Table of Contents

I. Agenda...................................................................................................................................2
II. UCF’s Distinctive Excellence.................................................................................................4
    A. INFO – 1 UCF’s Distinctive Excellence.........................................................................4
    B. Discussion Becoming a Top 50 Public Research Institution.............................................8
III. Working Lunch.....................................................................................................................8
IV. UCF’s Distinctive Excellence, continued..............................................................................8
    A. Financial Overview........................................................................................................8
    B. Trustee Work Session.....................................................................................................8
AGENDA

1. Welcome and Call to Order  Beverly Seay, Chair, UCF Board of Trustees

2. Roll Call  Karen Monteleone, Assistant Vice President, Board Relations

3. Remarks: Year in Review  Chair Seay

4. UCF’s Distinctive Excellence (60-minutes)
   INFO – 1  Information  UCF’s Distinctive Excellence
   Discussion  Becoming a Top 50 Public Research Institution
   President Alexander Cartwright
   Presenters: Michael Johnson, Interim Provost and Vice President for Academic Affairs and Dr. M. Paige Borden, Associate Provost and Chief Analytics Officer, Analytics and Integrated Planning

5. Working Lunch (60-minutes)  Guest Speaker: President Satish Tripathi
   University at Buffalo

6. UCF’s Distinctive Excellence, continued (4-hours)
   Discussion  Financial Overview
   Presenters: Joseph Trubacz, Interim Vice President for Finance and Chief Financial Officer; Kathy Mitchell, Associate Vice President, Finance Division; and Kristie Harris, Associate Vice President for Financial Affairs
   Discussion  Trustee Work Session
7. Adjournment

Chair Seay
Title: UCF’s Distinctive Excellence

Purpose and Issues to be Considered:
President Cartwright believes that UCF is on a path to becoming a Top 50 Public Research Institution. The retreat is an opportunity to have a future-focused dialogue about what UCF’s profile would need to include and initial areas of investment necessary to achieve this goal.

The retreat will feature three informational segments and conclude with a trustee work session to discuss with President Cartwright next steps to continue UCF’s trajectory to becoming a Top 50 Public Research Institution. The retreat luncheon will feature a Q&A session with guest speaker President Satish Tripathi from the University at Buffalo.

The three informational segments will highlight the following:

Part I: Becoming a Top 50 Public Research Institution
This segment will address what it means to be a Top 50 Public Research Institution and why this is an aspiration for UCF.

Part II: Financial Overview
This segment will deliver a financial overview focused on the university’s current financial position, including: budget to actuals; a summary of the university’s strategic investment fund; current carryforward balances and spending; FY20 and FY21 enrollment growth and tuition revenue; risks, challenges, opportunities and impact of potential budget cuts; and an update on internal loans as of 6/30/20.

Part III: Trustee Work Session
This final segment will provide an opportunity for trustees to discuss with President Cartwright next steps and initial areas of investment to continue UCF’s trajectory to becoming a Top 50 Public Research Institution.

Background Information:
UCF aspires to be one of the nation’s leading innovative research universities, with a focus on student success and contributing to the betterment of society. A different kind of university driven by its entrepreneurialism and optimism, UCF will not be defined by its contemporaries, and rather seeks to forge a new path with the potential to be a leading metropolitan research university that will help to define the future of higher education.

Following years of growth, the university will now focus on building the critical infrastructure that will support its pursuit of excellence. UCF will have a national and, in key areas, international reputation as a new kind of metropolitan public research university that is tightly coupled with its community and can work
toward quickly becoming a top 50 public national university and ultimately be considered for membership in the prestigious Association of American Universities.

**Recommended Action:**
This item is for information only.

**Alternatives to Decision:**
N/A

**Fiscal Impact and Source of Funding:**
N/A

**Authority for Board of Trustees Action:**
N/A

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**Contract Reviewed/Approved by General Counsel**  
☐ N/A ☒

**Committee Chair or Chair of the Board has approved adding this item to the agenda**  
☒

**Submitted by:**
Karen Monteleone, Assistant Vice President, Board Relations

**Supporting Documentation:**
Attachment A: President’s FY21 Goals

**Facilitators/Presenters:**
Alexander Cartwright, President  
Michael Johnson, Interim Provost and Vice President for Academic Affairs  
Paige Borden, Associate Provost and Chief Analytics Officer  
Joe Trubacz, Interim Vice President for Finance and Chief Financial Officer  
Kathy Mitchell, Associate Vice President, Finance Division  
Kristie Harris, Associate Vice President for Financial Affairs
Presidential Goals
2020-2021

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Goals for 2020-2021

1. Build a strong leadership team with a focus on improving administrative infrastructure and systems that drive operational excellence, efficiency and effectiveness.

2. Invest in academic excellence to drive greater student success and research outcomes.

3. Deliver action on diversity, equity, and inclusion initiatives and become an example for how a community fully commits to inclusive excellence.

4. Build a culture of trust, engagement and accountability that also makes UCF one of the best places to work for our faculty and staff.

5. Elevate and promote UCF’s excellence and its national reputation through our efforts in advancement, government and community relations, and communications and marketing efforts.
Presidential Goals
2020-2021

Objectives

1. **Build a strong leadership team with a focus on improving administrative infrastructure and systems that drive efficiency and effectiveness.**
   - Recruit executive leaders in key areas with the experience and expertise to drive strategy and action in the areas of operational and inclusive excellence.
   - Review organizational structure and alignment of key service units to deliver quality service to our students, faculty and staff efficiently and effectively.
   - Improve financial planning and reporting tools that will drive stronger enterprise decision-making while also improving business processes across the university.
   - Complete strategic plans for the Academic Health Sciences Center and Enterprise Enrollment Planning.
   - Ensure organizational alignment, process improvements, and efficiency and effectiveness efforts result in savings that can be reallocated to support instruction and the academic mission of the university.

2. **Invest in academic excellence to drive greater student success and research outcomes.**
   - Develop data driven programs and interventions that drive student success and eliminate achievement gaps.
   - Begin taking action to reduce UCF’s student to faculty ratio by investing in new faculty hiring initiatives.
   - Assess and develop investment strategies for graduate programs to continue to expand on our scholarly excellence.
   - Increase UCF’s capacity to scale our research enterprise and grow research expenditures starting with an external review of our research and economic development activities and partnerships.
   - Re-envision strategic priorities and strategies for expansion of research and scholarly excellence.

3. **Deliver action on diversity, equity, and inclusion initiatives and become an example for how a community fully commits to inclusive excellence.**
   - Finalize and adopt a comprehensive Diversity, Equity and Inclusion Action Plan that includes a requirement that all units and colleges demonstrate their own commitment to inclusive excellence through dedicated resources and actions.
   - Review current policies and operating procedures to ensure they align with diversity, equity and inclusion priorities and enable progress towards established goals.
   - Begin the process of working with academic affairs and student affairs to incorporate inclusive excellence into our academic and support programs to continue to improve student experiences and outcomes across all student populations.
Attachment A

Presidential Goals
2020-2021

- Increase institutional resources that are dedicated to the work of diversity, equity, and inclusion across campus.
- Launch required diversity, equity and inclusion trainings for all employees in leadership positions.
- Develop and launch required search committee training with immediate emphasis on key leadership hires occurring in 2020.
- Expand critical conversations and public discussions around diversity, equity and inclusion.

4. Build a culture of trust, engagement and accountability that also makes UCF one of the best places to work for our faculty and staff.
   - Create new structures that facilitate inclusive decision-making and ensure engagement in university-wide planning and critical initiatives.
   - Improve internal communications methods and channels to provide timely, relevant and transparent information to faculty and staff.
   - Launch a leadership development training program for all employees in leadership positions.
   - Develop additional mental health and well-being programs and support for our faculty, staff and students.
   - Prioritize the hiring of executive leadership who are committed to this culture.

5. Elevate and promote UCF’s excellence and its national reputation through our efforts in advancement, government and community relations, and communications and marketing efforts.
   - Develop a comprehensive strategy to coordinate engagement and partnership activities across the entire institution.
   - Create a communications plan that highlights program, faculty and student excellence across all levels of the institution.
   - Develop a comprehensive philanthropic strategy that focuses on the academic mission of the institution and will increase investment in student success, research and scholarly activity.
   - Increase alumni engagement with a focus on scalable programs that leverage technology and lead to philanthropic engagement.
   - Begin planning for UCF's next philanthropic campaign.
   - Sustain momentum and support for UCF Athletics to be a top 25 program in the nation.