



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees Workshop
FAIRWINDS Alumni Center
University of Central Florida
December 9, 2025**

MINUTES

Chair Alex Martins called the Board of Trustees Workshop to order at 9:00 a.m.

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

Carmen Jarquin, Director for Board Relations, called the roll and determined a quorum was present.

The following board members attended the meeting: Chair Alex Martins, Vice Chair Bill Christy, Trustee Tiffany Altizer, Trustee Luci Blanco, Trustee Jeff Condello, Trustee Mark Filburn, Trustee Stephen King, Trustee Thomas McNamara, and Trustee John Miklos.

Trustees Rick Cardenas, Danny Gaekwad, and Jeff Vahle were not in attendance.

PUBLIC COMMENT

There were no requests for public comment.

REMARKS

Martins opened the workshop by thanking the trustees for their participation and outlined the purpose of the meeting, which was to provide a focused review of the strength, sustainability, and governance of UCF's auxiliary enterprises. He noted the importance of auxiliaries to the university's financial resilience as UCF advances toward an AAU-level performance profile and referenced the Board of Governors' new flexibility regarding potential auxiliary support for Athletics, emphasizing the need for careful evaluation.

President Cartwright echoed the importance of the workshop, highlighting the role auxiliaries play in supporting the student experience, campus infrastructure, and long-term institutional flexibility. He underscored the need for responsible stewardship as the university considers future opportunities and thanked university leadership for preparing a comprehensive review to inform the Board's discussion.

DISCUSSION

DISC-1 Auxiliary Overviews and Discussion

Mike Kilbride, Executive Chief of Staff and Bert Francis, Acting Vice President for Administration and Finance and Chief Financial Officer, presented an overview of the university's auxiliary enterprises. Trustees received an overview of the regulatory framework governing auxiliaries and discussed their importance to institutional resilience, operational support, and strategic flexibility.

ADJOURNMENT

Martins adjourned the workshop at 12:16 p.m.

Reviewed by:

Alex Martins, Chair, UCF Board of Trustees

Date: _____

Respectfully submitted:

Michael A. Kilbride, Associate Corporate Secretary

Date: _____