programs are associated with a large portion of the expected Downtown Campus enrollment. Similarly, the Bachelor of Science in Social Work requires a field internship for graduation, and this program is projected to constitute 384 headcount students at the Downtown Campus in Year One. The Master's of Social Work also requires a field clinical/internship. This program is projected to account for 303 headcount students in Year One.

Academic and Research Synergies

It has long been understood that interdisciplinary connections across academic disciplines create value-added synergies of teaching and research for both faculty and students. The UCF proposal states that such synergies will be maintained even with the movement of certain programs to the Downtown Campus. History has demonstrated, however, that proximity is a key to collaboration; indeed, it has been the argument for the construction of several SUS facilities. Proximity has been demonstrated to increase collaboration. An example is Florida State University's High-Performance Materials Institute which is proximate to FSU's Superconductivity Center, its Center for Advanced Power Systems, its National High Magnetic Field Laboratory, and the Florida Agricultural and Mechanical-FSU College of Engineering. The Board of Governors should ask whether collaboration can be sustained over time, given absence of proximity. This issue was not addressed in UCF's December 4, 2015 addendum.

Appendix 1: UCF Geographic Coverage Near Downtown Orlando





**University of Central Florida Clarification Following
Board of Governors Staff Analysis:**

UCF Downtown Campus

December 18, 2015

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Introduction

On December 4, 2015, the University of Central Florida (UCF) submitted a draft addendum to its October 2015 Type I Proposal for a downtown campus. Based upon an analysis and feedback from Board of Governors staff, UCF submits this clarification on December 18, 2015 to further answer questions about the project, following the same format as the Board of Governors' staff analysis.

How to read this document: Board of Governors staff analysis and questions are italicized with UCF's responses provided below each item. The university welcomes the opportunity to provide further clarification to any additional questions about the downtown campus.

Brief overview of UCF Downtown: The downtown campus is a continuation of UCF's success with location-based education – or establishing the intellectual anchors of growing industry clusters to deepen students' learning and professional preparation for those industries. UCF's experience with the Rosen College of Hospitality Management in the heart of Orlando's tourism corridor supports this type of engagement and proves that this model is a success. UCF expects similar results in downtown Orlando, and will further detail this evidence from the Rosen College in a later "Enrollment" section of this document.

The downtown campus will immerse UCF students in a stimulating environment and profoundly increase student access to and awareness of authentic learning opportunities and relevant community-based activities including internships, service-learning, and diverse learning experiences, all of which are categorized by the American Association of Colleges and Universities as "high-impact educational practices." Such practices have been shown in research to promote "deep learning" that leads to gains in learning and personal development (Kuh 2008); to lead to "greater educational gains, higher grades, and greater satisfaction with college" (Laird 2008); that result in greater student engagement (Center for Community College Student Engagement 2013); and promote success of underserved students in particular (Finley and McNair 2013).

Project Scope and Purpose

Board of Governors states that it is not clear whether the stated number of jobs in downtown Orlando cited in the Type I proposal "are all unfilled jobs and whether these are jobs that would be targeted toward graduates from the Downtown Campus programs."

UCF's original Type I submission indicated that more than 74,000 people work downtown – this data was provided from the City of Orlando to offer context for the overall workforce environment, not to show vacant positions. Further industry data for the surrounding UCF Downtown location indicate higher concentrations of businesses and organizations affiliated with the degree programs that UCF intends to relocate downtown, as illustrated by Table 1 below.

| INDUSTRY | UCF MAIN CAMPUS AREA | UCF DOWNTOWN AREA |
|---------------------------------------|----------------------|-------------------|
| Communications | 36 | 96 |
| Government | 27 | 414 |
| Legal Studies | 31 | 768 |
| Health Services and Social Assistance | 279 | 884 |

Data provided by Orlando Economic Development Commission of companies and/or organizations by NAIC and SIC codes for zip codes 32817, 32826, 32828, and 32825 (UCF Main Campus Area), and 32801, 32803, 32804, and 32806 (UCF Downtown Campus Area).

Table 1. Comparison of industry concentrations in the surrounding areas of the UCF main campus and the UCF Downtown site. Entries represent companies and organizations.

In UCF's experience, internship opportunities for students at the Rosen College of Hospitality Management significantly grew after the college relocated to the tourism corridor. In the past decade, the number of Rosen College students in co-op or internship courses has grown from about 520 to 2,800 today. This is due in large part to the dense concentration of tourism and tourism-related industry in such close proximity to the Rosen College campus. Similarly, UCF expects that students at the downtown campus will have increased internship opportunities – as well as more relevant work experiences while studying downtown.

Board of Governors staff suggested the Board should “consider the primary question of whether the overall project is a response to an unmet demand for postsecondary education, economic development, or both.”

UCF Downtown is a response to unmet demand for post-secondary education. The campus will provide access to post-secondary education in the immediate downtown area, where degree attainment is lower than the rest of the region. It also will help advance the region's economic prosperity. As a metropolitan research university, UCF is committed to efforts to attract, retain, and grow Florida's innovation economy by building quality research and academic programs in areas that impact existing and emerging industry clusters, and by partnering with innovative companies and organizations to advance this mission.

Nine of the 14 academic programs slated to relocate downtown are in areas of Strategic Emphasis, which the Board of Governors has identified to better align universities' degree-production goals with unmet job needs across the state. A further breakdown of the UCF Downtown academic programs in Strategic Emphasis areas is below:

- **Critical Workforce – Health:** 4 degree programs focused on health service administration and informatics.
- **Critical Workforce – Gap Analysis:** 2 degree programs focused on communications; and 1 graduate certificate in corporate communications.

- **Economic Development – STEM:** 2 degree programs focused on Digital Media and Interactive Entertainment.

Regarding the question of scope, Board of Governors staff suggests “UCF’s downtown Center for Emerging Media appears to be currently under-utilized. If this is the case, the Board of Governors should consider whether building more infrastructure downtown is desirable.”

UCF’s Type I proposal also included the renovation of an existing facility on the downtown site – the Center for Emerging Media. The building currently houses the Florida Interactive Entertainment Academy (FIEA) – a master’s degree in an area of Strategic Emphasis as defined by the Board of Governors – along with programs in Emerging Media and Character Animation, and community-facing initiatives encouraging the use of technology in K-12 classrooms. Being downtown – in closer proximity to the growing digital media cluster and Electronic Arts – has helped FIEA distinguish itself as North America’s No. 2-ranked graduate video gaming school.

When UCF partnered with the City of Orlando to create FIEA a decade ago, 11,000 square feet were left undeveloped for future use and expansion. When UCF referenced “under-utilized” space in the Type 1 proposal, it was referring to this undeveloped 11,000 square feet.

The Center for Emerging Media site is currently designated as a Special Purpose Center, only allowing up to 300 FTE. Renovating the Center for Emerging Media, as referenced in the Type 1 proposal, will allow the facility to support 1,000 more UCF and Valencia College digital media students. UCF is committing university resources to support this renovation because it is a major component of the overall campus proposal. It is important to note that this renovation relies on classroom space in the new academic building to support the additional UCF and Valencia students. Renovating this facility alone, without the new academic building, will not provide the necessary infrastructure for a robust downtown campus.

Projected Operational Costs, Capital Costs, and Revenues

Board of Governors staff state that the operating budget for the downtown campus is heavily tied to tuition and fees, and overall enrollment projections are “imperative” to the campus’ budget model.

UCF is confident it will meet the enrollment projections stated in the Type I proposal. It is important to understand that the campus’ budget model is based upon the student credit hours that will be produced by departments relocating downtown, where faculty, department resources, and other services will be based, or “headquartered,” regardless of learning modality.

Further response to questions about enrollment are included in the “Enrollment” section of this document.

Board of Governors staff mentioned “additional unspecified costs would be associated with renovation of the Center for Emerging Media facility.”

Renovations at the Center for Emerging Media are expected to cost about \$5 million, which the university has already allocated from internal resources. The university has closely worked with an outside cost-estimator, Clancy & Theys, to ensure these dollars will be sufficient for the planned renovation.

Board of Governors staff states the Type I proposal “does not provide specific information as to the source of funds” that are associated with UCF’s \$20 million contribution to the \$60 million new academic building.

UCF proposes a funding model for the new academic building that would require the university to contribute \$20 million toward construction. These funds would come from multiple sources, such as vendor transaction rebates and concessions, auxiliary facility rental fees, interest earnings on auxiliary cash balances, and appropriate direct support organization contributions. The remainder of the new academic building would be funded by \$20 million in philanthropy and a \$20-million request for state funding.

Board of Governors staff questions whether students would take advantage of the 300 beds of student housing proposed for the downtown campus based on the number of part-time students enrolled and the average age of students in the programs.

Since UCF submitted its Type I proposal in October 2015 and draft addendum on December 4, 2015, the university has adjusted its plans, and there will be no university-constructed housing on the university’s 15-acre site when the campus opens in 2018. The private developer will continue its plans to deliver student housing adjacent to the new academic building upon the opening of the campus. UCF will continue to work with the private developer to ensure the appropriate number of beds is available to meet students’ housing needs.

Project Priority

Board of Governors staff suggests the priority of the UCF Downtown Campus should be compared “to other System priorities.”

While this section would be best addressed by the Board of Governors, UCF believes that the downtown campus will provide the State University System (SUS) and Florida taxpayers with a significant return on investment – both academic and economic. The university is proposing a 2:1 funding match, only requesting \$20 million from the state for a \$60 million facility.

Compared to other SUS institutions, UCF already awards more degrees and serves more

students (FTE) per square foot.¹ UCF's figures compared to the SUS are below:

- UCF: 157 Square Feet /Degree Awarded – 58 Square Feet / FTE
- SUS: 297 Square Feet / Degree Awarded – 106 Square Feet / FTE

Upon opening, students at the downtown campus are expected to earn more than 1,800 degrees annually – a majority in areas of Strategic Emphasis – contributing toward the Board of Governors' 2025 goal of awarding 90,000 bachelor's degrees annually. UCF will help meet this goal, while having the lowest average cost per bachelor's degree to the state:

- UCF: \$22,430 for 2010-14
- SUS: \$27,260 for 2010-14

Additionally, an updated economic impact analysis of the project shows the downtown campus will create over 2,000 jobs and \$90 million in wages (direct, indirect, and induced), and generate more than \$205 million in gross economic income in a typical year across state and local economies.²

When comparing this request to others, the SUS will realize more degrees for the capital investment requested, at a lower cost to the state, while meeting the needs defined by the Board of Governors.

Meeting Enrollments

Board of Governors staff draws attention to the mention of a “reverter clause” in the original Memorandum of Understanding submitted with the Type I proposal. Specifically, the MOU included a statement that all deeds for the transfer of land downtown would be tied to a minimum number of students agreed to by both parties.

Since UCF submitted its original Type I proposal, the City of Orlando has dropped the “reverter clause” in its Memorandum of Understanding with the university. A letter from City of Orlando Mayor Buddy Dyer is attached to this updated addendum as Appendix I.

Board of Governors staff outline enrollment questions in five distinct areas: “(1) the initial accuracy of enrollment projections; (2) considerations as to which programs would be most appropriate to relocate; (3) the choice of programs to move downtown that are currently being offered at regional campuses; (4) the choice of programs to move downtown that are currently

¹ Data pulled from Board of Governors' report on university facilities by categories used in capital outlay budgeting, inventory of net assignable square feet as of June 30, 2012

² November 2015 update from GAI Consultants, Inc.

being offered wholly or in part online; and (5) realistic prospects for internships in general, as well as specifically for those programs that require internships as part of program requirements.”

UCF responds to each of the concerns in the subsections below.

Initial Enrollment Projections

The Board of Governors staff indicated the Board should question the extent to which enrollments at the UCF Downtown location “may be optimistic.”

As the state’s largest university, UCF prides itself on its ability to continually attract quality students and is confident that it will meet its downtown enrollment projections. From 2010-14, UCF’s enrollment grew by 10 percent; whereas the programs slated to relocate downtown grew by almost 22 percent. Experience shows that relocating academic programs adjacent to affiliated industry clusters fosters quality and growth. Since relocating to the International Drive area, the Rosen College of Hospitality Management has more than doubled from 1,300 students in 2004 to about 3,000 students today with a job placement rate of about 90 percent upon graduation.³

Board of Governors staff also questions whether enrollment projections will be met “because they appear to be based on past enrollments at the six-digit Classification of Instructional Program (CIP) Code level, which includes all majors being offered under the CIP.” In addition, staff raised questions regarding additional unrelated programs that may have been included in downtown enrollment figures.

In UCF’s enrollment projections for the downtown campus, the university only included headcount in the majors and tracks that would be relocating, regardless of CIP code classification. Enrollment projections *did not count* students outside the specific degree programs listed in UCF’s Type I proposal. No Advertising/Public Relations students were included in the projections; therefore, the enrollment projections for Human Communication are not over-estimated. Additionally, the staff analysis questioned whether enrollment projections for a new program, Communication and Conflict, which did not begin until Spring 2015 – were included. Projections for this program were *not* included because the university had no baseline data.

Table 2 included in the response to the next question shows exactly the programs and tracks that will be relocated to the downtown campus, as outlined in the Type I proposal.

³ Data from Rosen College graduating student surveys

Board of Governors staff states “while the students may in fact visit the downtown campus for some face-to-face courses, advising, testing, and campus activities, it should be noted that the percentage of students who appear to be taking most of their coursework at regional campuses or through distance learning is significant. Also, as expected with the UCF distributed instruction model, a significant number of students are taking courses at multiple campuses and/or through distance learning.”

UCF’s overall enrollment projections for the downtown campus have not changed since the university submitted its Type I proposal in October. Of the 5,395 UCF students who will be enrolled in downtown campus academic programs, 4,298 students will attend at least one face-to-face course on the campus weekly. The remaining 1,097 UCF students will be taking courses online or at regional campus locations in the academic programs that will be “headquartered” on the downtown campus. The student credit hours generated by the departments will be attributed to the downtown campus for budgetary reasons – whether the students are taking face-to-face or online courses.

Table 2 below provides additional clarification as to how many of the total students served by the campus in each academic program will engage in face-to-face learning as compared to the Board of Governors’ staff analysis of distance learning students (which they define as taking 75% or more of their coursework online) when the campus opens in Fall 2018.

Altogether, the campus will enroll 5,395 UCF students. With Valencia College’s projected enrollment of 2,303 students in Fall 2018, the campus will serve a total of 7,698 students.

| PROGRAM | YEAR 1 (FALL 18) | YEAR 1 (FALL 18) FACE-TO-FACE CAMPUS PROJECTIONS* | BOG STAFF ANALYSIS 2014-15 UNDUPLICATED NON-DISTANCE LEARNING (75% DEFINITION) |
|---|------------------|--|---|
| B Human Communication | 850 | 725 | 522 |
| B Legal Studies | 755 | 637 | 404 |
| B Social Work | 384 | 380 | 344 |
| B Digital Media | 884 | 862 | 719 |
| B Emerging Media; Character Animation | 45 | 44 | 493 |
| B Health Services Administration | 1,445 | 798 | 189 |
| B Health Informatics and Information Management | 149 | 127 | 20 |
| M Communication | 60 | 54 | 83 |
| M Social Work | 303 | 286 | 234 |
| M Digital Media; Interactive Entertainment | 128 | 127 | 119 |
| M Health Sciences | 298 | 251 | 247 |
| M Health Informatics and Information Management | 82 | - | - |
| C Corporate Communication | 12 | 8 | - |
| UCF Enrollment | 5,395 | 4,298 | 3,374 |
| Valencia Enrollment | 2,303 | 2,303 | 2,303 |
| UCF Downtown Total Enrollment | 7,698 | 6,601 | 5,677 |

*Student is enrolled in at least one face-to-face course across the academic year. Data excludes regional campuses.

Table 2. Projected enrollment breakdown at UCF Downtown

It is important to note that the university does not admit undergraduate students based upon their learning modality, and instead allows students to choose, each semester, the courses that best help them complete their degree, at a location most convenient for them. At the downtown campus, UCF students will enroll in multiple learning modalities, as they do on the university's main campus. This includes students, in a given semester, taking online courses, face-to-face courses, or a mix of both modalities. For example, at UCF's main campus in Fall 2015, 43.6% of students took face-to-face instruction, 16.2% enrolled fully online, and 37.2% took a mixture of online and face-to-face courses.

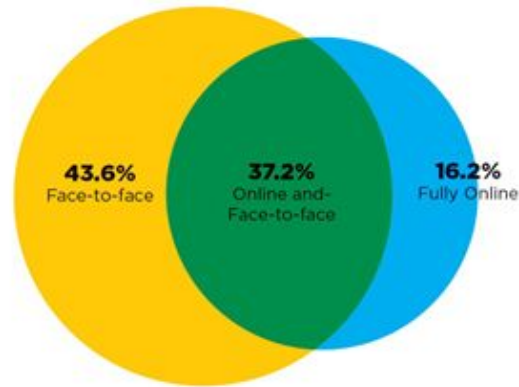


Figure 1. Student behavior by learning modality, Fall 2015

UCF *also* expects the estimated 1,097 UCF students who will be taking courses online or at regional campus locations will engage on the downtown campus, where student support, recreation, and other services will be located. That is because almost 30% of all fully online students in programs slated for downtown engaged in tracked on-campus student organization events and activities in 2014-15⁴ – only a few percentage points lower than majority face-to-face students. UCF anticipates similar behavior downtown and has designed to accommodate these students’ utilization of campus resources. Additionally, in 2014-15, only 2.5% of all bachelor’s degrees awarded by the university – or 305 degrees of 12,808 – were awarded to students who *only* took online courses to complete their degree, demonstrating that nearly all students engage in face-to-face learning during their time at UCF.

Board of Governors staff state the Type 1 proposal and the addendum “do not make clear what impact this distributed enrollment pattern might have on the ability of the Downtown Campus to anchor the Creative Village redevelopment project, or how it might impact the need for new facilities.”

In designing the downtown Orlando campus, UCF looked to Arizona State University’s development of a campus in downtown Phoenix, where ASU leaders suggested the campus reached a critical mass when enrollment approached 7,000 students, resulting in a vibrant downtown campus integrated with the surrounding community and businesses. UCF also learned that ASU downtown students take courses across multiple modalities – and a quarter of the credit hours generated on the ASU downtown campus *are fully online*. All evidence points to the ASU campus as a successful anchor in downtown Phoenix, even with a significant number of students taking online courses.

UCF anticipates that its face-to-face enrollment projections, paired with Valencia’s enrollment, at the downtown campus will anchor the Creative Village redevelopment

⁴ Data from university-wide graduating student surveys

project with about 6,600 face-to-face students – which UCF is confident will meet critical mass. The UCF Downtown site already is within walking distance of hundreds of businesses, retail locations, and restaurants that students will be able to take advantage of on Day 1. The Creative Village private developer, in working with UCF, intends to provide additional space for retail and food services geared toward students in the immediate area when the campus opens.

The new academic building will be designed to accommodate projected face-to-face enrollment at UCF Downtown while providing student support services to all students enrolled in the programs that are relocating, as outlined in Table 2. As further growth occurs, the planned facilities could accommodate more students through the use of technology, mixed learning modes, or collaborative and flexible spaces – not requiring additional capital investments.

“Board staff continue to question enrollment projections, in particular projections of students who will be taking coursework and engaged in activities on the Downtown Campus.”

UCF’s experience with engagement in activities at the Rosen College of Hospitality Management – about 25 miles from the main campus – shows that these students engage at greater percentages than students taking courses on the main campus.⁵ Several examples include:

- 33% of Rosen College students engage in honors societies, compared to 19% of students from all other colleges.
- 36% of Rosen College students engage in community service, compared to 34% of students from all other colleges.
- 35% of Rosen College students engage with professional organizations or organizations related to their major, compared to 29% of students from all other colleges.

UCF expects to see similar engagement patterns for students enrolled in programs at the downtown campus because of the proximity to industry, volunteer and community engagement activities and organizations, and professional development opportunities.

Appropriateness of Moving Certain Programs

Board of Governors staff states the Board “may wish to question the proposed movement of the Health Administration and the Health Informatics and Information Management programs to the Downtown Campus, since those programs align well with business programs at UCF’s main campus or, alternately, with programs associated with the Medical City at Lake Nona.”

The university has made a deliberate decision to locate clinical programs at the Medical City at Lake Nona. Programs that support the “business” of healthcare should be located

⁵ Data from university-wide graduating student surveys

downtown because these programs – such as Healthcare Administration and related healthcare technology and informatics programs – put students just minutes away from the corporate headquarters of two of the state’s largest hospital systems downtown. Downtown students enrolled in Healthcare Administration and related programs will benefit from the proximity to relevant work and experiential learning opportunities at these healthcare systems’ corporate hub; whereas Lake Nona offers students at the College of Medicine unparalleled clinical experience and life sciences research.

In deciding which programs to relocate to the downtown campus, university leadership considered the professional opportunities and relevant work experiences available due to proximity to downtown industry clusters. For example, there are about 1,800 businesses or organizations in the communications, legal, and health and social assistance fields in the downtown area, compared to about 350 surrounding our main campus. Refer to Table 1 on Page 4 above for a detailed breakdown.

Board of Governors staff suggests the Board “may also have questions with regard to the proposed movement of other academic offerings. For example, the Bachelor of Arts in Digital Media has two tracks: Game Design and Web Design. Game Design fits well with other offerings at the Center for Emerging Media Downtown; however, this may be less so in the case of Web Design, which may be a better fit with computer science and information technology programs on the main campus.”

UCF also chose to relocate its entire Digital Media program (game design and web design tracks) to the downtown campus because of its synergies with UCF programs already located downtown, such as FIEA. Both of UCF’s Digital Media tracks share common core requirements and faculty members. The tracks also better align with industry clusters in the immediate downtown area.

Current Provision of Programs at Other Geographic Locations

Board of Governors staff provided a map that includes UCF education sites within 5 to 15 miles of downtown Orlando, while stating that certain programs proposed to relocate to the downtown campus are also offered at UCF regional campus sites, and that “it may not be realistic to expect that students in these programs on the joint-use campuses would migrate to a Downtown Campus.”

UCF Downtown is not replacing these regional sites, and instead is relocating departments from the main campus to downtown Orlando. UCF does not expect these students to migrate downtown. However, students may choose to take face-to-face at the downtown site due to its central location and because the academic departments are “headquartered” there, but the university will not require them to do so.

Additionally, Board of Governors staff question “whether projected enrollments for the downtown campus have been adjusted to account for any place-bound regional enrollments.”

These students were not included in Year One face-to-face enrollment projections listed in Table 2.

Board of Governors staff also state that UCF does “not provide further information as to the programs proposed for relocation to the Downtown Campus and the potential impact on current sites where they are offered....in addition, it is unclear whether there is excess capacity that could be utilized at any of the regional joint-use sites.”

UCF adjusts its instructional resources based upon student demand for location or learning modality. As stated above, the UCF Downtown campus will not replace existing regional campus sites. Indeed, the downtown campus will be very different from UCF’s existing regional campus locations because undergraduate students will have the option to complete their 4-year degree with face-to-face instruction at the downtown site, where all of the departments’ resources will be available to them. Currently, students cannot complete 4-year degrees in any of the programs slated to relocate downtown at any regional campus site. Further, UCF will continue to evaluate instructional resources at its current sites, and make adjustments based upon student behavior and need.

Enrollments Associated with Distance Learning

The Board of Governors staff continues to question the extent to which non-face-to-face students will see faculty and advisors, use recreation centers, and engage in student organizations on a limited basis and spend time on the downtown campus, engaged in academic or other activities.

UCF knows that students, regardless of modality, will engage with campus services and student support, and meet with faculty members at the same rates. That is because UCF’s experience with distance learning shows that students will still be engaged and on the campus, even if they are not taking face-to-face instruction.⁶

Of the current students in the programs slated to relocate downtown, those enrolled in at least 75% online instruction:

- Used the on-campus recreation center at nearly the same rate; and
- Engaged with on-campus student organizations at nearly the same rate as those taking majority face-to-face instruction.

UCF knows that its 100% online students remain engaged in student organizations and campus programs, and will similarly do so downtown. Almost 30% of all fully online students in programs slated for downtown engaged in tracked on-campus student organization events and activities in 2014-15 – only a few percentage points lower than majority face-to-face students.

⁶ Data in this section from university-wide graduating student surveys

Several of the programs targeted for the downtown campus currently include at least one major online component, and the Board staff analysis suggests the Board of Governors “should question whether enrollments in these programs will fully materialize on the Downtown Campus.”

Several of the programs relocating to the downtown campus have online components, but the majority of UCF students enroll in a mixture of face-to-face and online instruction to complete their degree. Therefore, UCF is confident that its enrollment projections—which are based on existing student behavior – will fully materialize at the downtown. As example, in 2014-15, only 2.5% of all bachelor’s degrees awarded by the university – or 305 degrees of 12,808 – were to those who only took online courses to complete their degree. It is important to note that student course-taking behavior varies throughout each student’s academic career – and enrolling in online courses one semester does not imply that a student should be labeled a full-time distance learner.

Just one of programs slated to relocate downtown – Healthcare Informatics – is only offered fully online. This program is a master’s level program designed for working professionals, with fewer than 80 students currently enrolled. Because the department’s resources, faculty members, and other support staff will relocate downtown, the program’s “home” will be at the downtown campus. Additionally, the faculty who teach the online master’s Healthcare Informatics program will be located downtown to support other related academic programs relocating there.

Internship Availability and Requirements

The Board of Governors staff suggests the Board “should question the extent to which proximity to business and organizations in downtown Orlando will provide an appreciable internship benefit to the large majority of these students.”

UCF students study and intern across the globe. However, most also benefit from internship opportunities in Orlando year round. In fact, in the 2014-15 academic year, 8,650 students participated in internship courses, with the vast majority recorded in the fall and spring semesters while students are enrolled in additional coursework. Because of the high concentration of related industries in downtown Orlando, as evidenced by Table 1 on Page 4 and the map below, the necessary volume of internships will be available to UCF students downtown.



Figure 2. UCF Downtown and surrounding community

Additionally, Board of Governors staff states that UCF did not quantify the number of internships that would be provided downtown and that “historically, and in most disciplines, the opportunity for internships are made available a few at a time.” Therefore, staff suggests it is relevant to question the opportunity for internships associated with the downtown campus “on anything like a major scale.”

From UCF’s experience, internship opportunities for students at the Rosen College of Hospitality Management significantly grew after the college relocated to the tourism corridor. Since 2004, the number of Rosen College students in co-op or internship courses has grown from about 520 to 2,800 today. Because of increased proximity to high-quality talent, even more opportunities became available for students from surrounding industry – shattering the notion that internships are only available a few at a time.

Board of Governors staff suggests that the board should “ask if there has been an analysis to determine whether institutions in the area will be competing with UCF students for internships and job opportunities in downtown Orlando. In addition, the Board may ask whether there has been any discussion with the FAMU College of Law, which is near the proposed UCF Site, to ensure that Legal Studies students will not be impacting the availability of legal clinical clerkships in downtown Orlando.”

UCF already has secured more than 30 letters from industry leaders in the downtown area in technology, digital media, law, healthcare, and public service who expressed interest in providing employment and internship opportunities for UCF students upon the campus’ opening. Currently, UCF students successfully compete for internships throughout the region, and the university believes that new partnerships and internship opportunities that arise will benefit all students (from varying institutions) studying in the downtown area.

In fact, UCF is in discussion with FAMU College of Law about how to best leverage our collective resources, facilities, and services to benefit students. There is no concern that FAMU law students and UCF Legal Studies students will compete for the same opportunities, as the academic programs and internship requirements differ.

Academic and Research Synergies

The Board of Governors staff states it has long been understood that interdisciplinary connections across academic disciplines create value-added synergies of teaching and research for both faculty and students. Additionally, they state that “proximity is a key to collaboration.” Finally, staff suggests “The Board of Governors should ask whether collaboration can be sustained over time, given absence of proximity.”

In UCF’s experience, campus location does not stifle collaboration. Recently, faculty members at the College of Medicine in Lake Nona and at the Rosen College of Hospitality Management – about 16 miles apart – developed a new graduate degree track to help ensure future doctors are patient-friendly while providing excellent care.

UCF also intends to provide dedicated transportation for faculty and staff to easily move between the downtown campus and the main campus, as well as transportation to and from the Rosen College and the College of Medicine – from both the main campus and the downtown campus.

UCF knows that interdisciplinary programs and research contribute to solving today’s toughest scientific and societal challenges, as solutions to these problems often lie at the edge of multiple disciplines. In looking at the programs that UCF selected to relocate downtown, faculty members in these programs played a critical role in the decision-making process, and campus planning resulted from proposals for cross-disciplinary work. Two examples of value-added synergies that emerged from these discussions are between Human Communication and Healthcare Administration, and between Digital Media and Health Informatics and Information Management, to improve healthcare communications and healthcare data visualization, in addition to further interdisciplinary opportunities. These programs also will benefit from proximity to affiliated industry clusters (communications and healthcare technology) in the downtown area.

Additionally, UCF expects new synergies will arise downtown in the same way that synergies have evolved at UCF’s main campus among engineering programs, UCF’s Institute for Simulation and Training, and the Central Florida Research Park’s multi-billion-dollar modeling and simulation industry cluster.

References

Center for Community College Student Engagement. *A Matter of Degrees: Engaging Practices, Engaging Students; High-Impact Practices for Community College Student Engagement*. Austin: University of Texas at Austin, Community College Leadership Program, 2013. https://www.ccsse.org/docs/Matter_of_Degrees_2.pdf.

Finley, Ashley, and Tia McNair. *Assessing Underserved Students' Engagement in High-Impact Practices*. Washington, DC: AAC&U, 2013. https://www.aacu.org/sites/default/files/files/assessinghips/AssessingHIPS_TGGrantReport.pdf.

Kuh, George D. *High-Impact Educational Practices: What They Are, Who Has Access to Them, and Why They Matter*. Washington, DC: AAC&U, 2008. <http://secure.aacu.org/store/detail.aspx?id=E-HIGHIMP>.

Laird, Thomas F. Nelson, Rick Shoup, George D. Kuh, and Michael J. Schwarz. "The Effects of Discipline on Deep Approaches to Student Learning and College Outcomes." *Research in Higher Education* 49, no. 6 (2008): 469–94. <http://link.springer.com/article/10.1007%2Fs11162-008-9088-5>.

Appendix I

Letter from Orlando Mayor Buddy Dyer pertaining to UCF's Memorandum of Understanding for the downtown site.



CITY OF ORLANDO

OFFICE OF
BUDDY DYER
MAYOR

December 17, 2015

Marshall Criser III, Chancellor
State University System of Florida
325 W. Gaines Street, #1614
Tallahassee, FL 32399

Chancellor Criser,

As we continue working with the University of Central Florida (UCF) on plans for a campus in Downtown Orlando, we understand there has been concern with reference to the reverter clause included in the Memorandum of Understanding (MOU) between the City and UCF as it relates to land planned to be conveyed to UCF for the campus.

We included the reverter clause because we want to ensure the City's land donation to UCF valued at approximately \$20 million, is used to fulfill the vision for the Downtown campus.

I am proud of the strong partnerships the City has forged with UCF and Valencia College and for the close relationship I have with President Hitt and President Shugart. We remain committed to the Downtown campus project and to ensuring it advances the goals of our State University System and the reputation of Orlando and Florida as one of the nation's best places to get a college degree and then a high wage job.

Because of our community's unwavering commitment to this campus, I do not believe we need a reverter clause to ensure the campus' success. As such, I agree any future agreements or conveyances for consideration by City Council would not include a reverter clause, thus transferring clear title to UCF.

Again, I remain committed to the UCF Downtown campus project and will continue to build strong partnerships and garner support to make this campus a reality.

Sincerely,

A handwritten signature in blue ink that reads "Buddy Dyer".

Buddy Dyer
Mayor

cc: UCF President John Hitt
UCF Board of Trustees Chairman Marcos Marchena

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.

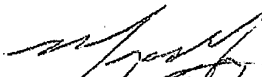
4. The UCF Downtown Campus will only offer degrees that are linked to the needs of the local and state workforce.

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

Errata

to

University of Central Florida Clarification Following Board of Governors Staff Analysis:

UCF Downtown Campus

Originally submitted December 18, 2015

The errata corrections listed below apply to the University of Central Florida Clarification originally submitted on December 18, 2015. Copies of the pages with corrections follow this errata sheet.

| Page | Change |
|---------------------|--|
| 10 (last paragraph) | In Fall 2015 on UCF's main campus, [<i>change from 43.6% to</i>] about 46% of students took face-to-face instruction, [<i>change from 16.2% to</i>] about 16% enrolled fully online, and [<i>change from 37.2% to</i>] about 38% took a mixture of online and face-to-face courses. |
| 11 (Figure 1) | <i>Reflects corrected percentages cited on Page 10</i> |

| PROGRAM | YEAR 1 (FALL 18) | YEAR 1 (FALL 18) FACE-TO-FACE CAMPUS PROJECTIONS* | BOG STAFF ANALYSIS 2014-15 UNDUPLICATED NON-DISTANCE LEARNING (75% DEFINITION) |
|---|------------------|--|---|
| B Human Communication | 850 | 725 | 522 |
| B Legal Studies | 755 | 637 | 404 |
| B Social Work | 384 | 380 | 344 |
| B Digital Media | 884 | 862 | 719 |
| B Emerging Media; Character Animation | 45 | 44 | 493 |
| B Health Services Administration | 1,445 | 798 | 189 |
| B Health Informatics and Information Management | 149 | 127 | 20 |
| M Communication | 60 | 54 | 83 |
| M Social Work | 303 | 286 | 234 |
| M Digital Media; Interactive Entertainment | 128 | 127 | 119 |
| M Health Sciences | 298 | 251 | 247 |
| M Health Informatics and Information Management | 82 | - | - |
| C Corporate Communication | 12 | 8 | - |
| UCF Enrollment | 5,395 | 4,298 | 3,374 |
| Valencia Enrollment | 2,303 | 2,303 | 2,303 |
| UCF Downtown Total Enrollment | 7,698 | 6,601 | 5,677 |

*Student is enrolled in at least one face-to-face course across the academic year. Data excludes regional campuses.

Table 2. Projected enrollment breakdown at UCF Downtown

It is important to note that the university does not admit undergraduate students based upon their learning modality, and instead allows students to choose, each semester, the courses that best help them complete their degree, at a location most convenient for them. At the downtown campus, UCF students will enroll in multiple learning modalities, as they do on the university's main campus. This includes students, in a given semester, taking online courses, face-to-face courses, or a mix of both modalities. For example, at UCF's main campus in Fall 2015, about 46% of students took face-to-face instruction, about 16% enrolled fully online, and about 38% took a mixture of online and face-to-face courses.

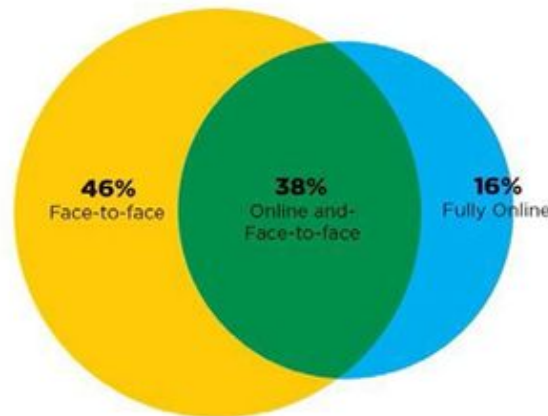


Figure 1. Main Campus student behavior by learning modality, Fall 2015

UCF *also* expects the estimated 1,097 UCF students who will be taking courses online or at regional campus locations will engage on the downtown campus, where student support, recreation, and other services will be located. That is because almost 30% of all fully online students in programs slated for downtown engaged in tracked on-campus student organization events and activities in 2014-15⁴ – only a few percentage points lower than majority face-to-face students. UCF anticipates similar behavior downtown and has designed to accommodate these students’ utilization of campus resources. Additionally, in 2014-15, only 2.5% of all bachelor’s degrees awarded by the university – or 305 degrees of 12,808 – were awarded to students who *only* took online courses to complete their degree, demonstrating that nearly all students engage in face-to-face learning during their time at UCF.

Board of Governors staff state the Type 1 proposal and the addendum “do not make clear what impact this distributed enrollment pattern might have on the ability of the Downtown Campus to anchor the Creative Village redevelopment project, or how it might impact the need for new facilities.”

In designing the downtown Orlando campus, UCF looked to Arizona State University’s development of a campus in downtown Phoenix, where ASU leaders suggested the campus reached a critical mass when enrollment approached 7,000 students, resulting in a vibrant downtown campus integrated with the surrounding community and businesses. UCF also learned that ASU downtown students take courses across multiple modalities – and a quarter of the credit hours generated on the ASU downtown campus *are fully online*. All evidence points to the ASU campus as a successful anchor in downtown Phoenix, even with a significant number of students taking online courses.

UCF anticipates that its face-to-face enrollment projections, paired with Valencia’s enrollment, at the downtown campus will anchor the Creative Village redevelopment

⁴ Data from university-wide graduating student surveys

VALENCIA COLLEGE

January 14, 2016

Dr. John Hitt, President
University of Central Florida

Dear Dr. Hitt:

It is our intention that the partnership arrangement in the downtown campus accomplish two important objectives: first, to connect relevant education programs more closely to the primary employers of their graduates, and second, to reduce the overall cost of college to our students through partnering with UCF even more deeply at this location.

I am writing to confirm Valencia College's commitment to Phase One of the proposed joint downtown campus. Specifically, the college will commit \$2 million to the construction of the initial joint-use facility. This investment is comprised of local revenue resources and will not include any state appropriated funds or student tuition and fees.

Valencia College further proposes to redeploy our Walt Disney World School for Hospitality and Culinary Arts from our West Campus, where it has outgrown existing facilities, to the downtown campus in facilities provided by the master developer. The fifty thousand square foot commitment will require the college only to finish out the fully shelled space and will carry no other building costs. Most of these very modest costs we anticipate to come through philanthropy, corporate in-kind gifts, and other local resources. We will not seek state capital funding for this component of the campus.

Finally, it is quite likely that Valencia College students attending both the downtown campus and other campuses will seek housing in the privately provided student housing solution downtown. This can be accomplished through an inter-institutional housing agreement such as we have used in the past.

Thank you for seeking this clarification. Please feel free to share it with others in the process as necessary. I look forward to extending what is already one of the finest higher education partnerships in the country into new and rewarding territory to the benefit of our students and community.

Yours truly,



Sanford C. Shugart

Board of Governors
Type I Campus Proposal
University of Central Florida – UCF Downtown

Appendix E

REVISED City of Orlando Memorandum of
Understanding

February 8, 2016

CITY OF ORLANDO COUNCIL AGENDA ITEM

C-9

Items Types:

Economic Development

District: 5**Contract ID:****Exhibits:** Yes**Grant Received by City?:** No**For Meeting of:**

February 8, 2016

From:**Document Number:****On File (City Clerk) :** Yes**Draft Only:** No**Subject:**

Memorandum of Understanding between City of Orlando and University of Central Florida regarding plans for a Downtown Campus

Summary:

The City of Orlando has been working with the University of Central Florida (UCF) and Valencia College on plans for a shared campus on 15 +/- acres of City-owned property in Downtown Orlando's Creative Village.

Building on the success of the current Florida Interactive Entertainment Academy (FIEA), the campus would be a best-in-the-nation site for emerging animation, digital media, communications, film and public affairs.

The campus would connect students to careers of the future by providing unique opportunities for collaboration with nearby technology and government sectors in a highly desirable urban setting.

On its first day, the campus would serve approximately 7,700 students in one new educational building and a renovated, existing UCF Center for Emerging Media. In addition, housing, parking and recreational facilities would be planned to support the campus.

UCF is currently seeking approvals from the State University System's Board of Governors and will pursue state funding to help with construction of the new academic and student support spaces. UCF, in partnership with the City and Valencia College, is also seeking \$20 million in private philanthropy to support the campus.

In the attached Memorandum of Understanding, the City and UCF have outlined the terms under which the new campus would be constructed with the goal of finalizing these terms in an agreement, or series of agreements, should the campus be approved by the Board of Governors and receive the needed state funding.

Fiscal & Efficiency Data:

The exact value of some items included in the MOU are still being determined and funding will be identified in future budget amendments or through the annual Capital Improvement Plan development and approvals. An estimated value of items included in the MOU are below:

Value of land transferred to UCF - \$20 million

Value of the existing Center for Emerging Media (former Expo Center) building - \$22.5 million

Realignment of Livingston and BRT project (partially funded by TIGER II) - \$16.5 million

Stormwater Improvements - \$4 million

Construction of Livingston Street from Terry Avenue to Parramore Avenue - \$2.5 million

CentroPlex Garage Lease - \$2,017,690 in in-kind parking from the City over five years

- The City will receive income from UCF in the amount of \$250,890 for the rental of the CentroPlex 1 Garage. The City will save an average of \$175,000 per year in operations and maintenance costs for the garage.

- If all 603 spaces in the CentroPlex garage and the retail spaces were leased at current market rates, the maximum revenue the City would receive on the garage is \$654,428 per year (after operations and maintenance costs).

- As such, the City is providing UCF with \$403,538 in in-kind parking costs based on current market rates. This is \$2,017,690 over five years.

CSX Rail Spur Acquisition - \$142,500

Total City Commitment – Nearly \$68 million

In addition, Creative Village Development LLC has committed \$7.7 million toward the project for a total commitment from the City and its development partner to exceed \$75 million.

Recommended Action:

Approval of the attached Memorandum of Understanding and authorization for the Mayor or Mayor Pro Tem to execute same, subject to review and approval by the City Attorney's Office

Agenda Item attachment(s) on file in the City Clerks Office.

Note: All agenda items must be in the City Clerk's office by Noon Friday, six(6) business days prior to the regular Monday City Council meeting.

Contact: Kathy DeVault ext 3109

Approved By:

| Department | Date and Time |
|-------------------------------------|--------------------|
| Planning and Environmental Attorney | 1/29/2016 10:24 AM |
| Budget Outside Routing Approval | 1/29/2016 3:48 PM |
| City Clerk | 1/29/2016 4:16 PM |

ATTACHMENTS:

| Name: | Description: | Type: |
|--|-----------------------------|-----------------|
| <input type="checkbox"/> <u>MOU UCF DT FINAL 1.27.16.doc</u> | Memorandum of Understanding | Backup Material |
| <input type="checkbox"/> <u>MOU_EXHIBITS.PDF</u> | MOU Exhibits | Backup Material |

"Enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible manner."

MEMORANDUM OF UNDERSTANDING

UCF DOWNTOWN ORLANDO CAMPUS

This Memorandum of Understanding ("MOU") for a planned University of Central Florida campus located in downtown Orlando on a portion of the City-owned site referred to as Creative Village, is made this 8th day of February, 2016, (Effective Date) by and between the City of Orlando ("City"), and the University of Central Florida Board of Trustees ("University or UCF").

WHEREAS, UCF is actively working with the City and Valencia College on plans for a shared campus in Downtown Orlando's Creative Village that would serve more than 7,000 students on its opening day and be a world-class, best-in-the-nation site for emerging animation, digital media, communications, film and public affairs; and

WHEREAS, the campus would connect students to the careers of the future by providing unique opportunities for collaboration and engagement with Downtown's nearby technology, government and healthcare sectors in a highly desirable urban setting; and

WHEREAS, the campus would expand our region's creative and high-tech economy while teaching students in an environment that integrates learning and working; and

WHEREAS, UCF is seeking approvals from the State University System's Board of Governors for the new campus and will seek state funding to help with construction of the new academic and student support spaces; and

WHEREAS, the City and UCF desire to outline the terms under which the new campus would be constructed with the goal of finalizing these terms in an agreement, or series of agreements, should the campus be approved by the Board of Governors and receive the needed state funding.

NOW, THEREFORE, the City and UCF hereby memorialize their understanding as follows:

I. DEFINITIONS

- a. "CEM Lease Agreement" shall mean that certain lease titled Expo Centre Lease Agreement entered into as of October 12, 2004 by and between the City and UCF and related parties, pursuant to which the UCF Center for Emerging Media is located on a portion of the Creative Village site.
- b. "City" shall mean the City of Orlando, Florida, a municipal corporation organized and existing under the laws of the State of Florida.
- c. "Creative Village" shall mean that parcel of land of approximately 68 acres owned by the City and anticipated to include a mixture of commercial, housing and other developments as set forth in the Creative Village Development Agreements described below.
- d. "UCF or University" shall mean the University of Central Florida, a Florida public state university part of the State University System in the State of Florida.

City Council Meeting 2.8.16
Item C.9 Documentation 160208009

- e. "Developer" shall mean Creative Village Development, LLC, a Florida limited liability company, its successors or assigns.
- f. "Creative Village Development Agreements" shall mean that certain Master Development Agreement and that certain Purchase Option Agreement entered into as of February 25, 2011 by and between City and Developer.
- g. "Valencia College" shall mean that public state college in the Florida College System located in Orlando, Florida.

II. PURPOSE

The City and UCF are united in their mutual goal for a downtown Orlando campus. The purpose of this MOU is to outline the basic framework of the terms of an agreement to be entered into between the City and UCF for the development of the campus in downtown Orlando's Creative Village should the campus be approved by the Board of Governors and receive the needed state funding.

III. AREAS OF UNDERSTANDING AND RESPONSIBILITY

1. UCF Downtown Campus Site Plan.

The portion of the Creative Village site that shall be designated as the UCF Downtown Orlando Campus shall be as generally depicted on Exhibit "A" which sets forth the site boundaries extending from the to be realigned Livingston Street to the CSX right of way, including the existing UCF Center for Emerging Media and west to Parramore Ave ("UCF Downtown Orlando Campus"). The site is approximately 15 acres and its exact location and boundary shall be determined by the Survey described in Subsection 2 below. UCF shall develop this site as the UCF Downtown Orlando Campus and its use shall be for educational and support services.

2. Survey.

City shall deliver a parcel survey(s) of the UCF Downtown Orlando Campus setting forth parcel layout and information as an ALTA/ACSM Land Title Survey in compliance with Chapter 177, Florida Statutes and City of Orlando Land Development Code requirements based upon a current title commitment as provided by City ("Survey"). The Survey will be made in accordance with the minimum standard detail requirements for an urban survey as adopted by ALTA, ACSM in 2011 and will include items 1-4, 7(a) and (b1), 7c, 8, 9, 11(a), 13, 16, 17 and 21 of Table A thereof.

- A. Survey data submitted will review title documents and encumbrances listed in the Title Commitment, to determine their location and effect on the property. UCF will depend upon the City to furnish legible and complete copies of relevant documents for review.
- B. City will provide a Surveyor's Certification or a Surveyor's Report by the title insurer at the request of UCF.
- C. City will set or recover boundary corners as necessary.

The above will be plotted at a scale sufficient for civil design and real estate transactions, and will show: point(s) of access to dedicated right of way(s), including curb cuts, edge of pavement and curbing adjacent to the property, and median cuts; above ground fixed improvements on or immediately adjacent to the property, existing and proposed utilities. Deliverables will consist of signed and sealed survey drawings delivered to UCF.

By July 1, 2016, City shall coordinate and deliver a completed survey to UCF and UCF agrees that it shall contribute half the cost of the survey, not to exceed \$50,000.00.

3. Environmental Assessment.

By July 1, 2016, the City shall provide UCF with copies of all environmental assessment reports in the City's possession relating to Creative Village and the UCF Downtown Orlando Campus. The City will also provide UCF any additional environmental reports it receives as a result of further environmental testing on the sites subsequent to the Effective Date of this MOU. If the environmental assessments indicate that the UCF Downtown Orlando Campus contains contamination and/or hazardous materials, the City and UCF shall cooperate to identify and implement appropriate remediation strategies. UCF shall have no obligation to undertake any environmental remediation of hazardous materials on the UCF Downtown Orlando Campus site if such hazardous materials existed on the UCF Downtown Orlando Campus site prior to the August 1, 2016 and UCF has not caused, permitted, contributed to or exacerbated the presence of such hazardous materials

4 Title Search and Parcel Transfers.

The City shall pay for and/or perform a title search on the proposed UCF Downtown site and provide all title documents to UCF. The City agrees to transfer marketable title to the UCF Downtown Orlando Campus to UCF or a UCF designated entity.

A portion of the UCF Downtown Orlando Campus includes the existing site where UCF's Center for Emerging Media (CEM) is located, and upon transfer of the CEM site to UCF, the CEM Lease Agreement shall automatically terminate. A portion of the UCF Downtown Orlando Campus includes buildings supporting the Nap Ford Charter School. Upon the expiration of the Nap Ford Lease, the City, at its cost, shall remove the buildings located on the leased premises. A portion of the UCF Downtown Orlando Campus includes the Downtown Orlando Recreation Center, and the transfer of such property to UCF is subject to Section 11 below.

City shall be responsible for the delivering the UCF Downtown Orlando Campus with no continuing leases, licenses or occupants, except for the Downtown Orlando Recreation Center, and Creative Village Development Agreements. The City and UCF will mutually agree in writing to the transfer dates of the above-referenced parcels. The City shall transfer marketable, fee simple title of the above-referenced parcels by Special Warranty Deed. The transfers will occur pursuant to standard real estate closing documents setting forth the rights and responsibilities of the parties with respect to the closing of the transaction, and any closing costs associated therewith. The sale price to UCF for the UCF Downtown Orlando Campus shall be zero dollars (\$0).

5 CSX Rail Spur.

In connection with the land transfer set forth in Section III.4 above, City shall use its best efforts to acquire the CSX rail spur Parcel 26-22-29-0000-00-165 depicted on Exhibit "C" ("CSX Parcel"). If the City is successful in acquiring title to the CSX Parcel, the City shall transfer title to the CSX Parcel to UCF pursuant to the process described in Section 4 above for transfer of the UCF Downtown Orlando Campus. City shall perform appropriate site investigation and diligence of the CSX Parcel, including a phase I environmental assessment and will provide UCF with a copy of the phase 1 environmental report. If the phase 1 report indicates that the CSX Parcel may contain contamination and/or hazardous waste, then the parties will mutually agree on the next steps to be taken, which may include a Phase II Environmental Assessment Report of the CSX Parcel, and a preliminary plan for monitoring, remediation, and/or mitigation. The City shall pay for the cost of any assessment tests and reports. The City and UCF shall cooperate to identify and implement appropriate remediation strategies.

6. Construction of UCF Downtown.

Subject to the transfer of title by the City to UCF as set forth in Section 4 above, UCF will construct the UCF Downtown Orlando Campus in general compliance with the proposed vision and most recent campus plan, as currently depicted on Exhibit "D" and any subsequent updates thereto. Subject to State of Florida appropriation, and subject to the timely completion of the site diligence and land transfer, UCF endeavors to begin construction on Building 1 and / or associated campus infrastructure by August 1, 2016.

7 Terry Avenue Extension.

The parties' vision for the extension of Terry Avenue from the realigned Livingston Street to the railroad right-of-way ("Terry Avenue Extension") is for a pedestrian-friendly, shared use environment that is integrated within the overall campus design. The Terry Avenue Extension shall be constructed by the parties in two (2) stages as follows:

1. Stage 1 – As part of the federally-funded Parramore Bus Rapid Transit project (Parramore BRT Project) currently under construction, the City, in association with LYNX, is in the process of extending and realigning Terry Avenue from the Realigned Livingston Street to existing Bentley Avenue (Stage 1 Extension) with a scheduled completion date of summer 2016. City shall maintain and repair the Stage 1 Extension.
2. Stage 2 - UCF shall design and construct the extension of Terry Avenue from Bentley Avenue to the CSX Right of Way at its cost and expense (Stage 2 Extension). UCF will complete the Stage 2 Extension by August 1, 2018. Design of the Stage 2 Extension shall meet City of Orlando Engineering Standards. City shall maintain and repair the Stage 2 Extension.

It is anticipated that the Stage 2 Extension would be constructed of high quality material meeting City of Orlando Engineering requirements. The parties will work collaboratively to design and employ traffic calming strategies to mitigate pedestrian and vehicular traffic conflicts. City and UCF shall work together to deliver the Terry Avenue Extension along with any utilities relocation, surface treatments, streetscape, lighting, and traffic controls from Livingston Street to the CSX Right of Way integrating the LYNX streetscape standards with campus design standards set for the entire campus pedestrian corridor system. City shall work with UCF to identify and install sleeves or duct banks on Terry Avenue for potential future growth or development of the campus beyond the parcel identified on Exhibit "K" as UCF Downtown Orlando Campus. It is

anticipated that the completed Terry Avenue Extension will include the following elements (i) a new alignment of Terry Avenue consistent with the design set forth by the Parramore BRT Project (ii) parking garage access onto Terry Avenue and Parramore Avenue and (iii) the shared use surface. The parties agree that Terry Avenue shall remain a city street and the parties will enter into an agreement for its operation. The parties agree to work collaboratively to ensure that streetscape design will be compatible with the campus design standards set for Terry Avenue north of the railroad right-of-way. In connection with its use of the UCF Downtown Orlando Campus, UCF may close the Terry Avenue Extension for temporary campus events under a blanket permit/use agreement subject to UCF complying with City street closure rules and process. It is the shared goal of the parties to create and maintain a safe pedestrian environment using technology and streetscape design to reinforce the desire for a pedestrian-friendly environment on Terry Avenue between Livingston Street and the CSX Right of Way. The parties understand and acknowledge that the Stage 1 Extension is a federally funded project subject to certain federal requirements and regulations with respect to its design, construction and operation, which take precedence over the provisions of this MOU and the anticipated Development Agreement.

8 Livingston Street Realignment.

As part of the Parramore BRT Project, the City is in the process of realigning Livingston Street from Hughey Avenue to Terry Avenue with a scheduled completion date of Summer 2016. The City, at its cost and expense, shall extend the realignment of Livingston Street from Terry Avenue to Parramore Avenue as depicted on Exhibit "H" ("Livingston Street Realignment"). Upon completion of the Livingston Street Realignment, City shall provide UCF with an "as-built" survey of the completed improvements. City shall provide and install appropriate sleeves and or duct banks as identified by the UCF crossing Livingston Street for possible future UCF program north of the corridor. The Livingston Street Realignment shall be constructed before August 2018.

9 UCF Shuttle Service.

UCF shall supply bus shuttle service to the UCF Downtown Orlando Campus from its main campus. The City shall work with UCF to identify mutually agreed upon bus shuttle services, including bus stops for student, faculty and staff drop off and pick up.

10 Parking at Centroplex I Garage.

While UCF is planning to provide a parking facility of approximately 600 spaces in conjunction with its first building phase, it will also need to provide additional parking spaces for students, faculty, and staff that use and work at the UCF Downtown Orlando Campus. To assist UCF with the transition to a downtown campus, City and UCF shall execute a mutually agreeable lease for the City's lease of the 603 space Centroplex I Parking Garage (Centroplex I Garage) to UCF for a term of five (5) years with UCF having an option to renew for three (3) additional one (1) year periods (Lease Term). During the Lease Term, UCF shall pay the City rent of \$1 per space per year for 300 spaces, and \$52.50 per space per month for 303 spaces (which equals \$15,907.50 per month and is 50% of the current unlimited rate at the Centroplex I Garage). As an added benefit to UCF, the lease shall include the City's lease to UCF of the two (2) retail spaces located adjacent to the Centroplex I Garage, which UCF may renovate at its cost, with an address of 398 and 380 West Amelia Street (Retail Spaces) at a rental rate of \$5000 per month. Upon the prior approval of the City, UCF may sublease the retail spaces and any revenue derived from such

sublease shall be retained by UCF. UCF shall be responsible for the daily operation, and routine maintenance and repair of the Centroplex I Garage and Retail Spaces; however, UCF shall not be obligated to pay for capital expenditures or improvements to the Centroplex I Garage and Retail Spaces. City shall deliver the Centroplex I Garage and Retail Spaces in working order and in compliance with applicable laws and City codes and ordinances. During the lease term, the City shall continue to maintain, repair, and replace as necessary the building systems, the roof, exterior walls, foundation, and all other structural components of the Centroplex I Garage and Retail Spaces.

The City shall provide a well-lit pedestrian pathway between Centroplex I Garage and UCF Downtown Orlando Campus. City shall allow for the installation of safety and security management system in the Centroplex I Garage and pedestrian corridor linking parking to the campus. Furthermore, City shall allow UCF to provide planters, site furnishings, and signage in this pedestrian corridor, provided that UCF shall be responsible for the maintenance and repair of such items. In addition to the garage parking UCF anticipates needing additional parking capacity; therefore, the City and UCF shall work together to finalize a long-term sustainable transportation and parking agreement for the UCF Downtown Orlando Campus.

11 Downtown Recreation Center (The Armory).

UCF understands the historic importance of the Armory to the surrounding community, including the current use by the City's Families, Parks and Recreation Department and the Parramore Kidz Zone program. The City shall continue to maintain the building until such time as UCF and the City mutually agree upon a solution for its future. Collectively, City and UCF will explore a vision for enhancements to the facility, including potential joint use through coordination with the City's Families, Parks and Recreation department. The City and UCF will also work together to identify parking options for the Downtown Recreation Center concurrent with the construction schedule of the first Academic Building. Both UCF and the City recognize that the Boys and Girls Club and Orange County Public Schools may be important stakeholders depending upon their plans for the nearby PS-8 public school site, which are still evolving.

12 Storm water Infrastructure.

- A. The parties have worked collaboratively to identify the existing storm water infrastructure serving the Creative Village site, as depicted on Exhibit "J", including locations and brief descriptions of upgrades to the existing infrastructure. City confirms that the 108" trunk line runs through the Creative Village site and the UCF Downtown Orlando Campus. City shall permit and allow for building construction to take place above the existing 108" line without relocation or substantial accommodations, provided that UCF will cooperate with the City on providing development plans and specifications for the buildings and structures proposed to be built above the pipe, including foundation design that takes into account the loading of the pipe. The City shall be responsible for future maintenance, repair, and replacement of this trunk line.
- B. As part of the modifications to the storm water infrastructure, City shall reconfigure the upstream end of the 108" trunk line by abandoning and removing two manholes and the storm sewer pipe connected in between them, as depicted on Exhibit "J". The removed manholes shall be replaced by a single manhole located few feet to the south as depicted

in Exhibit "J". City shall also provide approximately one hundred twenty feet of new 108" RCP storm sewer as depicted in Exhibit "J".

- C. The storm water infrastructure that runs from Parramore Avenue to Terry Avenue shall be modified. The 48" RCP storm sewer pipe that runs from Parramore to Terry Avenue along the along the old Bentley right-of-way has a segment of pipe that is outside of the right of way. The easterly portion of this 48" pipe, is located outside of the right-of-way, as depicted on Exhibit "J". Consequently, the City will abandon and cap the 430 +/- linear feet of pipe that is outside of the right-of-way and install 350 linear feet of 48" RCP within the old Bentley right-of-way. The remaining west portion of the 48" RCP storm sewer along the old Bentley right-of-way shall be slip-lined by the City to reinforce it before construction in the campus starts. Further, City has agreed that the existing storm sewer that is not part of the trunk line and is located within private property can be abandoned or reconfigured as needed.

13 Bentley Street Infrastructure.

It is anticipated that upon completion of the Livingston Street Realignment and transfer of title to the UCF Downtown Orlando Campus to UCF, the City will abandon the existing Bentley Street right of way. City shall provide UCF a detailed topographic and utility survey of Bentley Street. Upon receipt of this survey, UCF shall assess the condition and location of the existing utility lines located within the old Bentley right-of-way to determine if some of the existing lines can be used for the new campus construction. City shall abandon and cap existing infrastructure within the old Bentley Street right-of-way from Parramore to Livingston for the use of UCF. City shall transfer ownership, at no cost to UCF, to the identified infrastructure items and it shall dedicated use of these items for UCF use. Notwithstanding anything herein to the contrary, the City reserves the right to reserve an easement to any utility lines within the Bentley street right of way that the City and UCF deem necessary for public use .

14 Sanitary Sewer.

The City shall make every effort to insure that sufficient sanitary sewer capacity is available to serve the UCF Downtown Orlando Campus

15 Central Park.

The parties desire that the Central Park (as referenced by the Creative Village Planned Development (PD) Ordinance) be an active space that is phased with the construction of a UCF building that faces or is adjacent to Central Park. City, UCF and Master Developer shall work on a mutually agreeable program and phased plan for Central Park and other public spaces.

16 UCF Downtown Orlando Campus Development Plan and Facilities Approval Process.

UCF understands that development of the UCF Downtown Orlando Campus is subject to the approval process established by the Creative Village Master Development Agreement and the Creative Village Planned Development (PD) Ordinance. The City will use its good faith efforts

to support the UCF campus development efforts and expedite review and processing of UCF's applications for development permits to meet UCF critical timeline commitments.

17 Public Safety.

UCF, the City of Orlando, and Valencia College are jointly developing a Public Safety Agreement to ensure a comprehensive and seamless provision of fire, safety, and emergency services for the students, faculty, staff and visitors of UCF Downtown campus.

V. COLLABORATIVE PROGRAM DEVELOPMENT

1. Collaborative Efforts. The parties contemplate that their respective leaders will explore areas of potential collaboration and include the appropriate individuals from both UCF and City in these discussions and planning. This MOU is intended to encourage such interactions and foster the development of collaborative initiatives in accordance with each entity's goals along with their respective policies and procedures.
2. Communication. Communications regarding collaborative initiatives of the parties will follow identified, systematic processes and established channels of review and communication within each, including brand management. Each partner will offer a single portal of information flow at each location for press releases and other communications with media. Designated members for each party will approve Media and other public messages in advance.

VI. GENERAL

This MOU will serve as a broad and general enabling document and will provide the basis and authority for the development and implementation of more specific collaboration or transaction agreements. In the event the parties desire to collaborate or enter into any other transaction, such collaboration or other transaction shall be entered into pursuant to a separate written agreement signed by the parties. The contractual terms below are intended to apply to any collaborations/transactions, which the parties agree upon, unless the written agreement(s) for such collaborations/transactions specifically provide otherwise. This MOU imposes no obligation on either party to enter into any separate collaboration agreements as described below.

1. Independent Contractor. It is mutually understood and agreed that the relationship between the parties is that of independent contractors. Neither party is the agent, employee, or servant of the other. Except as specifically set forth herein, neither party shall have nor exercise any control or direction over the methods by which the other party performs work or obligations under this MOU. Further, nothing in this MOU is intended to create any partnership, joint venture, lease, or equity relationship, expressly or by implication, between the parties.
2. Compliance with applicable law. Each Party shall at all times maintain compliance with applicable federal and state legal and regulatory requirements and requirements governing use, disclosure and protection of confidential information.
3. Time of Essence. Time is of the essence of this MOU and in the performance of all conditions and covenants to be performed or satisfied by any party hereto. Whenever a date

specified herein shall fall on a Saturday, Sunday or legal holiday, the date shall be extended to the next succeeding Business Day.

4. Captions, Applicable Law and Venue. The section and subsection captions included herein are for reference only and are not to be used in construing any of the terms hereof. This MOU shall be governed, enforced and construed in accordance with the laws of the State of Florida. The parties hereby agree that venue for any legal action authorized hereunder shall be in Orange County, Florida. If any provisions of this MOU or the application thereof shall be held to be invalid or unenforceable, the remainder of this MOU shall not be affected thereby and each provision of this MOU shall be valid and enforceable to the fullest extent permitted by law.
5. Exhibits, Schedules, and Attachments. All exhibits, schedules, attachments, and other listed items referenced in the MOU are hereby incorporated by reference thereto and made a part hereof.
6. Counterpart Execution. This MOU may be executed in as many counterparts as may be required and it shall not be necessary that the signature of, or on behalf of, each party, or that the signatures of all persons required to bind any party, appear on each counterpart; it shall be sufficient that the signature of, or on behalf of, each party, or that the signatures of the persons required to bind any party, appear on one or more of such counterparts. All counterparts shall collectively constitute a single agreement.
7. Insurance. UCF, as a state agency, shall maintain at all times relevant to this MOU, at its expense and in commercially reasonable amounts (or as required by law), the following insurance coverage provided by the State of Florida: (i) property, general liability, and automobile liability insurance coverage for any facilities or services used in connection with this affiliation; and (ii) professional liability coverage on behalf of its faculty and students at all times sufficient to satisfy the limited waiver of sovereign immunity of the State of Florida provided in section 768.28 of the Florida Statutes, and (iii) worker's compensation insurance for the performance by its employees, officers and agents of their functions in connection with this affiliation.

City shall maintain at all times relevant to this MOU, at its expense and in commercially reasonable amounts, the following: (i) property, general liability, and automobile liability insurance coverage for any facilities or services used in connection with this affiliation; and (ii) professional liability coverage and worker's compensation insurance in commercially reasonable amounts for the performance by its employees, officers and agents of their functions in connection with this affiliation. Such coverage may be by commercial insurance, reinsurance, or self-insurance established on an actuarially sound basis. Every year that the contract is in effect, City shall upon request provide UCF with written documentation evidencing such coverage.

8. Nondiscrimination: The parties in compliance with all local, state, and federal law and regulations, shall not discriminate on the basis of race, religion, color, sex, age, national origin, handicap, sexual preference, disabled or Vietnam era veteran status or financial status.

9. Disclosure of Confidential Information. The parties may disclose to each other, either orally or in writing, certain information believed to be confidential and privileged ("Confidential Information"). Confidential Information shall include all privileged, protected, technical, proprietary, or nonpublic information furnished for use in connection with collaborative discussions between the parties regardless of whether such information is in written, oral, electronic, or other form. Subject to applicable Florida law, Developer, UCF and City shall either return or destroy all written materials containing any Confidential Information when no longer using such material for collaborative discussions with each other, unless otherwise agreed by the parties.
10. Confidentiality. The parties shall use the Confidential Information solely for the purpose of collaborative discussions with each other. Subject to applicable Florida law, Developer, UCF and City shall not disclose the Confidential Information or any report containing the Confidential Information to any third party absent further written authorization from each other, or as required by law. To the extent practicable and subject to Florida law and this MOU, the parties agree that, when disclosing information or reporting data, each shall de-identify the Confidential Information.

The above confidentiality obligation shall not apply to the extent that a party can demonstrate that the Confidential Information: (i) is, at the time of disclosure, part of the public domain; (ii) is in possession of the other party at the time of disclosure as evidenced by contemporaneous documentation; (iii) enters the public domain after receipt by the other party through means other than an unauthorized disclosure; (iv) is or was disclosed to the other party at any time by a third party not in breach of any contractual or legal duty; or (v) is required to be disclosed by a court order, and/or by applicable Florida law, provided, however, that the disclosing party gives prompt notice to the non-disclosing party and uses its best efforts to minimize the disclosure.

All materials reflecting each party's Confidential Information furnished to the other party shall remain the property of the furnishing party. No option, assignment, license, or conveyance of rights in the Confidential Information is contemplated, intended, granted, or implied under this MOU.

11. Notices. All notices and other business communications between the parties related to this MOU shall be in writing, sent by certified mail, addressed as follows

If to City of Orlando:

Brooke R. Bonnett, AICP, Director
Economic Development Department
City of Orlando
400 South Orange Avenue, 6th Floor
Orlando, FL 32801

With a copy to:
City Attorney
City of Orlando
400 South Orange Avenue, 3rd floor
Orlando, FL 32801

If to University of Central Florida:

A. Dale Whittaker, Executive Vice President and Provost
University of Central Florida
4000 Central Florida Blvd.
Orlando Florida 32816

With a copy to:

W. Scott Cole, Vice President and General Counsel
University of Central Florida
4000 Central Florida Blvd
Orlando, FL 32816

Notices sent by certified mail shall be deemed delivered on the third day following the date of mailing. Either party may change its address by giving written notice in compliance with this section.

VII. GOOD FAITH.

This MOU is a good faith understanding of the intentions of the parties as of the Effective Date. It is intended to serve as a broad enabling document that will provide the basis for a future agreement, and any other agreements deemed necessary by the parties to carry out the intent of this MOU. The parties specifically acknowledge that this MOU is not a contract, provided, however, that the parties further acknowledge that the representations in this MOU shall be relied on by UCF in seeking approvals from the State University System's Board of Governors and state funding with respect to the Downtown Orlando UCF Campus. The parties acknowledge that issues will need to be resolved and negotiated in connection with this project. The parties further specifically acknowledge that no cause of action shall accrue to either party regardless of the outcome of these negotiations or in the event the project does not proceed. Subsequent to this MOU, it is the intention of the parties to enter into an agreement or series of agreements setting forth the terms, conditions and obligations of the parties with respect to the matters described herein.

IN WITNESS WHEREOF, a duly authorized and validly existing representatives of each party has affixed their respective signature hereto as of the date first written above.

“University or UCF”

Signed, sealed and delivered in the presence of the following witnesses

UNIVERSITY OF CENTRAL FLORIDA, a state university organized and existing under the laws of the State of Florida

Sandra M. Cherepow

Print Name: Sandra M. Cherepow

Cindy L. Hawks

Print Name: Cindy L. Hawks

By: John C. Hill

Name: John C. Hill

Title: President

Executed on: Feb. 16, 2016

Approved as to form and legality for the use and reliance of the University of Central Florida, only

By: W. Scott Cole

University Of Central Florida General Counsel

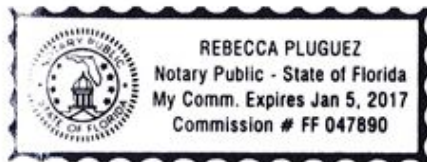
STATE OF FLORIDA)

COUNTY OF ORANGE)

The foregoing instrument was acknowledged before me this 16th day of Feb., 2016, by John C. Hill, as President of University of Central Florida, a state university organized and existing under the laws of the State of Florida, on behalf of the University.

He is personally known to me or has produced

_____ as identification.



Rebecca Pluguez

Print Name: Rebecca Pluguez

Notary Public, State of Florida

Commission No.: FF 047890

My Commission Expires: Jan 5, 2017

CITY

ATTEST:

By: Amy J. Sen
Print Name: Amy T. Ferraro
Title: Interim City Clerk

CITY OF ORLANDO, a municipal corporation organized and existing under the laws of the State of Florida

By: [Signature]
Print Name: Antonio Ortiz
Title: Mayor Pro Tem
Executed on: 2/11/16

Approved as to form and legality for the use and reliance of the City of Orlando, Florida, only

By: Wesley C. Powell
Assistant City Attorney

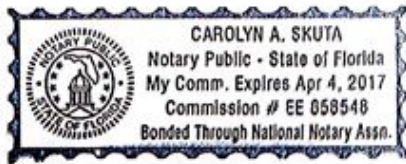
STATE OF FLORIDA)
)
COUNTY OF ORANGE)

The foregoing instrument was acknowledged before me this 11 day of February, 2016, by Antonio Ortiz, as Mayor Pro Tem of City of Orlando, on behalf of the City. He/She is personally known to me or has produced

as identification.

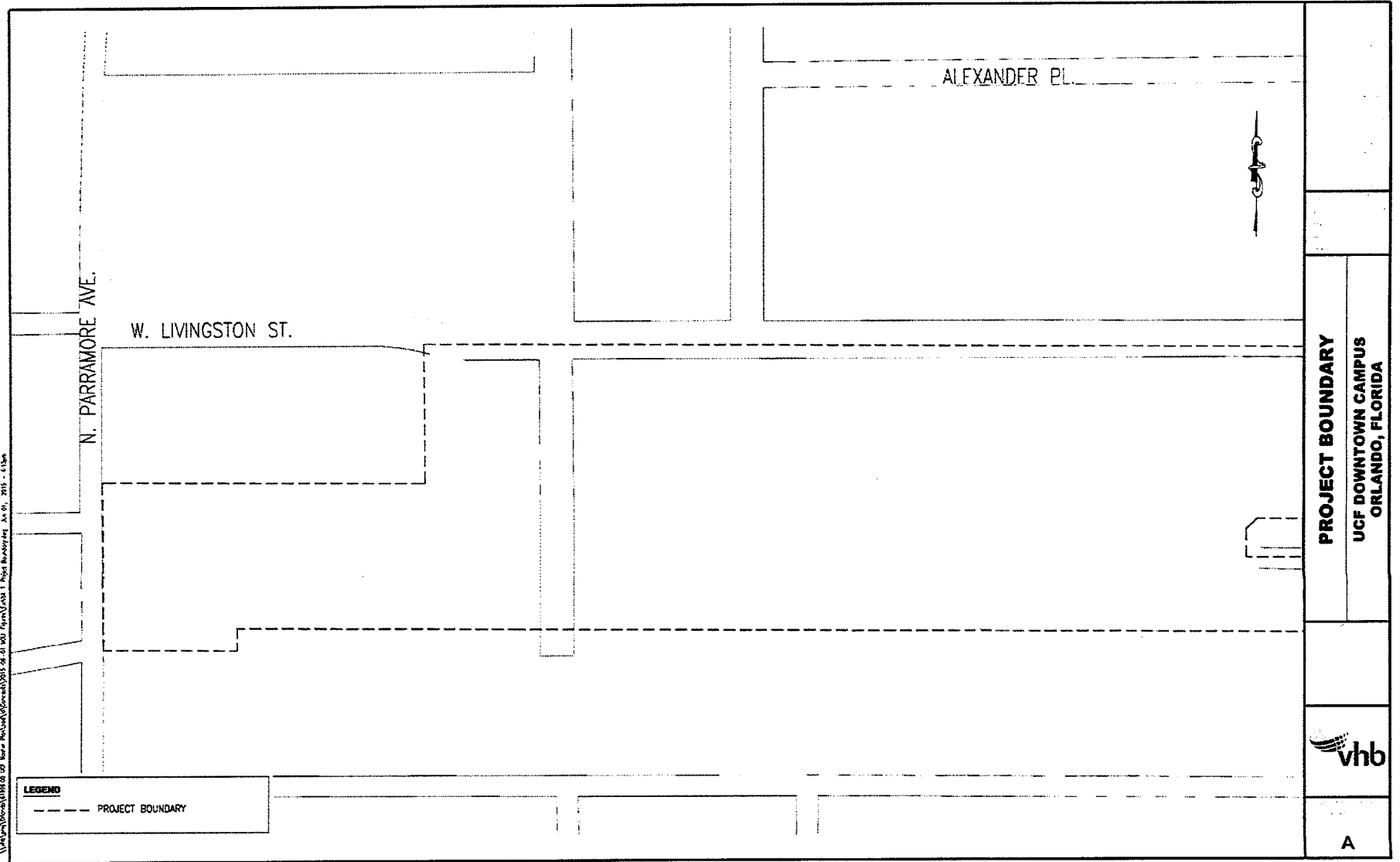
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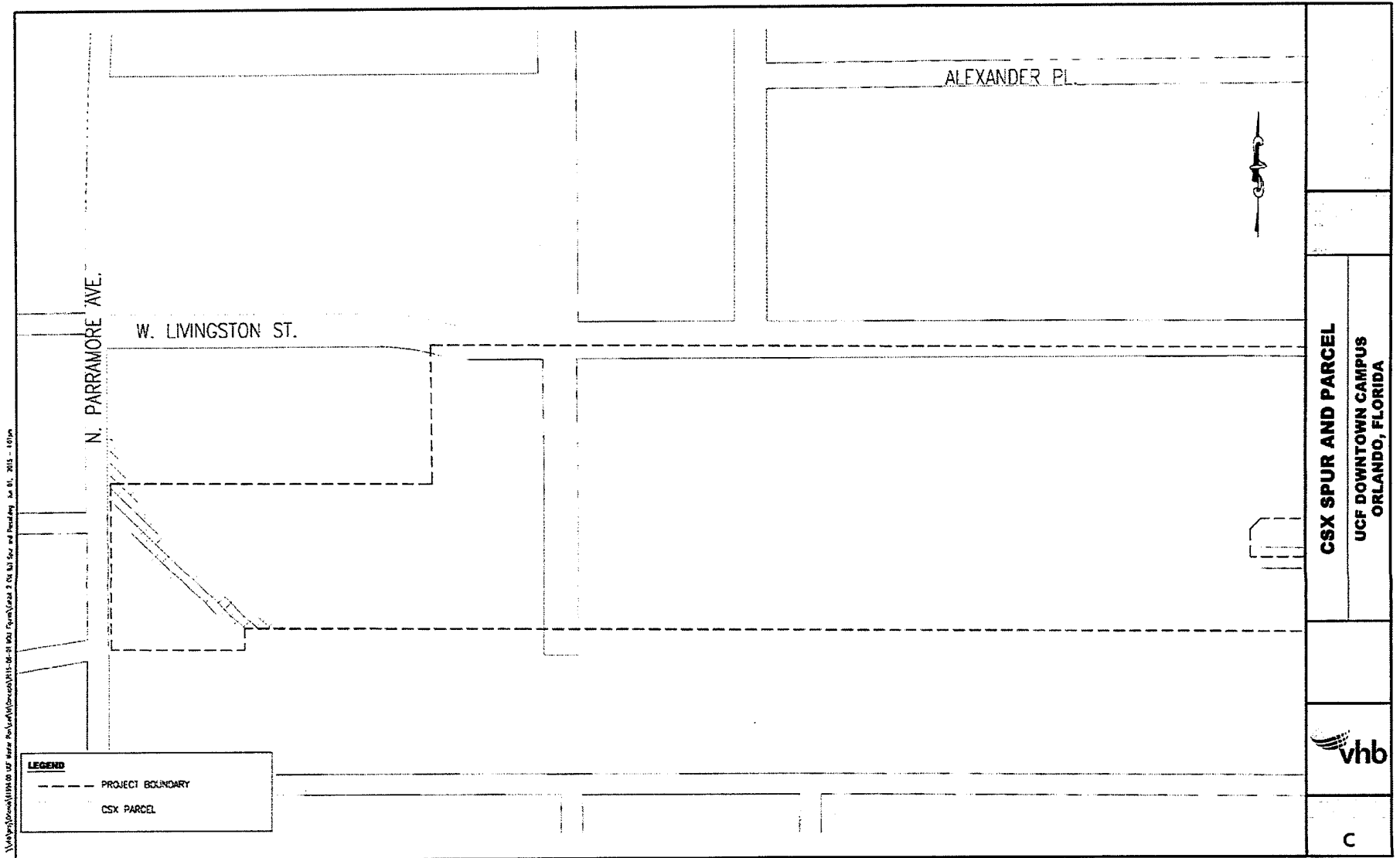
Print Name: _____
Notary Public, State of Florida
Commission No.: _____
My Commission Expires: _____

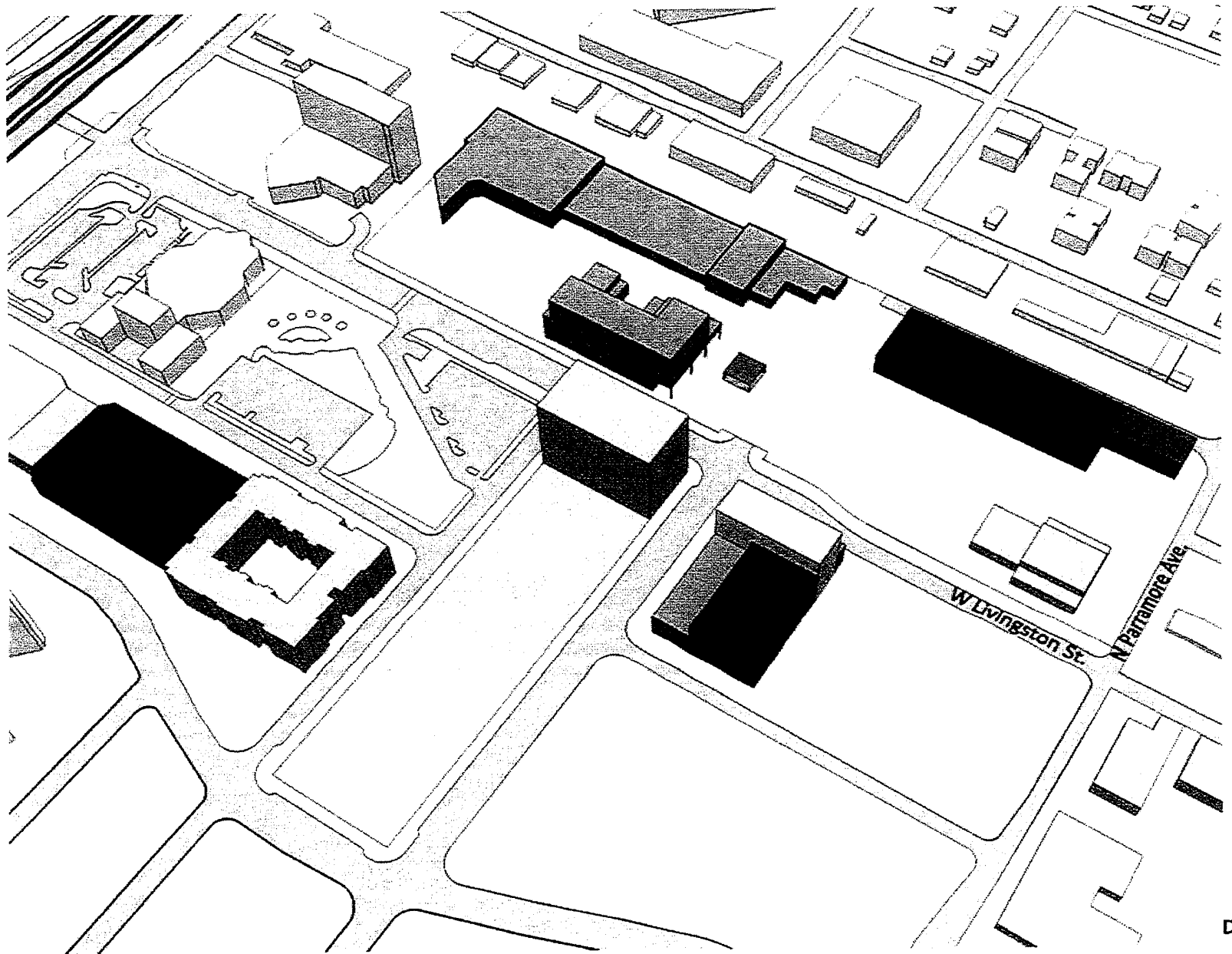


MOU Exhibit List

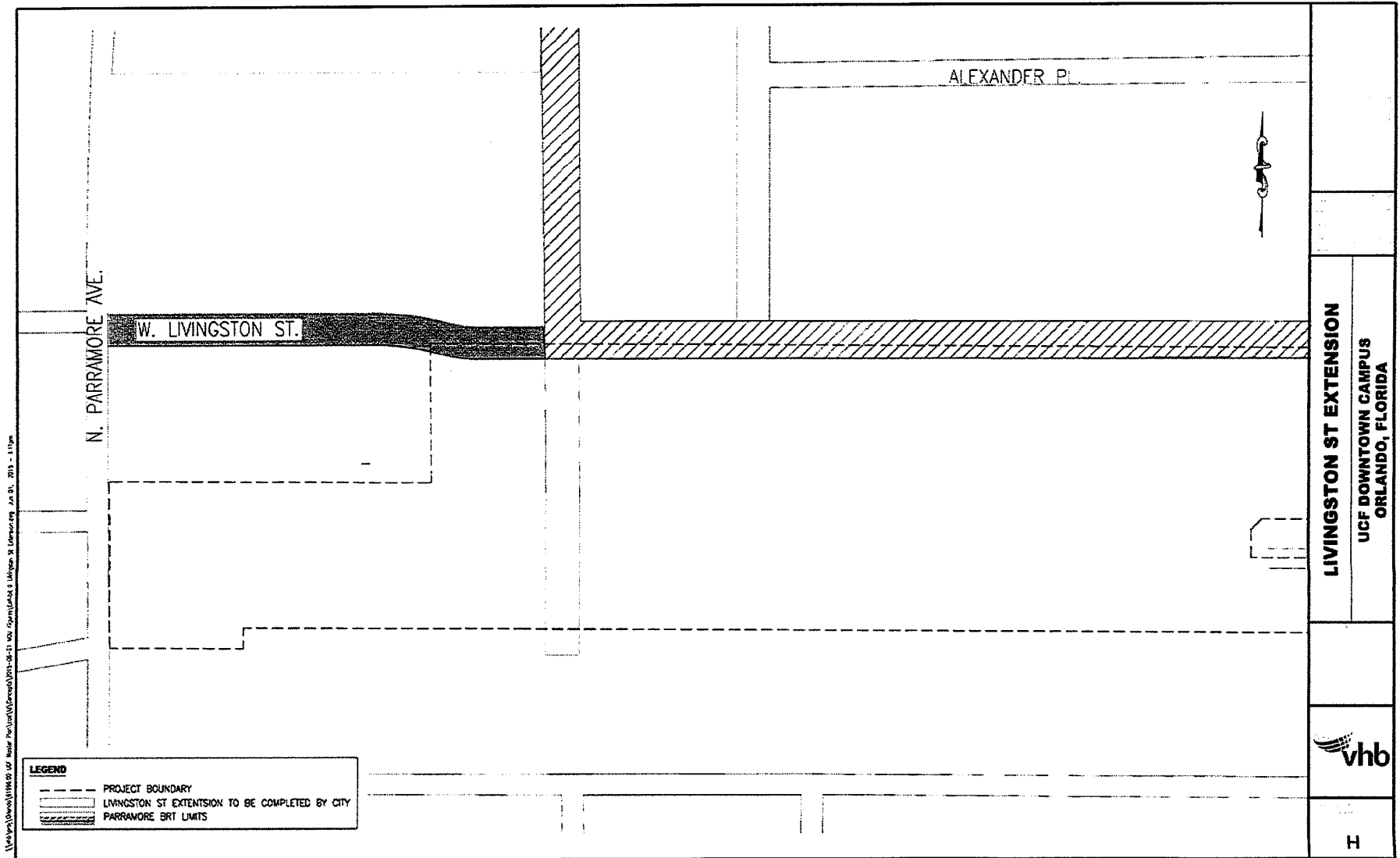
- A. UCF Site Boundary Parcels (MOU section 1, 2)
- B. Not Used
- C. CSX Parcel (5)
- D. Development Plan
- E. Not Used
- F. Not Used
- G. Not Used
- H. Livingston St Extension
- I. Not Used
- J. Existing and proposed storm water infrastructure (pipes, manholes, etc)
- K. Terry Ave Sleeve Utility Crossing Plan



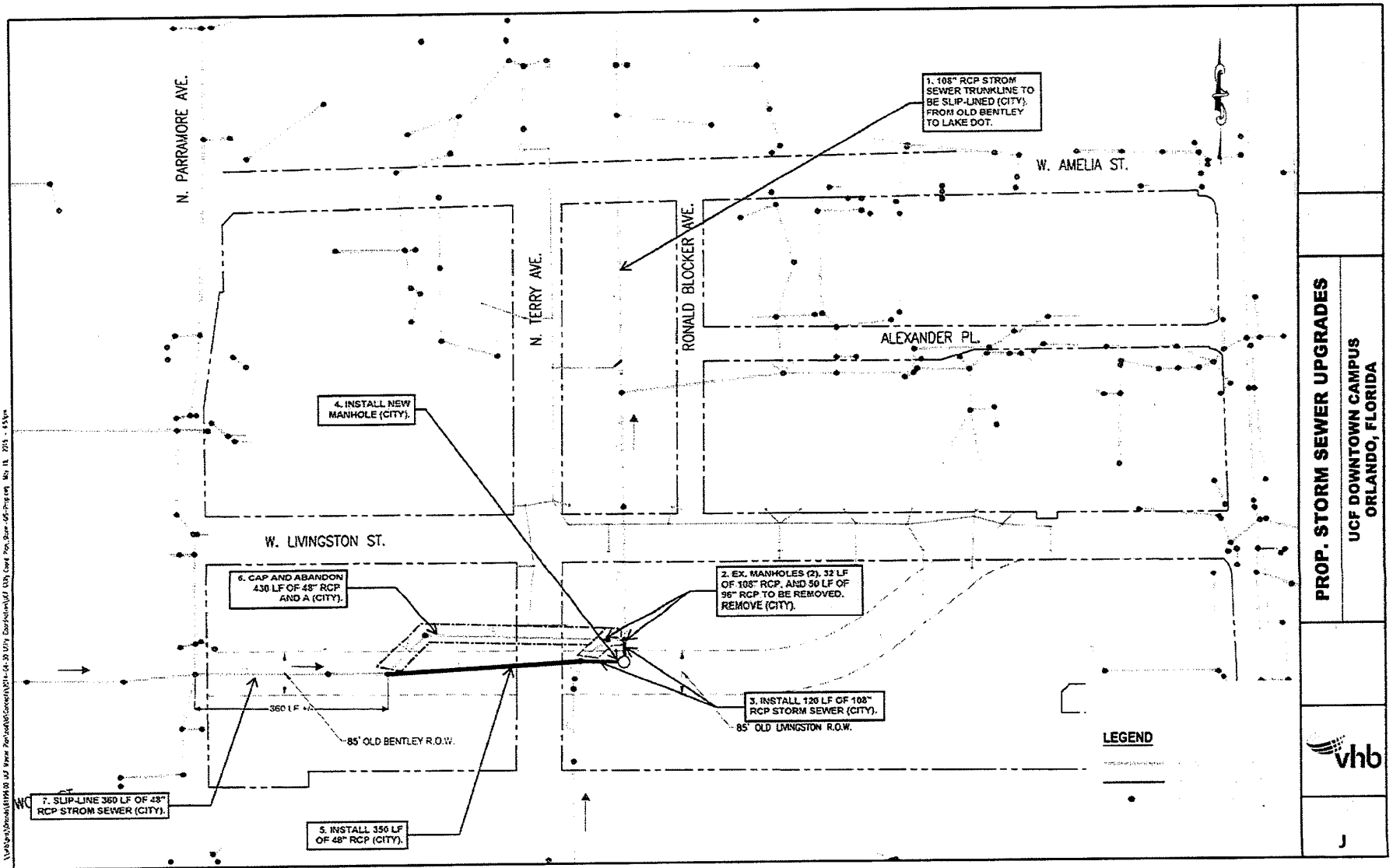




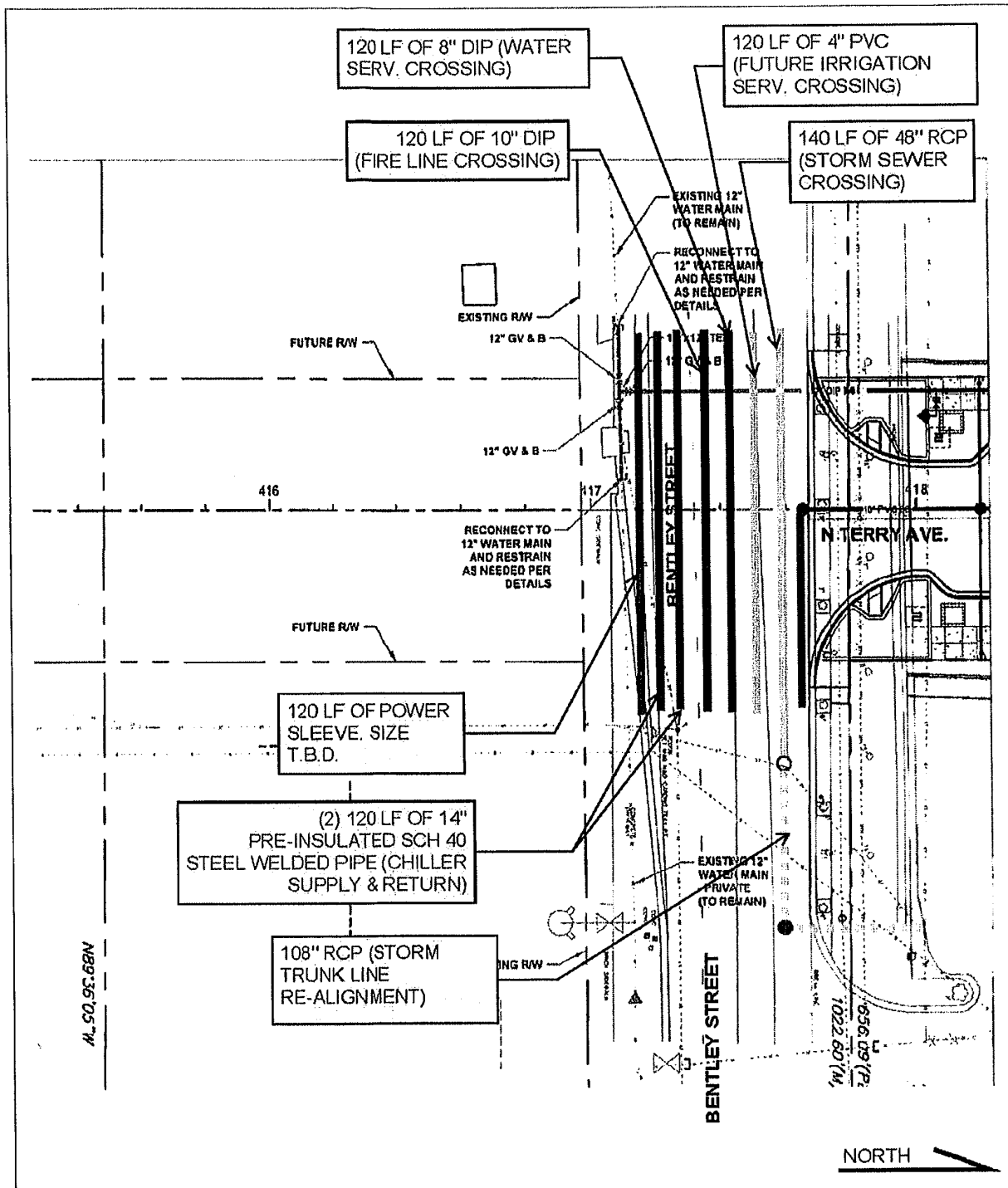
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TERRY AVE. SLEEVE UTILITY CROSSING PLAN

| REVISION | DATE: | DESCRIPTION |
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| K | | |

**UCF DOWNTOWN CAMPUS
ORLANDO, FLORIDA**



| | |
|--------------|------------|
| DATE: | 06/01/2015 |
| DRAWN BY: | JLI |
| APPROVED BY: | CO |
| SCALE: | N.T.S. |
| PROJECT NO.: | 61996.00 |
| SHEET NO. | |