



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees
Executive Committee Meeting
December 16, 2019
President's Boardroom, Millican Hall**

MINUTES

CALL TO ORDER

Chair Beverly Seay called the meeting to order at 1:30 p.m.

Committee members present: Vice Chair Alex Martins. Committee members Trustee Joseph Conte and Trustee Danny Gaekwad joined via teleconference after the call to order.

Committee members absent: Trustees Robert Garvy, John Sprouls and William Yeargin.

Trustees Bradley, Self and Walsh were also in attendance.

A quorum was confirmed.

MEETING MINUTES

The minutes of the October 22, 2019 Executive Committee meeting were approved as submitted.

NEW BUSINESS

Board Emerging Issues (INFO-1)

Chair Seay has requested proactive Trustee engagement in areas where the university has made a significant investment, is considering making a significant investment, or has faced challenges. She consulted with Interim President Thad Seymour to separate these areas into components of the *UCForward* goal to strengthen operations. The emerging issues discussed were:

Organizational Alignment

- Communications and Marketing (Trustee Gray) – Faculty member Lindsey Neuberger has been assigned to assist Trustee Gray.
- DSO and Auxiliary Boards (Trustee Bradley)
- IT / Cybersecurity (Trustee Mills)

Allocation and Management of Resources

- Current Financial Standing and Internal Loans (Chair Seay)
- Enrollment Strategy* (Trustee Self - Replacing Trustee Garvy)
- Enterprise ERP Upgrade (Trustee Mills)
- New Budget Model (Vice Chair Martins)

Operational and Process Improvements

- Crisis Response Plan* (Trustee Sprouls – Replacing Trustee Lord)
- Contracts (Trustee Okaty – New Trustee Appointment)
- Real Estate and Space Utilization (Trustee McAlpin – New Trustee Appointment)
- Shared Services and Efficiencies (Trustee McAlpin – New Trustee Appointment)

Strategic Partnerships and Investments

1. BRIDG* (Trustee Walsh)
2. Stadium Infrastructure (Trustee Walsh)
3. UCF Health* (Trustee Conte)
4. UCF Global (Trustee Gaekwad)

**A Trustee has been previously appointed to items labeled with an asterisk. Additionally, staff-led task forces are already in place to address these issues and the outcome will require board action.*

Chair Seay noted that she requested faculty involvement in these issues based on their expertise. Chair Seay also said that trustees should direct questions regarding timelines and reporting guidelines to the Board Office. She said that the board staff will correlate these emerging issues with the challenges identified in the presidential search listening sessions.

Enrollment Data Analytics Update (INFO-2)

Chair Seay said that in the presidential search listening sessions, there was a great deal of feedback regarding enrollment and growth, and the search firm was receiving similar questions. Seay said in April 2019, Interim President Seymour and Provost Dooley created an Enrollment Strategy Task Force to evaluate and analyze UCF's current enrollment and develop a model that accounts for student and faculty success, regional needs, and state goals. Through the work of the task force, over the last eight months, data has been collected to support this effort and analysis.

Chair Seay invited Maribeth Ehasz, Vice President for Student Development and Enrollment Services and Paige Borden, Associate Provost and Chief Analytics Officer, Analytics and Integrated Planning, to deliver an update on enrollment data collected to date. She said today's discussion will help the Trustees to understand the issues to prepare for an understanding of the financial impact of enrollment strategies, which will be presented to the board at its February 20, 2020 meeting.

The committee had a robust discussion on previous enrollment plans and the goals of the current plan in process. Martins questioned why the financial data tied to enrollment has been challenging to receive. Kristie Harris, Associate Vice President of Financial Affairs, said her team is working on an internal analysis to determine this information. The information has been noted as essential to continue this research.

Trustees requested the following information be included in the next update:

- Seay requested that the enrollment issues and the goals of the analysis be clearly stated.
- Seay asked for transfer information to be included with the first time in college (FTIC) information, and that the difference between Direct Connect and other transfer students also be noted in that information.
- Seay requested the conversion rate or yield of students that are offered but decline enrollment be part of the enrollment analysis.
- Self requested that information from surveys sent to students that declined admission be shared.
- Self requested information on what happened to the transfer cohort students that did not graduate.

Ehasz asked the committee to provide them with any additional requests for information to add to the material.

Borden provided an update on the American Council of Trustees and Alumni (ACTA) information.

ADJOURNMENT

Seay adjourned the meeting at 2:58 p.m.