

**Minutes
Board of Trustees Meeting
University of Central Florida
February 20, 2020**

Chair Beverly Seay called the meeting of the Board of Trustees to order at 8:30 a.m. at the UCF *FAIRWINDS* Alumni Center.

Seay reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

WELCOME

Seay welcomed the board members and called on Karen Monteleone, Assistant Vice President, Board Relations, to call the roll. Monteleone determined that a quorum was present.

The following board members attended the meeting: Chair Beverly Seay, Vice Chair Alex Martins, Trustees Kenneth Bradley, Joseph Conte, Danny Gaekwad, Kyler Gray, Caryl McAlpin, Michael Okaty, William Self, David Walsh and William Yeargin.

Trustees Harold Mills and John Sprouls joined via teleconference.

PUBLIC COMMENT

There were no requests for public comment.

MINUTES

Bradley moved to approve the minutes of November 6, 2019, November 14, 2019, December 16, 2019 and January 17, 2020 meeting and the retreat minutes of May 17, 2019 and November 20, 2019. Seay stated that the minutes stood approved as presented.

REMARKS

Seay officially congratulated and welcomed the new trustees to the board and called on Interim President Thad Seymour for remarks.

Seymour noted the following faculty and student highlights:

- Carolina Cruz-Neira – UCF's seventh National Academy of Engineering faculty member.
- At least 10 of UCF's young faculty members will receive Early Career Awards from the National Science foundation, which is a UCF record.
- The next class of Pegasus Professor and Reach for the Stars faculty members.
- The next Order of Pegasus students, which included Trustee Kyler Gray.

Seymour also stated the following recognitions:

- *DIVERSE Issues in Higher education* highlighted the Brother to Brother mentoring program for underrepresented students.
- The Multicultural & Academic Support Services (MASS) Collegiate Male Institute was selected for the 2019-2020 National Association of Student Personnel Administrators (NASPA) Excellence Bronze Award for Equity, Inclusion, and Social Justice Programs.

Seymour recognized Dr. Theodorea Regina Berry, Vice Provost for Student Learning and Academic Success and Dean of the College of Undergraduate Studies.

Seymour provided an update on UCF's performance funding and preeminence metrics. He noted UCF should have about the same points in performance funding and a predicted eight metrics achieved for preeminence for the second year in a row.

Seymour concluded his report by recognizing Seay who was selected as the 2020 Women in Defense Service to the Flag awardee for Industry.

Presidential Search Update

BOT-1 Presidential Candidate Evaluation Criteria

Seay said at its February 12, 2020 meeting, the search committee reviewed and provided feedback on an expanded list of criteria that was developed under the broader characteristics included in board's Leadership Statement. The finalized presidential candidate evaluation criteria were presented for the Board's approval.

Martins moved to approve the presidential candidate evaluation criteria with Bradley providing the second. The motion passed unanimously.

INFO-1 Presidential Transition Update

Conte provided a brief update on the presidential transition plan. He indicated very early discussions have occurred and the general focus of the transition will include global concepts that address the immediate needs of the university. The strategy of the transition will take into consideration the activities that will dominate the first sixty days of the presidency.

REPORTS

INFO-2 Enrollment Strategy Task Force Update and Discussion

Seay shared a slide reflecting the university's operating revenues for the past five years. She noted the second highest source of revenue is student tuition and fees, which is directly connected to the university's enrollment strategy.

Seay recognized Self to moderate the discussion on enrollment strategy.

Following an information presentation from Seymour, the Trustees engaged in dialogue and the following highlights were noted:

- Seay indicated the need to focus on research challenges and increase graduate student population.
- McAlpin asked for the breakdown of medical vs nonmedical and which area can be grown the fastest.
- Gaekwad requested the benchmarks of the Direct Connect program against other SUS universities.

Self thanked Seymour and provided the following comments regarding best practices at the national level:

- To have an enrollment management committee that has a key leader, typically a senior vice president.
- The plan should be futuristic, looking at the next trends.
- Comprehensive and integrated in both curriculum and co-curriculum aspects.
- Data informed
- Technology current
- Academically orientated but include athletics, residential life, internships, and service of students.

Self noted that in 2005 the Board approved a resolution that was the framework for Direct Connect.

Self thanked the task force and sub committees for their work. He said the data will be used as a basis for a long-term plan. He highlighted several of the recommendations from the major ready work group. Self also noted that 31 percent of all transfer students in the state of Florida in the fall 2018 were at UCF.

Self advocated for the following requests:

- Ask the new President to develop an enrollment plan within a year.
- The academic constituents should be part of an enrollment plan committee.
- The next plan should incorporate a college admission model and/or a critical tracking course model.
- Out-of-state recruiting at a national level.
- Review and revise the Direct Connect program.

Seay indicated research needs to continue on enrollment management at UCF and be presented to the new president so a strong plan can be established. She thanked Self, Seymour, the task force and its sub committees.

Seay called on the trustees to provide brief updates on their assigned emerging issues:

- Mills provided an update on IT/Cybersecurity and the enterprise ERP upgrade.
 - Seay requested that the next briefing should include dashboards used by senior management, especially those for cyber security.
- Scott Cole, Vice President and General Counsel, provided historical background and current information on BRIDG. Walsh provided a more in-depth update on BRIDG noting the actions taken to secure investment partners. The trustees had the following comments and questions:
 - Yeargin confirmed that UCF, as the accounting agent, is still funding payroll and asked if there was a process in place to select a new agent to manage their payroll.
 - Seymour said his intent is to move ahead with a 30-day notice.
 - Seay asked when they would execute 1.2 million in reductions, when would the consultant come on board, what authority the consultant would have and who would be paying their salary.
 - Okaty said Seymour should move forward with replying to letters received from BRIDG and the County.

Due to time constraints, Seay said the remainder of the emerging issues updates would be provided at the working lunch.

ADVANCEMENT COMMITTEE REPORT

Gaekwad, Chair of the Advancement committee, reported highlights from the committee meeting held on February 19, 2020. He discussed information items INFO-1 through INFO-3.

Gaekwad said he would not entertain any agenda item requests that are not presented in a timely manner and with sufficient supporting documentation.

AUDIT AND COMPLIANCE COMMITTEE REPORT

Conte, Chair of the Audit and Compliance Committee, reported on highlights from the committee meeting held on February 13, 2020 and reported that AUD-1 through AUD-3 were unanimously approved by the committee and placed on the consent agenda. He also discussed INFO-1 through INFO-6.

COMPENSATION AND LABOR COMMITTEE REPORT

Sprouls, Chair of the Compensation and Compliance Committee, reported on highlights from the committee meeting held on February 19, 2020.

CL-1 Presidential Assessment Criteria

Sprouls indicated this item was tabled at the committee meeting and will be brought before the board at a later date.

CL-2 Presidential Executive Compensation Analysis

Sprouls moved to approve CL-2 with a second from Walsh. The motion passed unanimously.

CL-3 Termination of the Performance Unit Plan

Sprouls moved to approve CL-3 with a second from Gaekwad. The motion passed unanimously.

CL-4 Performance Unit Plan Awards

Sprouls moved to approve CL-4 with a second from Okaty. The motion carried unanimously.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Bradley, Chair of the Educational Programs Committee, reported highlights from the committee meeting held February 6, 2020 and reported that EP – 1 through EP – 3 were unanimously approved by the committee and placed on today's consent agenda.

Bradley reported that Interim Provost Michael Johnson presented his Provost's Update to the committee on UCF's academic enterprise. Bradley also discussed information item INFO-1.

EXECUTIVE COMMITTEE REPORT

Seay, Chair of the Executive Committee, reported on highlights from the meeting held on December 16, 2019. Seay briefly discussed information items INFO – 1 and INFO – 2.

FINANCE AND FACILITIES COMMITTEE REPORT

Martins, Chair of the Finance and Facilities Committee, reported on highlights from the meeting held on January 28, 2020. Martins reported that FF – 1 through FF – 4 were unanimously approved by the committee and placed on the board's consent agenda.

GOVERNANCE COMMITTEE REPORT

Yeargin, Chair of the Governance Committee, reported highlights from the committee meeting held on January 28, 2020.

GOV– 1 Central Florida Clinical Practice Organization, Inc. Bylaws Amendments

Yeargin moved to approved GOV-1 with Martins providing the second. The motion was approved unanimously.

Yeargin reported that GOV-2 was unanimously approved by the committee and placed on the board's consent agenda.

CONSENT AGENDA

Bradley moved to approve the consent agenda and it was unanimously approved.

NEW BUSINESS

INFO-4 Institutional Mission Statement

Seay presented the mission statement that was last approved by the Board of Trustees on May 21, 2009. She noted that in consultation with the Board, the next president will lead the development of a proposed new strategic plan, to be reviewed and approved by the BOT.

This process will include a comprehensive review of the institutional mission with broad-based input from stakeholder groups.

BOT-2 Emerging Issues and Crisis Response Task Force Recommendation

Rhonda Bishop, Vice President of Compliance and Risk, presented on the crisis response task force and recommended the board adopt the crisis response plan.

McAlpin moved to approve BOT-2 with a second from Bradley. The motion passed unanimously.

Seay called on Gray for one additional item of new business. Gray informed the board on the Florida Student Association's Food and Housing Insecurity appropriations request. The request is for \$340,000 to be distributed equally among the 12 state university systems to provide additional resources for campus housing and food insecurity programs. Gray discussed how the issues apply at UCF and challenged the board to find a solution.

Seay recommended the establishment of the Kyler Board Challenge and asked the board members to collectively match the \$50K that has already been donated by the Corey family for food and housing insecurity at UCF.

ANNOUNCEMENTS

Seay made several announcements and noted that the board would be moving to the working lunch.

Trustee Working Lunch

The remaining trustees updated the board on the following emerging issues:

- Gray provided an update on Communications and Marketing
- Bradley provided an update on DSO and Auxiliary Boards
- Seay provided an update on Internal Loans
- Okaty provided an update on Contracts

- McAlpin provided an update on Real Estate and Space Utilization and Shared Services and Efficiencies
- Walsh provided an update on Stadium Infrastructure
- Conte provided an update on UCF Health
- Gaekwad provided an update on UCF Global

INFO-5 New Budget Model

Kristie Harris, Associate Vice President for Financial Affairs and Paul Jarley, Dean for the College of Business Administration, presented on the new budget model redesign. They discussed the following opportunities the redesign is seeking to address:

- Strengthen Allocation Methodology
- Promote Revenue Growth
- Drive Operational Efficiencies
- Increase Transparency
- Align Institutional Incentives

Huron representative, Jamie Ontiveros, discussed next steps by the Huron Consulting Group.

Seay adjourned the board meeting at 2:27 p.m.