



ADMINISTRATION AND FINANCE



ANNUAL REPORT 2016

Reporting Period: July 1, 2015 through July 30, 2016



OUR MISSION

The Division of Administration and Finance provides high-quality services and a safe and effective campus environment to support the university's mission of teaching, research, and service.

- Administration and Finance • Business Services • Debt Management • Environmental Health and Safety
- Facilities Operations • Facilities Planning and Construction • Finance and Accounting • Human Resources
- Landscape and Natural Resources • Parking and Transportation Services • Purchasing
- Quality Management and Improvement • Resource Management • Security and Emergency Management
- Sustainability Initiatives • The CFE Arena • University Police • Utilities and Energy Services

Offer the best undergraduate education available in Florida

Administration and Finance departments provided hands-on work experience to students, including 836 student employees, 32 interns, 397 volunteers, and nine university service-learning projects.

Business Services

- awarded eight meal plans to students referred by Student Care Services and three dining scholarships to exceptional students including veterans and students in the Africana Studies program; and
- launched the Textbook Price Match program with Barnes & Noble, offering matched prices for textbooks offered by local bookstores and online retailers Amazon, Chegg, and BN.com to ensure students received the most competitive pricing.

Environmental Health and Safety increased insurance coverage to include liability insurance to support students' educational activities abroad and expanded accident and sickness coverage.

Facilities Operations

- used a reliability-centered maintenance approach to maintain and repair university assets, completing 80,398 work order phases and 326 life safety work orders; and
- increased third-shift scheduling to reduce disruptions by daytime systems maintenance and housekeeping functions, and maintained a "Knight Shift" to perform statutory life safety inspections.

Facilities Planning and Construction

- managed 12 major building projects, with a value of \$174.6 million;
- managed more than 847 minor renovation projects, with a value of \$108.2 million; and
- collaborated with the Office of Instructional Resources on more than 135 Technology Fee classroom improvement projects.

Finance and Accounting

- began processing student meal plan payments through Student Accounts. In addition, new legislation exempting prepaid meal plans from sales tax created \$850,000 in savings to students;
- launched a payment plan option for tuition and fees with over 1,100 students participating in the Fall and over 1,400 in the Spring; and
- prepared financial information required for the SACSCOC Accreditation and accelerated the preparation, audit and delivery of UCF's 2014-15 Audited Financial Statements by three months to accommodate the accreditation deadlines.

Human Resources

- provided consultation and implementation guidance to various colleges and departments, including UCF Advancement, Regional Campuses, International Affairs and Global Strategies, and Faculty Excellence, during organizational restructuring;
- rebranded the Employment Section to Talent Acquisition, changing the focus to building a strategic direction with colleges and departments for recruiting; and
- partnered with Faculty Excellence to administer the Faculty Paid Parental Leave Program that will enhance faculty benefits and support recruiting and retaining top talent.

Landscape and Natural Resources

- supported three independent undergraduate student projects, facilitated 27 class visits to the Arboretum that reached 2,585 students, and permitted activities involving 5,385 students and staff in the Arboretum and Natural Lands;
- completed 95 campus enhancements and landscape improvement projects, creating a more esthetically pleasing learning and working environment; and
- hosted Adopt-a-Road and Adopt-a-Pond programs in partnership with the Arboretum that engaged 357 volunteers from 23 different student groups, working 412 hours to clear debris from campus ponds and roadways.

Purchasing processed 8,354 purchase orders worth \$161.6 million, 37 complex formal solicitations, and 679 contracts for university commodities and services.

Resource Management

- generated \$301,245 in revenue through public sales of surplus property; and
- processed more than 15,000 supply requests to support facility maintenance and housekeeping;

Security and Emergency Management provided graduate level instruction in the School of Public Administration and emergency management materials and speakers to undergraduate and international students.

Sustainability Initiatives

- co-developed and offered the course CCE 3930 System Analysis for Sustainability in Engineering Systems; and
- sponsored a capstone senior design team that designed a floating, photovoltaic system; the first of its kind in the nation.

The CFE Arena hosted four career fairs that served more than 7,500 UCF students, veterans, and community members.

University Police

- trained 18,133 students using the mandatory online prevention module "Not Anymore." Since 2010, 81,113 students completed the module. Training includes education addressing sexual, dating, and domestic violence; stalking; and bystander intervention in compliance with the Violence Against Women Act (VAWA) amendments of 2014; and
- provided escorts to students, staff, faculty, and visitors during late night hours. Ridership increased from 11,992 riders in 2014-15 to 13,151 riders; a 10 percent increase.

Utilities and Energy Services

- exceeded 1.1 million gross square feet of Leadership in Energy and Environmental Design (LEED) certified space (17 percent of campus heated and air conditioned space);
- assisted in obtaining LEED Silver certification for two buildings: the Academic Village Phase II and the Visitor Center, totaling 17 certified buildings on campus; and
- provided utility plant tours and guest speakers for student organizations and engineering undergraduate classes.

Become more inclusive and diverse

Administration and Finance collaborated with the President's division to host the annual diversity workshop focusing on access and inclusion for students with intellectual disabilities with nearly 100 in attendance.

Business Services

- partnered with Aramark and the College of Health and Public Affairs for the launch of the Knights on the Go Café, which provides unique rehabilitation to individuals with traumatic brain injury; and
- hosted the inaugural retail and services show that featured on-campus vendors and partners.

Facilities Operations

- collaborated with the Office of Diversity Initiatives to develop a diversity training series for housekeeping staff on how to work in a diverse environment;
- worked with Modern Languages to structure and present a semester-long class on Workplace English, specifically for using the AiM work order system and the iPod Touch; and
- worked with the Rosen College of Hospitality Management to enhance recycling efforts using hotel-style recycling and trash containers.

Facilities Planning and Construction contracted with small, minority-owned, woman-owned, service-disabled veteran-owned business enterprises (SMWVBE) on 35 minor renovation projects, with a total construction value of \$4.5 million.

Human Resources

- hired a bilingual Employee Relations Coordinator;
- supported Equal Opportunity and Affirmative Action with data acquisition to inform the university's Affirmative Action Plan; and
- increased use of diversity-specific employment advertising sources, increasing faculty applications from diverse demographics by 13.3 percent.

Parking and Transportation Services used six minority vendors for services such as general maintenance, garage cleaning, parking signage, and event services.

Purchasing

- documented \$36.9 million in business expenditures with SMWVBE vendors, a \$5.2 million increase (14 percent);
- increased expenditures with diverse commodities providers from \$9.9 million to \$13.1 million, a 32 percent increase;
- partnered with eight external organizations and participated in 10 external vendor outreach events to discover additional diverse sources; and
- implemented a Diversity Liaisons program with 28 employees serving as campus-wide partners to increase diverse vendor relationships within each department.

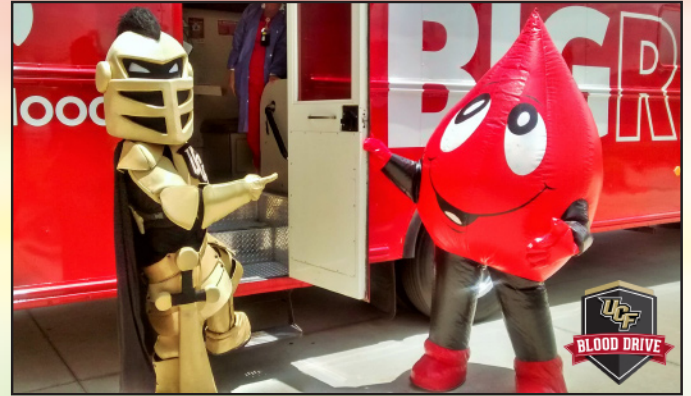
Security and Emergency Management developed guides for students traveling abroad in collaboration with International Affairs and Global Strategies.

Sustainability Initiatives traveled to Caribbean and Latin American countries to partner with non-governmental organizations to address poverty, economic vitality, and community development.

The CFE Arena provided a Spanish version of the Light Up UCF satisfaction survey.

University Police

- partnered with SGA to purchase an ADA compliant golf cart for Student Escort Patrol Service (SEPS);
- conducted 29 SAFE Women's Self-Defense sessions with 436 participants; and
- provided consent and sexual violence education to LGBTQ+ students groups that relates to their specific population.



Pulse

Administration and Finance staff coordinated the UCF Blood Drives response efforts in partnership with OneBlood and many UCF departments, collecting 424 units of blood and engaging more than 50 UCF volunteers. A truck load of leftover food and drink donations were provided to Second Harvest Food Bank.

Facilities and Safety

- partnered with Rosen Hotels and Resorts to provide and deliver hundreds of boxed meals to personnel working at the Orlando Emergency Operations Center; and
- coordinated with the Police Department, SDES, the President's office, and Administration and Finance, in partnership with the Junior League of Greater Orlando, collect more than 800 stuffed animals that were delivered to Pulse victims and their families.

Human Resources

- supported the UCF community and News and Information Team to identify past and present employees at the Pulse tragedy; and
- staff members donated personal funds to arrange refreshments for the counseling staff providing services to UCF students.

Security and Emergency Management assisted with the logistics for donation management and blood bus events, as well as working the vigil.

The CFE Arena partnered with Cox Media Group, Spectra, UCF Parking Services, Aramark, and others to host the Country Strong benefit concert, raising more than \$275,000 for the OneOrlando Fund

University Police

- provided support, victim services advocates, and K-9 officers during the immediate incident response; and
- provided personnel support for blood drive activities as well as storage for drop-off donations of drinks and food for blood drives.



Be America's leading partnership university

Business Services

- negotiated an agreement with Aramark that includes \$17.85 million for additional construction;
- hosted the Share a Coke and a Song event in partnership with the Coca Cola Company, with more than 1,000 students participating; and
- opened Café Bustelo in Technology Commons in partnership with Aramark.

Facilities Planning and Construction

- planned improvements to the Partnership IV building and Facilities Operations provided housekeeping and maintenance to its tenants, strengthening UCF's relationship with the Department of Defense; and
- collaborated with the College of Engineering and Texas Instruments to design and construct the Idea Lab in Engineering II, a creative space for brainstorming and using idea-generating technology for quick prototyping.

Finance and Accounting

- co-chaired the Infrastructure Working Group between Shorelight and S.T.A.R.S., UCF's Global pathway partners. The workgroup developed business processes to improve efficiencies of financial transactions between all partners;
- hosted the 2015 University Tax Peer Group (UTPG) annual meeting on our campus. The UTPG is a select group of university tax professionals who strive to attain efficiencies with various tax compliance requirements. Tax professionals from 12 major universities were in attendance; and
- represented higher education on the IRS Information Reporting Program Advisory Committee (IRPAC), allowing the university to have a direct representation with the IRS to discuss reporting issues and suggest improvements for efficiency.

Landscape and Natural Resources

- partnered with the Florida Park Service on prescribed burns on 347 acres of state lands; and
- assisted with the Florida Native Plant Society 2016 Annual Conference by serving on the conference steering committee and providing a speaker.

Parking and Transportation Services welcomed 20,052 visitors to the Visitors' Information Center and issued appropriate daily permits.

Purchasing

- partnered with national consortiums to save \$5.5 million while earning \$123,000 in rebates; and
- partnered with the SUS on BOG Shared Services Initiatives and saved \$2.95 million using those collaborative contracts.

Resource Management donated \$45,986 (40 pallets) in surplus building materials and office supplies to Habitat for Humanity.

Security and Emergency Management

- created a national bomb threat training video in collaboration with the International Association of Chiefs of Police and Department of Homeland Security;
- renewed UCF's Storm Ready designation with the National Weather Service. UCF leads the region in severe weather preparedness; and
- hosted the KNIGHTSHARE Expo, partnering with 29 organizations to provide training and outreach to improve campus preparedness.

Sustainability Initiatives assisted in the Green Schools Program, an Orange County Public Schools program championing sustainability within its schools.

The CFE Arena hosted graduations for Direct Connect partners: Seminole State College and Valencia College, as well as the University of Phoenix and 21 local high schools.

University Police

- coordinated with the Federal Law Enforcement Training Center (FLETC) to complete active shooter training and a Tactical Medicine course with other local law enforcement agencies. University Police developed an Incident Command program designed to prepare responders the first 45 minutes of a critical incident; and
- initiated the new BarTab Bystander Intervention Program to educate bar staff about prevention of sexual violence. The program is a partnership with USF, Orlando Police, and the Victim Service Center of Orange County.

Utilities and Energy Services

- hosted the American Society of Heating and Refrigeration Air-conditioning Engineers (ASHRAE) Conference's technical tour, showcasing UCF's utility production plant operations for 57 industry professionals from eight countries; and
- promoted and enforced safe digging and excavation practices, in collaboration with Sunshine 811 and University Police, protecting life and critical utility infrastructure.

Cost effectiveness

Administration and Finance departments saved the university more than \$17.4 million through various cost savings initiatives.

Business Services

- negotiated a contract with the Collegiate Licensing Company and secured a higher gross royalty rate on licensed merchandise for the university;
- processed over 3,700 passports with a 25 percent growth in passport revenues.

Debt Management

- collaborated with the UCF Stadium Corporation to refinance its Bright House Networks (BHN) Stadium debt resulting in annual savings of \$354,000 and released \$4.1 million of restricted surplus to UCF Athletics Association (UCFAA);
- collaborated with the UCF Convocation Corporation (UCFCC) to refinance its CFE Arena debt resulting in annual savings of \$1.1 million. UCFCC also funded \$2.6 million for the construction of the BHN Stadium's Carl Black & Gold Cabana; and
- collaborated with KUD International to attain Board of Governors approval of the hotel and convention center project on UCF property.

Environmental Health and Safety

- secured more than \$370,000 in insurance settlements for property damage caused by weather incidents, equipment failures, and automobile accidents;
- identified a cost-share program funded by the Department of Energy, reducing disposal expenses from eight unwanted radioactive sources by 45 percent;
- implemented a first-aid kit refill program, resulting in a 52 percent decrease in monthly costs while increasing the inspection frequency;
- performed an internal audit of the biomedical waste vendor services, reducing monthly disposal expenses by 6 percent; and
- created and implemented a more efficient Employee Safety Orientation Training program.

Facilities Operations

- implemented process compliance reports, achieving 88 percent completion of scheduled maintenance, an increase of 7.5 percent over the previous year;
- bundled life safety emergency lighting and emergency exit inspections, reducing the time required to perform code-required inspections by approximately 7,500 hours and saving approximately \$260,000; and

- saved \$288,000 in labor expenditures at the Rosen College of Hospitality Management using Reliability Centered Maintenance methodology, while maintaining APPA level 2 housekeeping and level 3 maintenance standards.

Finance and Accounting

- received approval from the Internal Revenue Service exempting the UCF Convocation, UCF Stadium, and Finance Corporations from filing Federal Income Tax Returns. Annual cost savings estimated at \$10,000 per year; and
- developed and implemented a university-wide formal exceptional funding request process, a faculty startup funding policy, and developed a proposed model for allocating tuition growth funds to academic units based on workload and performance.

Landscape and Natural Resources

- received \$9,900 in state grants from the Florida Fish and Wildlife Conservation Commission (FWC) to treat and remove invasive plants from conservation areas, achieving a savings of \$137,778 since 2009; and
- saved \$10,120 by completing 55 landscape and irrigation projects in-house.

Parking and Transportation Services

- saved \$2,095,100 in interest by using \$6 million in departmental unrestricted cash reserves to pay for the construction of the Garage C extension, adding 604 spaces; and
- saved \$47,528 by performing maintenance tasks and completing minor projects in-house.

Purchasing

- saved the university over \$14 million using proven procurement methods including increased competition, negotiations, and usage of pre-existing contracts;
- executed an elevator maintenance contract for SUS partners that will save UCF and SUS partners approximately \$122,000 annually; and
- orchestrated the procurement of state-of-the-art stadium and arena audio and video equipment that resulted in \$193,000 in negotiated savings.

Resource Management

- audited contractors' Guaranteed Maximum Prices (GMPs), resulting in cost savings of more than \$917,000 for the College of Medicine – Clinical Skills Renovation, Student Health Center Addition, and District Energy IV Plant – Early Site Infrastructure;
- implemented a surplus property database, resulting in direct costs savings of \$709,052 for 615 adoptions by departments in need, a savings increase of 34 percent; and
- realized construction project savings of more than \$11,050 for IRS Rule 179D tax savings for energy efficiencies.

Security and Emergency Management

- saved \$107,000 by procuring pre-owned mass notification equipment, cutting costs by 96 percent; and
- saved over \$10,000 by providing internal redesigning and enhancement of the Stadium Operations Center technology.

The CFE Arena hosted the eighth season of Light Up UCF, which featured new attractions, welcomed a record number of attendees and generated revenues that more than covered the cost.

University Police

- received a grant from the Florida Department of Health Sexual Violence Prevention Program for a five year project totaling \$625,000 to implement the Green Dot Bystander Intervention strategy at UCF. The grant will fund one full-time Green Dot Coordinator, two part-time facilitators, and awareness materials;
- received grants from Orange County Office of Drug Free Coalition of over \$10,000 for Sector II Noise Alcohol Patrols (SNAP) and DUI Enforcement; and
- finished in second place for Traffic Safety Programs in the Florida Law Enforcement Challenge, earning grant funding for LED flares for night-shift officers and safety lighting.

Utilities and Energy Services

- achieved an energy reduction of \$13,375,863 kilowatt hours (kWh) of electricity (\$1,911,307 savings), 5,248,397 ton hours of chilled water (\$681,730 savings), and 109,467 therms of natural gas (\$79,505 savings) through on-going commissioning, automation management, and capital replacement;
- reduced 93,783,952 kWh of electricity (\$19,194,872 savings), 27,955,020 ton hours of chilled water (\$3,433,292 savings) and 497,913 therms of natural gas (\$399,034 savings) while reducing source energy by 36.3 percent from the 2005-06 baseline;
- produced 27,430,110 kWh of energy. Yielding a savings of \$1,582,563, while avoiding 2356 metric tons of carbon dioxide and 148 metric tons of sulfur oxide emissions;
- avoided \$68,000 in contractor fees by self-performing commissioning activities on minor HVAC renovations and new construction projects; and
- avoided \$90,000 in soft costs by retrofitting building automation controls (BAS) in-house.

Technology

Business Services

- replaced point-of-sale payment gateways and upgraded PIN pads to support EMV and point-to-point encryption (credit card chip technology) for more secure credit card transactions; and
- upgraded to reverse transfer card printers for a better quality print of the UCF ID Card.

Facilities Operations

- expanded the mobile device work order initiative to perform HVAC and electrical load calculations in the field and implemented use of iPod Touch devices for daily communication and accountability for Housekeeping staff; and
- transitioned all Rosen College Facilities Operations staff to the AiM work order system for daily assignments.

Finance and Accounting received the 2016 Prudential Productivity Award for replacing the Research Foundation's legacy accounting system and upgrading the software and equipment to manage the university's capital asset inventory. This annual award recognizes state employees who innovatively reduce costs and improve services for Florida taxpayers.

Facilities and Safety developed Project Tracker, a database that reports project status for project managers and customers.

Facilities Planning and Construction completed the digitization of archived building plans, specifications, and owner's manuals.

Human Resources

- upgraded the HR PeopleSoft platform to increase functionality for colleges and departments; and
- upgraded the PeopleAdmin applicant tracking system for use on mobile devices and improved the UCF Talent Acquisition website.

Landscape and Natural Resources

- employed ArborPro software, updating a Geographic Information System (GIS) database of more than 7,000 urban trees to track and manage tree-related work orders; and
- deployed thermal data-logging field sensors throughout campus landscapes and natural areas to assess the "heat island" effect on campus.

Parking and Transportation Services

- implemented Passport parking, a smartphone application used to pay for metered parking in lieu of coins, on 130 meters on campus; 2,575 users have taken advantage of this program;
- upgraded its citation writer software and hardware; and
- enabled Wi-Fi capability on all Black and Gold, Health Sciences Campus, and Rosen College of Hospitality Management shuttles.

Purchasing improved its website to include online access to the purchasing manual and regulations with additional updates to assist in-site search efficiency and enhance information clarity.

Landscape and Natural Resources transferred the Maxicom irrigation system to direct Ethernet connection to increase speed and reliability.

Resource Management

- implemented an in-house hard drive destruction program to increase data security and the number of viable computers available for surplus; and
- reduced the database server footprint, consolidating all databases into a primary data center and providing centralized management.

Security and Emergency Management

- updated the University's Mass Notification System to the new WAVES 8 platform, allowing for more efficient monitoring and activations; and
- increased the ability to make emergency indoor notifications into five buildings and extended the footprint for mass notification.

The CFE Arena added 41 security cameras.

University Police purchased defibrillator AED's for all uniformed officer patrol units.

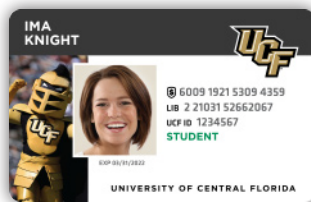
Utilities and Energy Services saved more than \$100,000 by the in-house creation of the first phase of a web-enabled open energy dashboard, allowing energy data and analytics to optimize the performance of UCF's buildings.

Other accomplishments

Administration and Finance coordinated the United Way Campaign for the university raising \$166,707.69, participated in and supported UCF's Relay for Life and Heart Walk, and participated in 14 initiatives supporting Knights Helping Knights pantry, holiday and needs drives, and other department or university sponsored philanthropic activities.

Business Services

- re-designed the UCF ID Card. The design, voted on by students, now offers a veteran designation;
- contributed \$1 million toward the Knights Plaza Enhancement Project;
- generated a relationship with local comic book artists, resulting in more than \$30,000 in sales; and
- added over 365 Toshiba and Lexmark copy machines across main and regional campus locations.



Environmental Health and Safety

- completed inspections for all of UCF's 671 laboratory facilities; and
- developed UCF Policy 3-118 Automated External Defibrillators (AED), resulting in the purchase of additional AEDs, locational signage, and a complete, published inventory of all AED locations.

Facilities Operations

- coordinated the repair of UCF's Foucault pendulum in the Mathematical Sciences Building; and
- received the prestigious 2015 Uptime Magazine's Best Maintenance Reliability Program Award for the Best Work Execution Management Program from more than 2,000 candidates from 79 countries. UCF is the first higher education institution to win this award.

Finance and Accounting hosted a "meet and greet session" where 80 members of the UCF community asked the management team questions.

Human Resources

- contracted with CAPTRUST, a consultant for voluntary 403(b) plan fiduciaries, to improve UCF's 403(b) plan investment structure and reduce fees by 2 to 3 percent; and
- expanded its annual retirement planning workshops to a more holistic Financial Wellness Series, appealing to financial planning needs of all age groups. There were 21 workshops that assisted 343 employees with financial and retirement planning.

Landscape and Natural Resources

- planted 303 trees; conducted maintenance pruning on 682 hardwood trees; and removed 145 trees due to construction, storm damage, or disease; and
- completed the National Pollutant Discharge Elimination System (NPDES) storm water Discharge Monitoring Report to the Florida Department of Environmental Protection, meeting all compliance requirements.

Parking and Transportation Services

- transported 1.9 million students on UCF's sustainable shuttle service;
- director served as president of the Florida Parking Association, one of the largest state organization of its kind in the country; and
- assisted with traffic control and vehicle parking for 242 special events held on campus.

Purchasing conducted procurement training for multiple departments, contributing to a reduction of unauthorized purchases from 75 to 43 university-wide.

Quality Management and Improvement

- completed annual condition inspections and needed repairs of 116 multi-campus E&G buildings; and
- assessed ADA accessibility in 55 E&G buildings, resulting in push-button door actuators in new restroom designs.

Resource Management

- processed \$408,002,374 in postage for university departments, with 1,037,770 million inbound and 515,470 outbound postal items; and
- purchased and issued more than \$2.9 million in parts and materials to operational departments.

The CFE Arena hosted six shows in 2016 that were over 90 percent sold – Tool, Hillsong UNITED, Katt Williams, Pentatonix, Amy Schumer, and Country Strong.

UCFCC completed repainting the exterior of eight of the nine Knights Plaza structures, including Towers 1 through 4, parking Garages E, F, and G, and retail building 137.

University Police

- achieved re-accreditation by the Florida Law Enforcement Accreditation (FLA-PAC); and
- received multiple awards for excellence, DUI enforcement, and the prevention of underage drinking at the MADD Banquet.

Utilities and Energy Service

- renegotiated UCF's natural gas supply contract, reducing natural gas cost to UCF's main campus by 12 percent, a projected savings of \$175,000 annually;
- supported UCF's Climate Action Plan by purchasing 6,658 megawatt-hours of renewable energy credits to support campus expansion projects;
- processed 656 indoor air quality work orders with a closing time of fewer than one day, and fewer than 2 hours in the field;
- saved \$175,000 and experienced a 12 percent reduction in total cost Natural Gas Rate Savings for multiple accounts converted from purchased gas account rates to deregulated rate structures;
- saved \$12,392 by generating 131,400 kWh's in renewable energy through Garage B's 107 kW DC photovoltaic system; and
- renovated six buildings with building automation, control and distribution systems, increasing building comfort and reliability.

Facilities and Construction Projects

Status as of June 30, 2015

Minor Projects (\$2M or less) Completed (not listed below): 448

Completed

- Bennett Building Renovation
- Campus Asphalt Replacement Project
- Carl Black & Gold Cabana
- Global UCF
- Landscape & Natural Resources Greenhouse
- Libra Garage
- Mathematical Sciences Renovation, Phase I
- UCF Construction Standards Overhaul
- Wayne Densch Center for Student Athlete Leadership

Construction

- Campus Wayfinding
- CFE Arena Plaza Renovation
- Interdisciplinary Research and Incubator Facility, Phase I and Phase II
- John C. Hitt Library Expansion (Automated Retrieval System)
- Libra Drive Widening
- Parking Garage C Expansion
- Student Health Center Addition

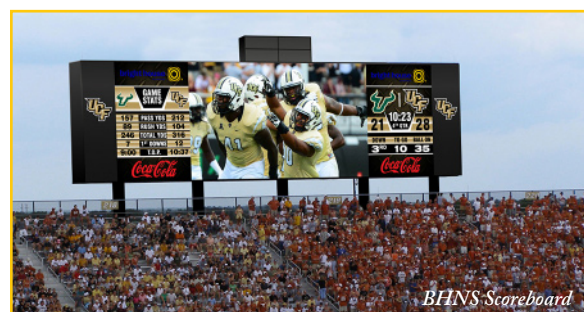
Design

- Band Building
- Bright House Networks Stadium Video Board Enhancements
- Campus Landscape Plan
- Colbourn Hall Renovation
- CFE Arena Video Board Enhancements
- District Energy Plant IV
- Engineering Building I Renovation, Phase I
- Nicholson Field House HVAC
- Pollo Tropical (adjacent to RWC)
- Trevor Colbourn Hall
- Utilities Mapping Project

Concept

- CREOL Building Addition
- Partnership IV
- Student Union Expansion
- UCF Downtown Academic Building and CEM Renovation
- UCF Downtown Tri-generation Plant
- UCF Downtown Parking Garage

PROJECT RENDERINGS





CFE Arena Event



Arbor Day



Libra Drive Expansion



Light Up UCF



Emergency Management



Combined Heat & Power Plant



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