

**Minutes  
Board of Trustees Retreat  
University of Central Florida  
May 21, 2020**

Chair Beverly Seay called the Board of Trustees Retreat to order at 8:30 a.m.

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

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined 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, Joseph Harrington, Sabrina La Rosa, Caryl McAlpin, Harold Mills, Michael Okaty, and David Walsh. Trustees Sprouls and Yeargin were not present.

**REMARKS**

Seay indicated the goal of the retreat is to collectively and constructively engage in dialogue with President Cartwright and staff about critical issues facing the university, and come to consensus on areas of focus for the next fiscal year that will move UCF closer to the goal of creating the best metropolitan research university in the nation.

Seay welcomed Sabrina La Rosa to the board as the new Student Government President and new member of the Board of Trustees.

**REPORTS**

**INFO-1      President's Action Report**

President Alexander Cartwright shared his action plan as outlined below:

- **Provost's Office:** Appointed Dr. Michael Johnson to serve as UCF's interim provost for the next two years and plan to launch a national search no earlier than Fall 2021. Dr. Johnson will provide leadership to enterprise-level initiatives that will make us more efficient and transparent, such as the budget redesign model, and include more faculty in institutional planning that is critical for decision-making.
- **Research:** This summer, UCF will engage an outside consultant to review the research enterprise, including contracting procedures and support provided to researchers by General Counsel. This fall, UCF will schedule a special Board retreat to present results of the review and return on investment and metrics for evaluating research productivity.

- **Student Success:** This summer, we will engage with an outside consultant to focus on remaining units in Student Development and Enrollment Services to ensure we are best organized to provide a dynamic experience for students. This review will be in addition to our work evaluating our Housing operations and look at strategic enrollment. Preliminary recommendations will be complete by September 2020.
- **Medical Affairs:** Launch a strategic planning process for our Academic Health Sciences Center to facilitate deeper conversations with our internal stakeholders, community leaders, partners and the Board of Trustees around the center's vision and investment needed to fulfill that vision.
- **Equity, Inclusion and Diversity:** Continue to work with Interim Chief Equity, Inclusion and Diversity Officer Dr. Kent Butler to evaluate our current organizational structure and develop a vision for an office and initiatives focused on our commitment to inclusivity and diversity across our entire campus and in our connections to the community, consistent with our aspirations as a world-class, dynamic metropolitan research institution and one of the nation's leading diverse universities.
- **Information Technology:** UCF has begun the procurement process to select a consulting firm that will help deliver an execution plan to complete the IT2020 shared services project. The selected consultant should be under contract by July 1. In addition, we are launching a national search for our next chief information officer responsible for building this organization.
- **Administration and Finance:** Launch national searches for a permanent chief financial officer and chief operations officer, committing to an inclusive search process that will engage internal and external experts to help evaluate candidates.
- **Communications and Marketing:** Focus efforts on recruiting local students, as well as sharing messages of student success, encouraging existing students to continue their education and virtual academic and student support services. The division is developing a campaign with targeted advertising toward admitted and prospective students, highlighting UCF's strong 20-plus years in digital learning.

#### Discussion COVID-19 and Re-opening UCF

Cartwright, Rhonda Bishop, Vice President for Compliance and Risk, and Dr. Michael Deichen, Associate Vice President for Student Health Services, presented on COVID-19 and Re-opening UCF.

Cartwright indicated the university would be presenting the re-opening plan to the Board of Trustees at the June 18<sup>th</sup> meeting and to the Board of Governor's at the June 23<sup>rd</sup> meeting.

The trustees had the following comments:

- Harrington, Martins, McAlpin and Mills recommended UCF include temperature checks

in the reopening plan.

- Okaty recommended partnering with a local blood bank or organization on antibody testing.
- Conte asked for information on the plans for Fraternity and Sorority life, once determined.
- La Rosa requested information on an opt-out option for classes if a student was to contract COVID and could not continue their studies.

#### Discussion Fiscal Year 2021 Planning and Priorities

Cartwright asked for the board's guidance on Fiscal Year 2021 Planning and Priorities.

The trustees had the following comments:

- Conte suggested we discuss how UCF wants to prioritize the fiscal year 2021 planning and priorities.
- Bradley suggested enrollment portfolio management, the athletic program and the board's governance.
- Martins suggested evaluating and updating the strategic plan.
- Mills suggested student success and initiatives.
- Walsh suggested looking at what the region provides and how to support it in research; administrative excellence and privatization; and to expand access to undergraduate excellence.
- Harrington suggested that upper level classes have professors that have had success in their field and reaching out to K-12 to start recruiting student to support access.
- Seay suggested exploring areas at UCF where we can strengthen rankings to assist in attracting faculty, students and funding.
- Gaekwad suggested we determine where our strengths are by looking at research over the past five to ten years and building a strategic plan based on those metrics.

#### INFO-2 Financial Overview

Joseph Trubacz, Interim Chief Financial Officer, Kathy Mitchell, Associate Vice President for Financial Initiatives, and Kristie Harris, Associate Vice President for Financial Affairs presented a Financial Overview.

The trustees had the following comments:

- Mills asked for the total cost per credit hour over the last five years, what the fees have been and how they have changed.
- Harrington asked if the Cares Act funding applies to auxiliaries as well as its stipulations.
- Walsh asked about outsourcing some of the aspects of the auxiliaries.
- Okaty asked if the auxiliaries were meant to make money or to provide services.
- McAlpin asked if there was a report showing where the surplus funds of auxiliaries go to support other university initiatives. She also asked how much extra funds were in the other auxiliaries.
- Harrington asked for different ways of presenting the material such as a graphic reflecting the debt service and whose money flows to what university initiative. Trubacz said he would provide Harrington with the debt service schedule. Seay and Cartwright indicated the information is gathered manually and it will be difficult to provide different ways of presenting the material at this time. Martins said this is not solved by just the new Budget Model; a major investment in an ERP system will help to solve, track, manage and provide oversight.

#### INFO-3      Budget Model Redesign

Seay recognized Martins to moderate the discussion on the Budget Model Redesign.

Trubacz, Harris, Paul Jarley, Dean of the College of Business, and Gregory Bedell, Jaime Ontiveros and Adam Meyer from the Huron group, presented on the Budget Model Redesign.

The trustees had the following comments:

- Harrington requested Jarley to present to the Faculty Senate.
- Mills recommended including all of the colleges in the budget model.
- Harris requested a conversation with Mills and Huron to explain the hold harmless year.

#### INFO-4      Enterprise ERP Upgrade

Seay recognized Mills to moderate the discussion on the Enterprise ERP Upgrade.

Michael Sink, Associate Vice President and IT Chief Operating Officer and Jennifer Pavelec and Cara Grib from the Huron group presented on the Enterprise ERP Upgrade.

The trustees had the following comments:

- Conte recommended to prioritize areas and implement them first, utilizing a phased approach.
- Walsh asked when this would come to the board. Seay and Martins recommended the Board of Trustees vote on the Enterprise ERP Upgrade at the next board meeting.

**ADJOURNMENT**

Seay adjourned the board meeting at 3:22 p.m.

Reviewed by: Beverly Seay  
Beverly Seay, Chair UCF Board of Trustees

Date: 7/2/2020

Respectfully submitted: Janet D. Owen

Date: 7/8/2020

Janet Owen, Associate Corporate Secretary