



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees**

4000 Central Florida Boulevard  
Orlando, FL 32816

**UCF Corrective Actions to Date (*Updated Feb. 8, 2019*)**

**September 2018**

- Accepted the resignation of the Vice President for Administration and Finance & Chief Financial Officer who accepted responsibility for the decision to use the inappropriate funds for Trevor Colbourn Hall.
- Hired an independent law firm to investigate the funding of Trevor Colbourn Hall. All investigative materials and information were shared with the Board of Governors' Inspector General and the Florida House Public Integrity and Ethics Committee.
- Refunded the state funds improperly used for the construction of Trevor Colbourn Hall with eligible funds. Subsequently, did the same for other projects identified as including inappropriate funds. Investigations into funding and transfers are ongoing, as are corrective actions.
- Eliminated the position of Vice President for Administration and Finance/CFO.
- Created new Chief Financial Officer and Chief Operating Officer positions to separate functions and provide internal checks and balances in funding authority and decision-making.
- Appointed UCF's Associate Director of University Audit to serve as the Interim CFO, and UCF's Associate Vice President for Advancement, Accounting and Chief Financial Officer for the UCF Foundation to serve as the interim COO.
- Initiated new requirement for certifications to the Board of Trustees as to the appropriate source of funds for all UCF construction projects. The required signatures are the Chief Financial Officer, the Vice President presenting the item, the Vice President and General Counsel and the President.
- Instituted an immediate moratorium on new capital projects over \$2 million.



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**October 2018**

- Initiated new requirement for real-time audits for capital projects that exceed \$2 million.
- Engaged Price Waterhouse Cooper/Accenture to review and make recommendations on the organizational structure and operations of UCF's Administration and Finance. Reports received in January.
- Engaged the consulting services of the Association of Governing Boards (AGB) to review current practice and make recommendations for improving trustee and staff engagement and interactions. Report received in January.

**January 2019**

- Received the report from the independent law firm the board hired to investigate the funding of Trevor Colbourn Hall.
- Began the termination process for four senior leaders in Administration and Finance whom the independent investigation identified as knowingly participating in the misuse of funds for Trevor Colbourn Hall. Once the termination process began, one employee retired and another resigned. Two are proceeding with an appeal, which is part of the process when terminating an employee for cause.
- Created a new position of Chief Accountability Officer to help UCF rebuild a culture of ethics, integrity and accountability. This position will report to the president and the chair of the Board of Trustees' Audit and Compliance committee.
- Hired Lt. Gen (Ret.) Robert Caslen, Jr. to oversee the Division of Administration and Finance, and to implement changes recommended by the AGB and Accenture reports, and make other organizational improvements as he determines appropriate. Gen. Caslen is the former Superintendent of the U.S. Military Academy at West Point.



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- Developed new processes for presenting information, alternatives, pros and cons, financial implications and more to the Board of Trustees.
- Started the process to create a new and comprehensive education and training program for the Board of Trustees, including the initiation of annual trustee budget workshops to precede the meeting at which university budgets are considered for approval.
- Accepted the cancellation of the former UCF president's one-year emeritus contract.
- Updated the university's investment strategy to separate E&G funds from other sources. Will no longer allow unrealized gains to be designated as funding sources for projects.
- Based on wanting to demonstrate the seriousness with which he approached this matter, UCF's Board of Trustees chair relinquished his chairmanship.