



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees
Executive Committee Meeting
President's Boardroom, Millican Hall
December 16, 2019, 1:30 – 3:00 p.m.
Call in phone number 800-442-5794, passcode 463796**

AGENDA

- | | |
|--|--|
| I. CALL TO ORDER | <i>Beverly Seay, Chair
UCF Board of Trustees</i> |
| II. ROLL CALL | <i>Karen Monteleone, Assistant Vice
President, Board Relations</i> |
| III. MEETING MINUTES | |
| <ul style="list-style-type: none">• Approval of the October 22, 2019 meeting minutes | Chair Seay |
| IV. NEW BUSINESS | |
| <ul style="list-style-type: none">• Board Emerging Issues (INFO-1)• Enrollment Data Analytics Update (INFO-2) | Chair Seay

<i>Maribeth Ehasz, Vice President for
Student Development and Enrollment
Services
Paige Borden, Associate Provost and
Chief Analytics Officer, Analytics and
Integrated Planning</i> |
| V. ADJOURNMENT | Chair Seay |



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees
Executive Committee Meeting
October 22, 2019
UCF Downtown, Room 169**

MINUTES

CALL TO ORDER

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

Committee members Joseph Conte, Alex Martins, John Sprouls, and William Yeargin were present. Committee members Danny Gaekwad and Robert Garvy attended via teleconference. Trustee Self was present, and Trustee Walsh attended via teleconference. A quorum was confirmed.

MEETING MINUTES

The minutes of the August 7, 2019 Executive Committee meeting were approved as submitted.

REMARKS AND INTRODUCTIONS

Seay invited Mike Kilbride, Assistant Vice President, UCF Downtown, to welcome the board. Kilbride shared brief highlights of the first 53 days since the UCF Downtown campus opened.

OLD BUSINESS

Board Office (INFO-1)

Seay stated that based on the recommendations from the Association of Governing Boards (AGB), a board office was established to coordinate and facilitate the work of the UCF Board of Trustees. It is under the direction of Janet Owen, Vice President for Government Relations. Seay also noted Karen Monteleone, Assistant Vice President, Board Relations, is serving as the Board Professional for the office, which is now fully functional. The Board Office serves as the central primary point of contact for all inquiries, requests, and dissemination of information to the Trustees. This office also engages with the Board of Governors, elected officials and any others to support the University's Strategic Plan.

Seay stated having a board office will allow the board to work more effectively and efficiently and will ensure a consistent approach to meetings, communications, and requests of management. Any board related matter or requests should be directed through the Board Office.

Seay asked Sprouls and the Compensation and Labor Committee to review previous presidential assessments and prepare a draft plan to bring before the board.

Chair Seay noted that Board of Governors Regulation 1.001 – University Board of Trustees Powers and Duties was included in the board materials. She noted this regulation should be reviewed by trustees on an ongoing basis.

Additionally, she stated Monteleone will be contacting trustees for individual meetings to share their feedback.

Crisis Response Task Force Update (INFO-2)

Rhonda Bishop, Vice President for Compliance and Risk, provided an update on the task force. The task force consists of ten members, led by Trustee John Lord and facilitated by Dr. Larry Barton, Risk Management Consultant, and their efforts will include identifying criteria of when the full board or board chair should be notified of a crisis. At their first meeting on October 10, 2019, the task force was charged to provide a recommendation to the Board of Trustees (BOT) regarding board and administration interaction as a result of a crisis, including notification and communication that occurs during a crisis.

Bishop highlighted the objectives of the task force:

- Outline UCF’s current response processes and capabilities for different types of crises
- Identify different types of crises which could impact the university or surrounding community
- Define a severity index recommendation for notification and communication to the Chair and board
- Identify opportunities to strengthen and/or expand response capabilities

A final recommendation is expected to be provided to the board in February 2020.

Martins requested that the task force seek input from the trustees.

Gaekwad requested information on what projects are losing money at the university. Seay indicated there is a process being implemented to determine these projects and she is assigning a trustee to research the identified areas, specifically those where the university has made a significant investment. The board member assigned to the project will present their findings to the full board. Seay also said that going forward, she requests that the trustee with the most knowledge regarding a staff presentation at the board meetings should be present during the presentation to answer questions on the history, challenges, options and corrective actions being presented by staff.

POST-INVESTIGATION ACTION PLAN IMPLEMENTATION UPDATE (EXEC-1)

Seay requested that the committee mark item 53 titled 'Board Meetings' on the post investigation action plan as complete.

Seay summarized the steps taken to mark this item complete:

- Review of Presidential Delegation of Authority and the development of a Board Statement of Expectations, both on Nominating and Governance's agenda for later this afternoon.
- Committee agendas are approved by committee chairs
- Approval of Board Operating Procedures
- Frequent interaction between the President and Board Chair, Board Vice-Chair, Board Committee Chairs and other trustees
- As of the September board meeting:
 - An agenda that supports implementation of the recommendations suggested by the Association of Governing Boards.
 - Board meeting preparation intricately involved the Chair and committee chairs with a focus on strategic issues.
 - A focus on strategic issues (information items) to promote meaningful discussion and engagement of Board members.
 - Strategic development of agenda items to provide the Board with an accounting of certain expenditures (i.e. Distance Learning fee).

Martins indicated he supports this recommendation and he commented that it is equally important for trustees and staff to come prepared to all meetings.

Martins made a motion, with Sprouls providing the second, and item 53 was unanimously approved as complete.

NEW BUSINESS

Formation of BRIDG Task Force (INFO-3)

In August 2014, UCF entered into a Development Agreement with Osceola County for an R&D Center to be built by Osceola County for lease by UCF, approved by the Board of Trustees September 25, 2014, also known as the Florida Advanced Manufacturing Research Center or BRIDG.

Seay has asked Trustee David Walsh to lead a task force and keep the board apprised of the university's strategy for BRIDG. Walsh indicated this is a complex activity with a large research component. He said the task force should have preliminary results in time for the next board meeting.

Interim President Thad Seymour, Jr. appointed Scott Cole, Vice President and General Counsel as the administrative staff lead. Cole indicated that the task force will be taking a deep dive into BRIDG, researching its history and financials.

Martins indicated it would be beneficial to tour the facility for this project and other major projects the board has approved.

DISCUSSION

UCF Health Strategy (INFO-4)

Seay asked Conte to lead a task force to evaluate the strategy for UCF Health, the hospital when it comes online, and the cancer center (housed in the former Sanford Burnham building) when it becomes operational. Conte will work in coordination with Seymour and Dr. Deborah German, Vice President, Health Affairs, to address current strategies for UCF Health.

Conte indicated reorganization began in the spring and a three-year plan has been developed.

Universities of Distinction Accountability Plan to the Board of Governors (INFO-5)

Seay said that in August, the Board of Governors (BOG) Budget & Finance Committee unveiled their legislative budget requests for the State University System in the upcoming 2020 state legislative session. The BOG is requesting new or additional funding for initiatives for Performance Funding and Preeminent Universities and Universities of Distinction. Seay said UCF is currently categorized under 'Universities of Distinction.' According to the BOG, "Universities of Distinction is a path towards excellence that will produce high-quality talent to diversify Florida's economy, stimulate innovation, and provide a return on investment to the state."

Seay stated at the September 19, 2019 Board of Trustees meeting, Interim President Seymour updated UCF trustees on this initiative. The proposal is titled "UCF Power Up."

Seay invited Michael Georgiopoulos, Dean of the College of Engineering and Computer Science, to present on the UCF Power Up proposal. Georgiopoulos' presentation described UCF's plan to power up the UCF College of Engineering and Computer Science by requesting faculty lines, lab upgrades, support positions, OPS student funds and bridge program investments.

Martins asked if these funds could be used to support the Master of Science in Financial Technology (FinTech) that was recently approved in the Finance and Facilities Committee. Elizabeth Dooley, Provost and Vice President for Academic Affairs, confirmed it could not.

Seay brought up two questions for discussion on this proposal.

- How will the board hold the administration accountable for achieving the goals set forth in the plan?
 - It was determined the metrics Georgiopoulos presented would be used to hold the administration accountable.
- Who would manage the funds if this proposal is accepted?
 - It was determined the funds would be managed through Academic Affairs.

Seay asked Paige Borden, Associate Provost for Academic Program Quality and Associate Vice President of Institutional Knowledge Management, if this program would help the university reach preeminence?

- Borden confirmed this program would help move the university’s needle closer to preeminence.

ADJOURNMENT

Seay adjourned the meeting at 3:03 p.m.

Reviewed by: _____ Date: _____

Beverly Seay
Chair, Executive Committee

Respectfully submitted: _____ Date: _____

Janet Owen
Associate Corporate Secretary

**UCF BOARD OF TRUSTEES
Executive Committee
December 16, 2019**

Title: Board Emerging Issues

Background:

In consultation with Interim President Seymour and aligned with the *UCFoward* goal to *Strengthen Operations*, Chair Seay has requested proactive Trustee engagement with areas where the university has made a significant investment, is considering making a significant investment, or has faced challenges.

Proactively strengthening the operations of the university will lay a successful foundation for a new president and complements the timeline for the presidential search underway. Board members will use their experience and expertise, where they bring valuable background and skills, to advise executive leadership and share with other board members their findings and recommendations on the respective emerging issue.

Issues to be Considered:

Chair Seay will moderate a discussion on focus areas that she and Interim President Seymour have identified as emerging issues:

Organizational Alignment

- Communications and Marketing (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 McAplin – New Trustee Appointment)
- Shared Services and Efficiencies (Trustee McAlpin – New Trustee Appointment)

Strategic Partnerships and Investments

- BRIDG* (Trustee Walsh)
- Stadium Infrastructure (Trustee Walsh)
- UCF Health* (Trustee Conte)
- 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.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chairman of the Board approval:

Chair Seay approved this agenda item.

Submitted by:

Karen Monteleone, Assistant Vice President, Board Relations

Supporting Documentation:

N/A

Facilitators/Presenters:

Chair Beverly Seay

UCF BOARD OF TRUSTEES
Executive Committee
December 16, 2019

Title: Enrollment Data Analytics Update

Background:

The Enrollment Strategy Task Force was established by Interim President Seymour and Provost Dooley to evaluate options, conduct analysis and develop a model that includes enrollment levels and mix, support student and faculty success, meet regional needs, and align with strategic state goals.

Through the work of the task force, data have been collected to support this effort and analyses. Chair Seay has requested an update from the Enrollment Strategy Task Force to the full board at its February 20, 2020 meeting to provide the results of the financial analyses and recommendations. Prior to that presentation, she has requested that staff deliver an update on the enrollment data reviewed so that Trustees are primed to understand the financial impact of enrollment strategies.

Issues to be Considered:

Findings presented are informational only.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chairman of the Board approval:

Chair Seay approved this agenda item.

Submitted by:

Karen Monteleone, Assistant Vice President, Board Relations

Supporting Documentation:

Attachment A: Enrollment Strategy Task Force Update

Facilitators/Presenters:

Maribeth Ehasz, Vice President for Student Development and Enrollment Services

Paige Borden, Associate Provost and Chief Analytics Officer, Analytics and Integrated Planning

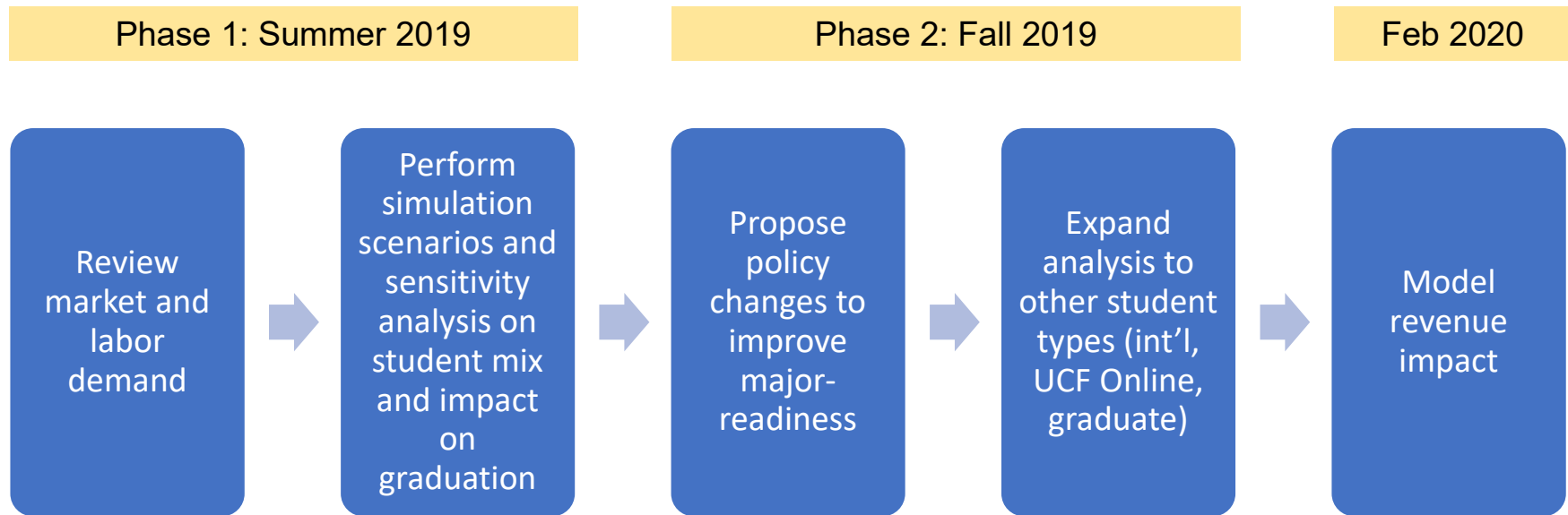
Attachment A

Enrollment Strategy Task Force Update

December 16, 2019



Task Force Timeline



Overview of Enrollment: The Basics

Strategic Enrollment Principles: Identification, Transition and Progression

Identification	Transition	Progression
<p>Attraction</p> <p>Selection</p> <p>Encouragement</p>	<p>Course Planning</p> <p>Registration</p> <p>Support</p>	<p>Learning</p> <p>Engagement</p> <p>Graduation</p>
<p>Marketing</p> <p>Recruitment</p> <p>Admissions</p> <p>Financial Aid</p>	<p>Orientation and Welcome</p> <p>Academic Advising</p> <p>Career Readiness</p> <p>Learning Environments</p>	<p>Academic Support</p> <p>Experience Based Learning</p> <p>Leadership</p> <p>Wellness</p>

Prior Plan and Outcomes: 2014-2019

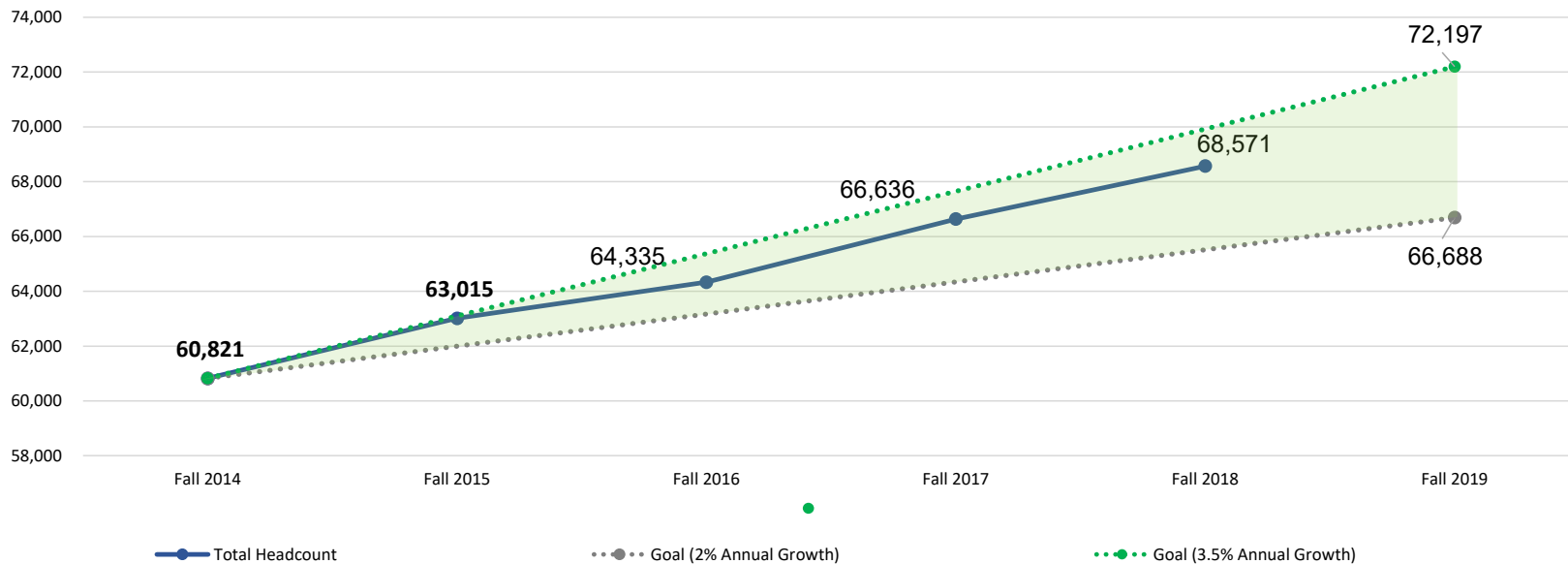
UCF's Enrollment Management Plan (2014-19)

Total Headcount Growth

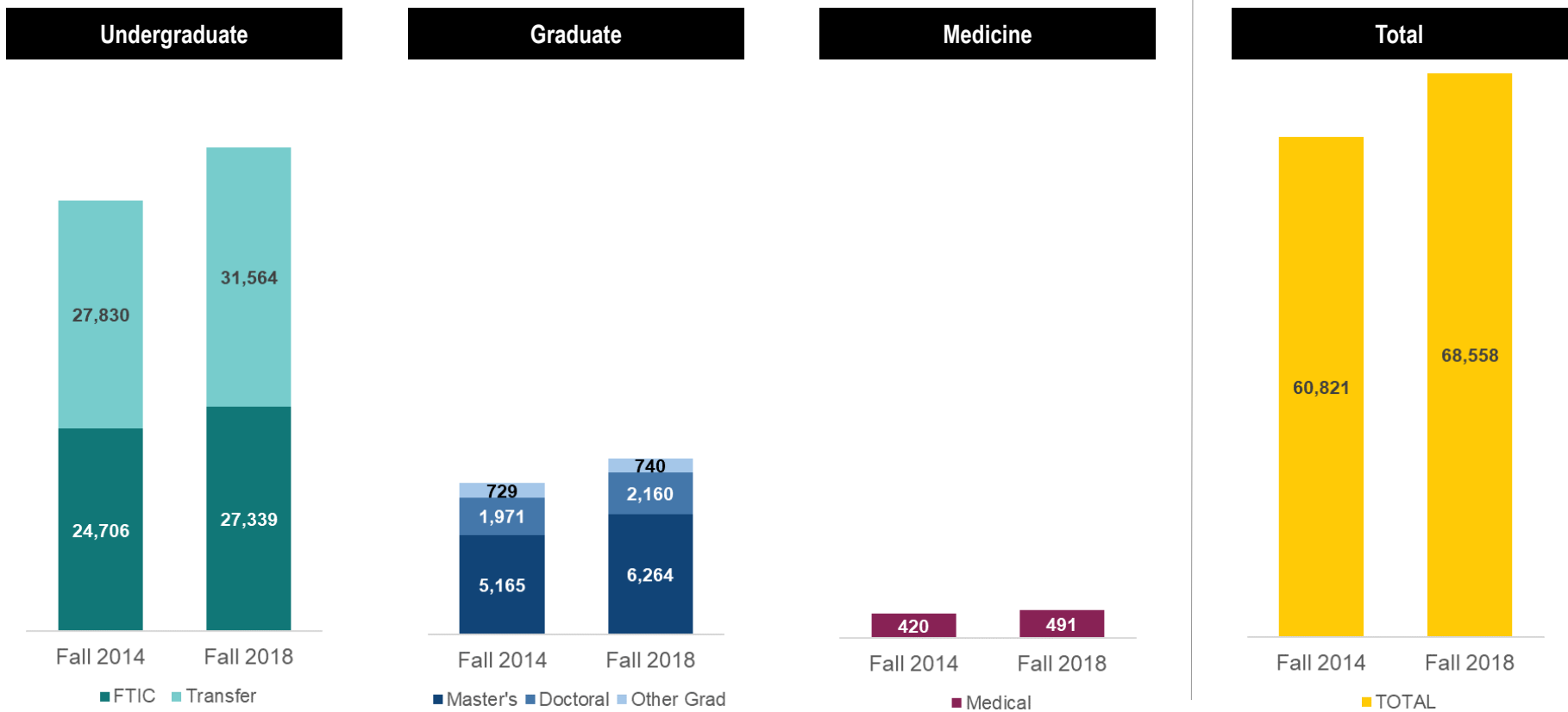
Goal = 2% Growth per year (5,867)

Stretch Goal = 3.5% Growth per year (11,376)

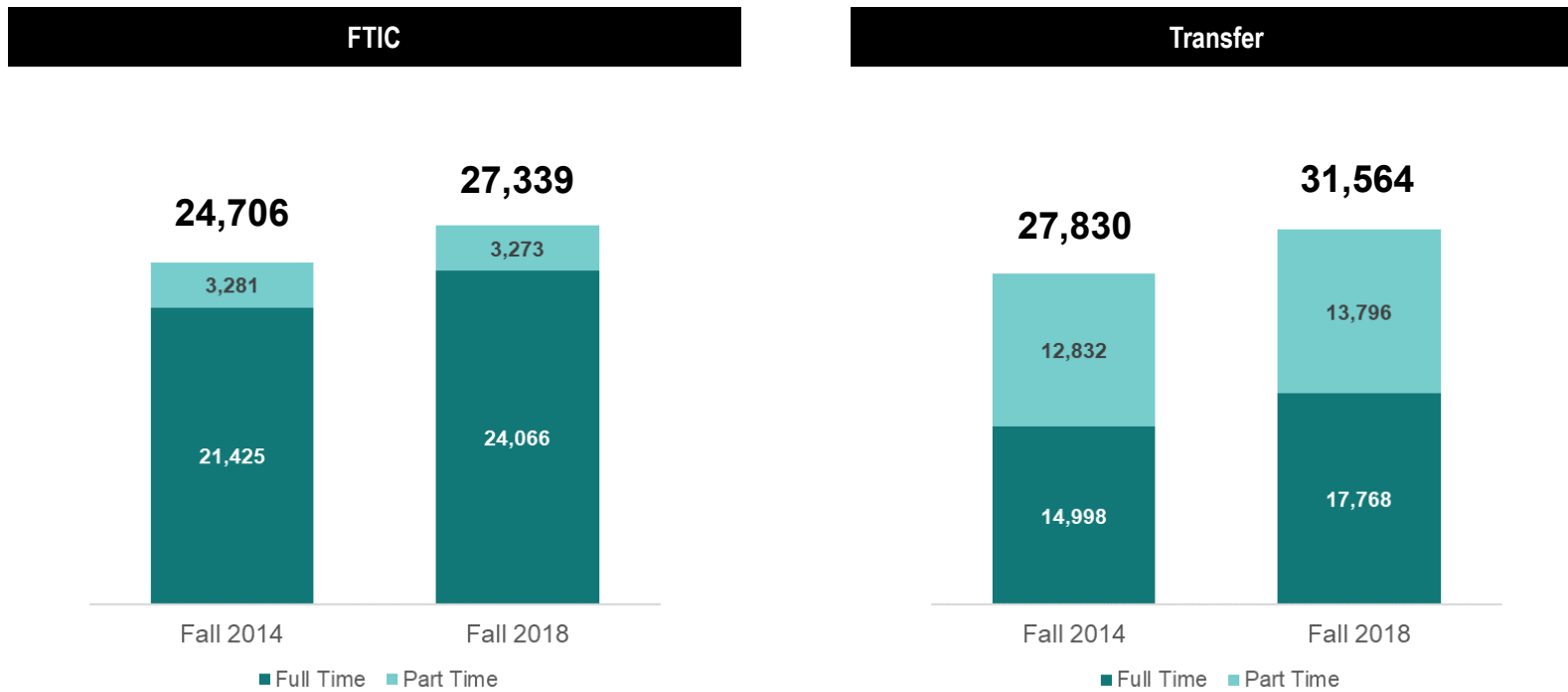
Total Headcount



Headcount by Student Classification



Undergraduate Headcount by FT/PT Status



Excellence and Growth: Not Mutually Exclusive

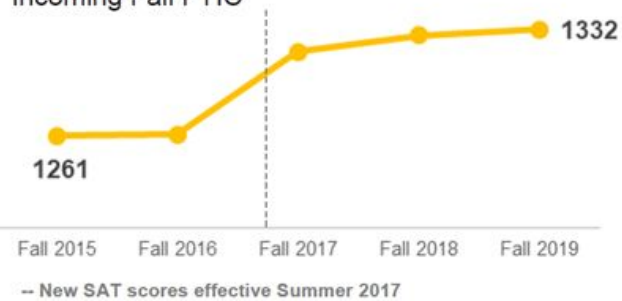
AVERAGE HIGH SCHOOL GPA

Incoming Fall FTIC



AVERAGE SAT

Incoming Fall FTIC



AVERAGE ACT

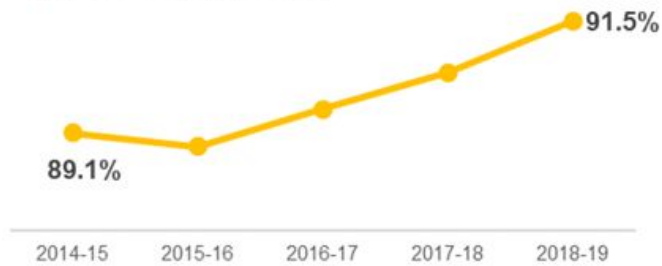
Incoming Fall FTIC



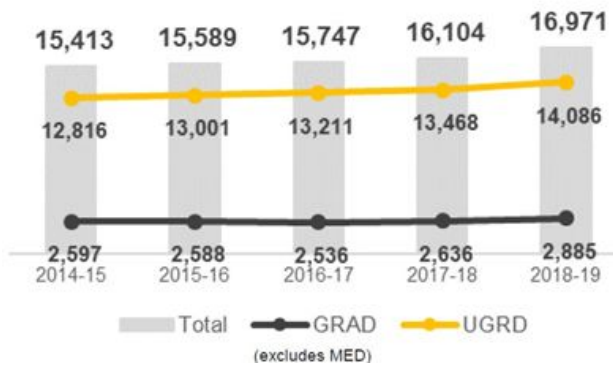
Excellence and Growth: Not Mutually Exclusive

FIRST-YEAR RETENTION RATE

By FTIC Cohort (after ADRV)

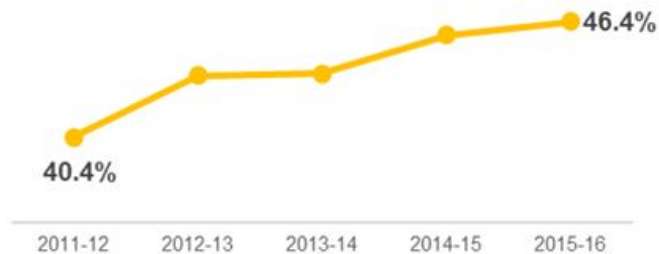


AWARDING MORE DEGREES



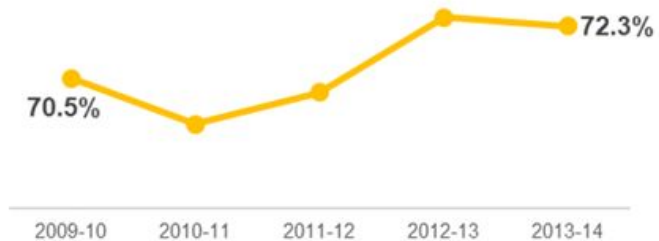
FOUR-YEAR GRADUATION RATE

By FTIC Cohort



SIX-YEAR GRADUATION RATE

By FTIC Cohort



Task Force Phase 1

Task Force Charge

April 11, 2019

Interim President Seymour and Provost Dooley:

The task force's responsibilities are to evaluate options, conduct analysis and develop a model that includes enrollment levels and mix, then present recommendations to Interim President Seymour and Provost Dooley in early fall. The strategy must also support student and faculty success, meet regional needs and align with strategic state goals.

Framing the questions

- **How to balance demand--moving enrollment from high growth to steady state equilibrium--and UCF's mission while still being financially stable?**
- **How will changes in the mix of student type affect revenue and student success?**

Phase 1

- Review market and labor demand
- Perform simulation scenarios and sensitivity analysis on student mix and impact on graduation

Phase 1 Task Force Membership

Task Force Co-Chairs

- Maribeth Ehasz,
Vice President, SDES
- Sheila Amin Gutiérrez de Piñeres,
Dean, Burnett Honors
College

Project Manager

- Tom Hope,
Deputy Chief of Staff,
Office of the President

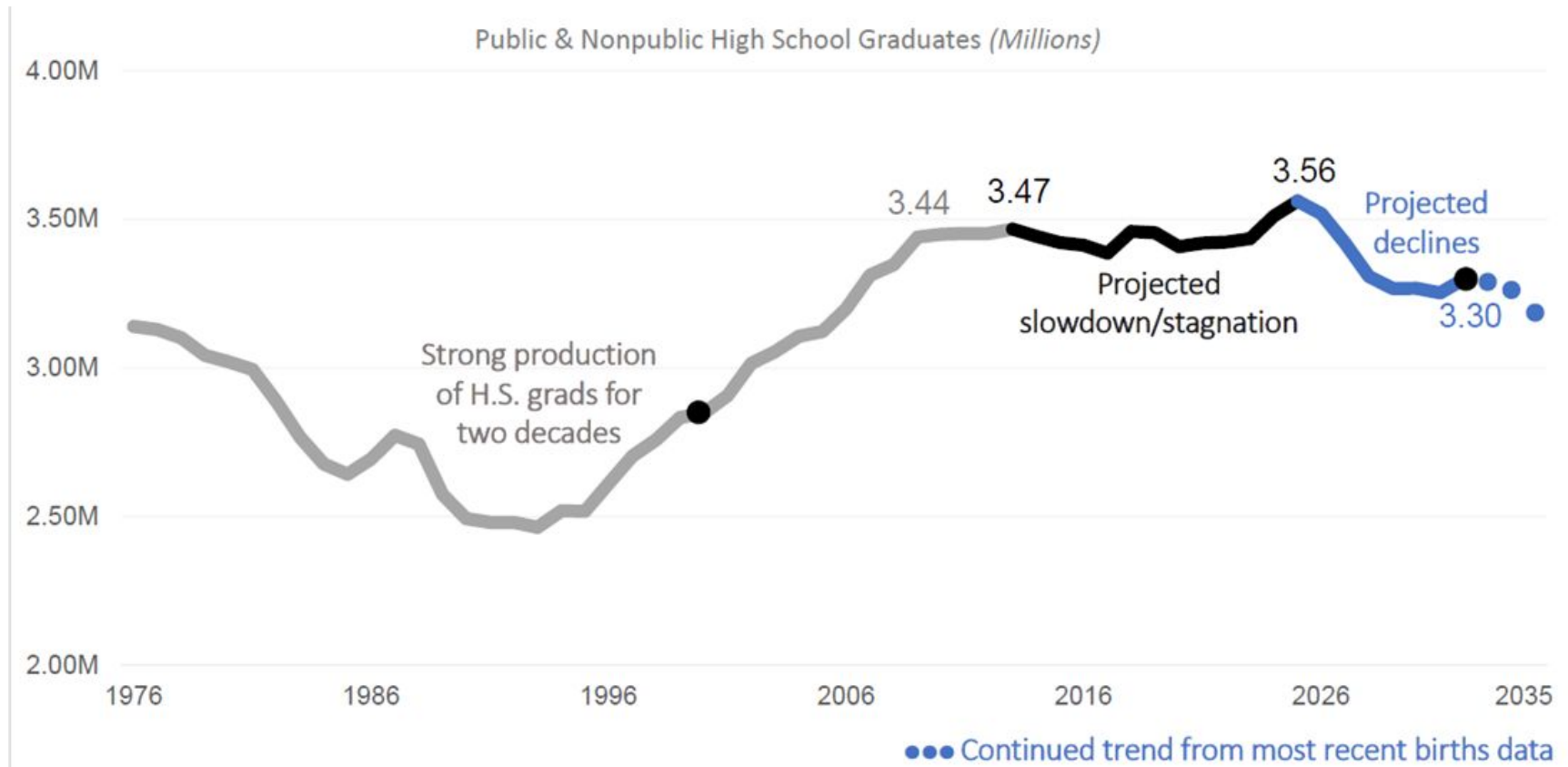
Members

- Patrick Burt, Associate Vice President, Communications and Marketing
- Thomas Cavanagh, Vice Provost for Digital Learning
- Gordon Chavis, Associate Vice President, SDES Enrollment Services
- Josh Colwell, Pegasus Professor and Associate Chair, Physics
- Bob Garvy, Chair, UCF Board of Trustees
- Bari Hoffman Ruddy, Interim Associate Dean of Clinical Affairs and Professor, Communications Sciences and Disorders
- Devon Jensen, Associate Dean, College of Graduate Studies
- Michael Johnson, Dean, College of Sciences
- Jeff Jones, Vice Provost, UCF Connect and UCF Global
- Madeline Mills, SGA Vice President
- DeLaine Priest, Associate Vice President, SDES Student Success
- Ed Ross, Chair, Internal Medicine, College of Medicine
- Blake Scott, Professor, Writing and Rhetoric
- Lisa Sklar, Institutional Research Analyst II, Institutional Knowledge Management
- Linda Sullivan, Assistant Vice President, Institutional Knowledge Management
- Technical Assistance: Andre Watts, Associate Director, IKM

Preliminary Findings

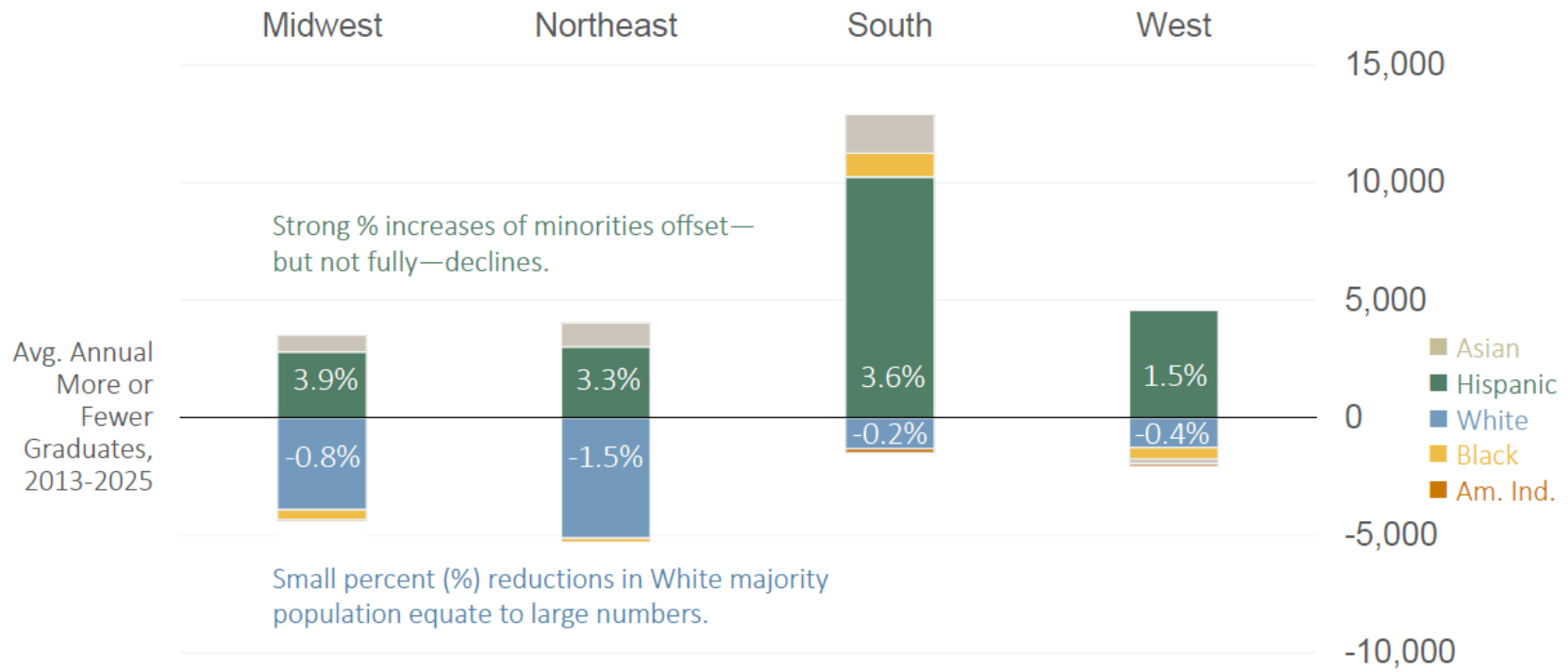
REVIEW MARKET AND LABOR DEMAND

Slowdown & Decline of Traditional Age Students



REVIEW MARKET AND LABOR DEMAND

All Increase is Underrepresented Minority HS Grads



Race/Ethnicity for Public H.S. Graduates; Race/Ethnicity Not Available for Private Schools

Review Market and Labor Demand

TAKEAWAY: UCF graduates significantly impact the Florida economy.

- Baccalaureate completion and skills are more important to the market than a specific degree/major
- 74% of UCF alumni work in Florida compared to 61% of the SUS average

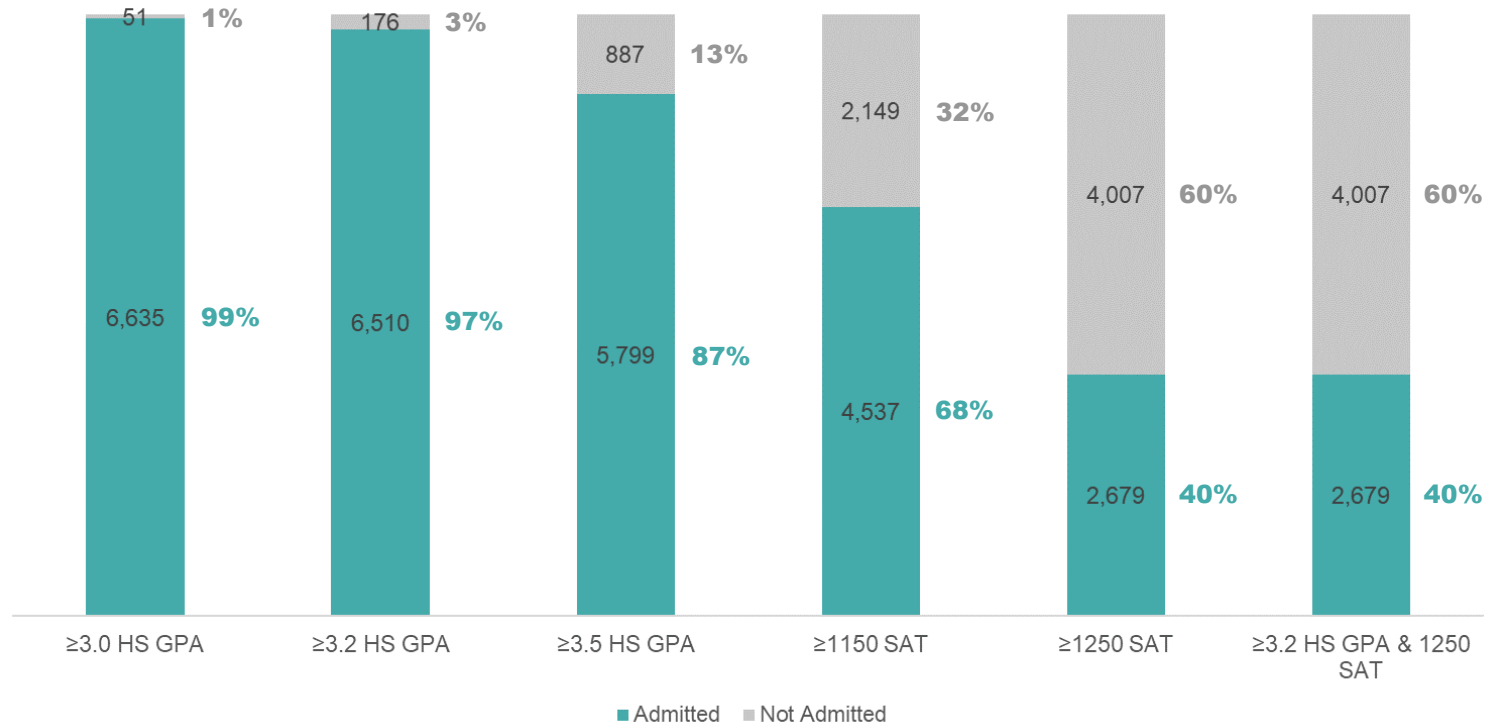
TAKEAWAY: Growth in new undergraduates will become more competitive and expensive

- Slowdown and decline of traditional age undergraduates is predicted
- Predicted increase is in underrepresented high school grads

SIMULATION SCENARIOS AND SENSITIVITY ANALYSIS

What if? FTIC Admission Scenarios

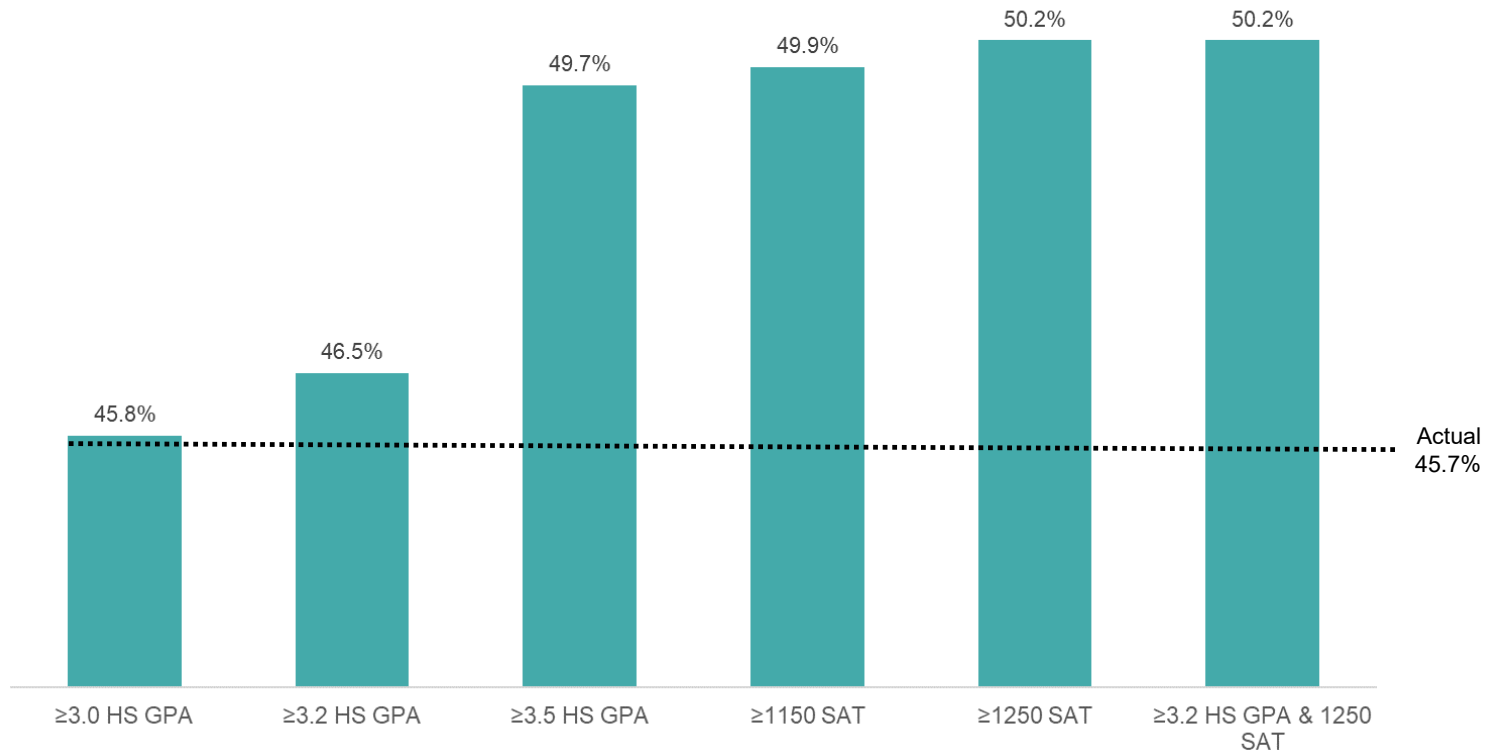
Admission impact on 2017-18 FTIC cohort by various GPA/SAT scenarios (6,686 TOTAL)



SIMULATION SCENARIOS AND SENSITIVITY ANALYSIS

FTIC 4th Year Graduation Rate (2014-15 Cohort)

Impact on 4th year graduation rate by GPA/SAT admissions scenarios



Simulation Scenarios and Sensitivity Analysis on Student Mix and Impact on Graduation

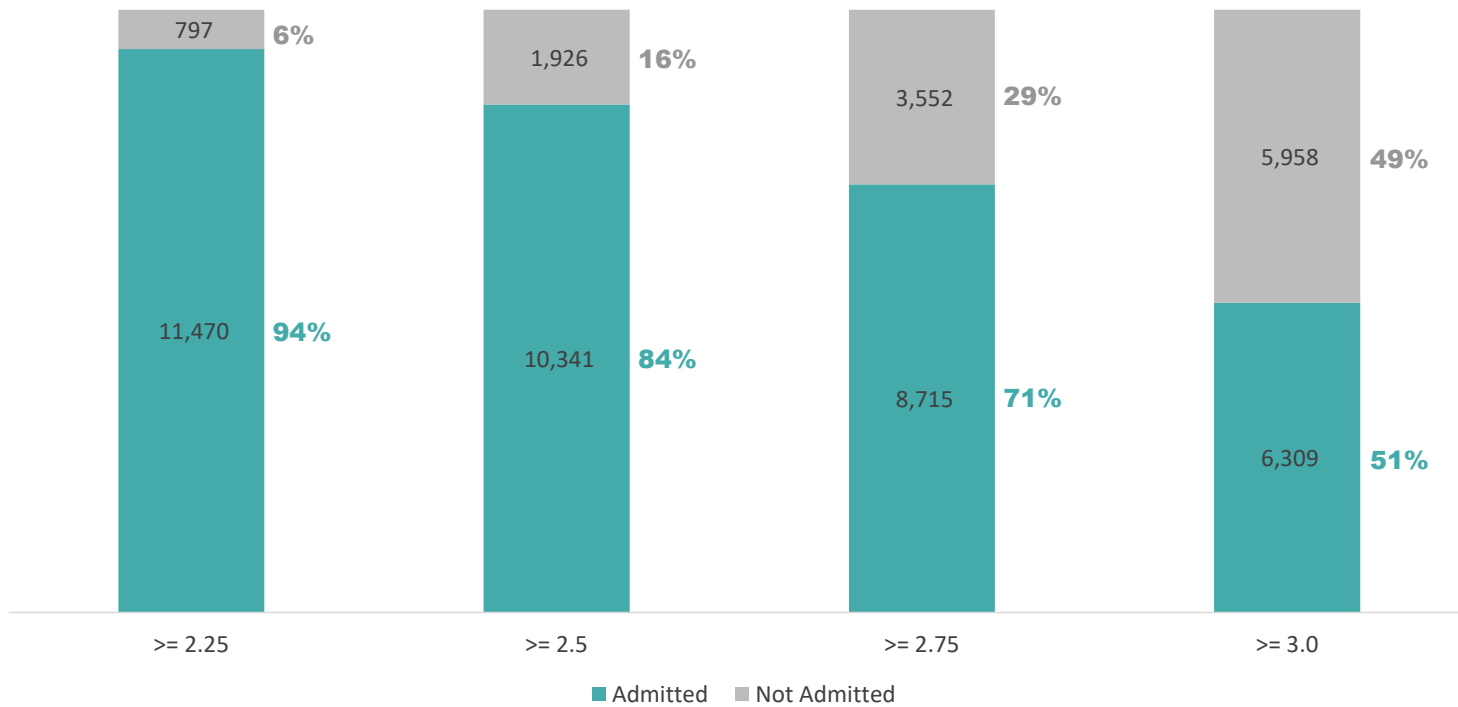
TAKEAWAY: Improving graduation rates through increasing FTIC admission standards would be prohibitively expensive.

- Various GPA/SAT scenarios showed significant reduction in enrollment
- Increasing yield of students in Top 15% of their class has minimal impact

SIMULATION SCENARIOS AND SENSITIVITY ANALYSIS

What if? Transfer Admission Scenarios

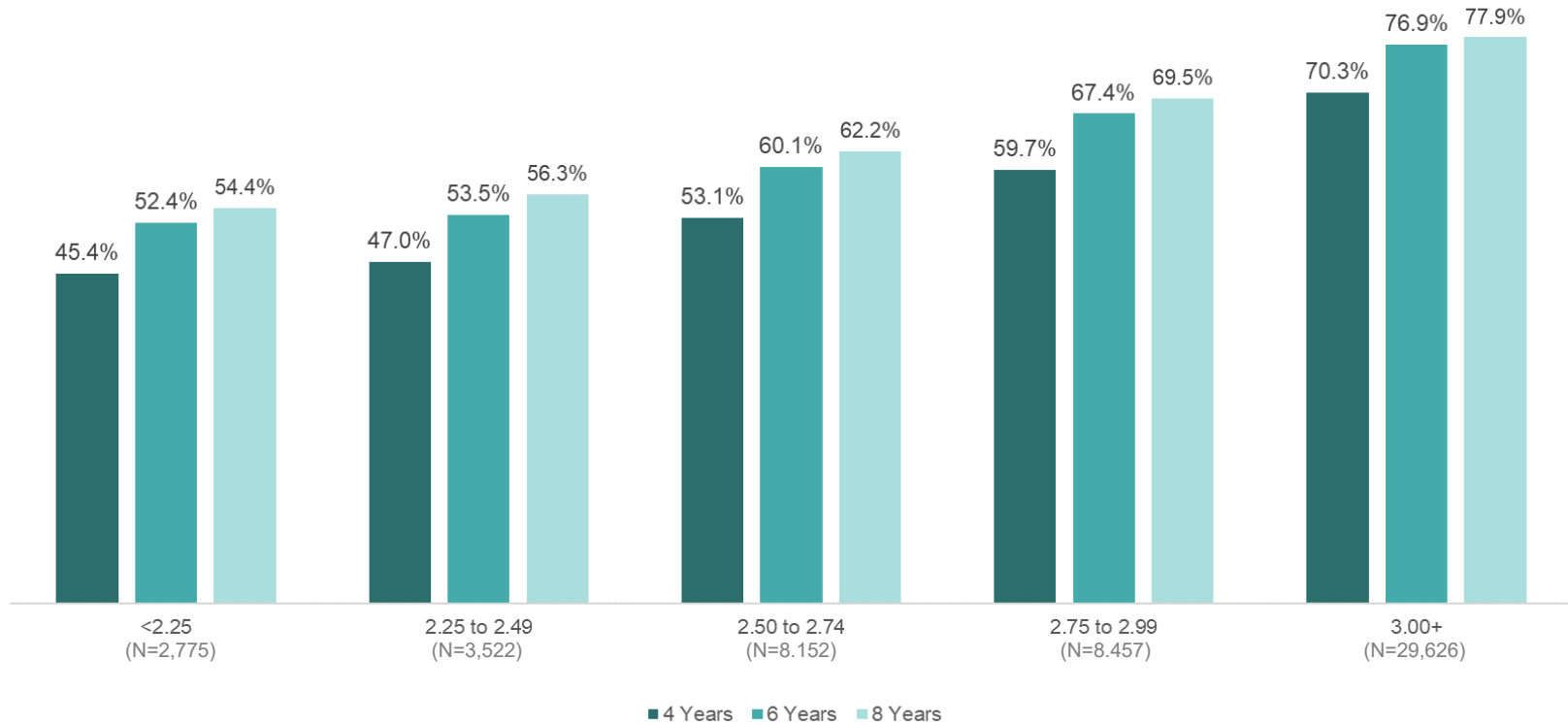
Admission impact on 2017-18 Transfer cohort by various transfer GPA scenarios (12,267 TOTAL)



SIMULATION SCENARIOS AND SENSITIVITY ANALYSIS

Transfer cohort graduation rates by transfer college GPA

Transfer cohorts (2010-11 to 2014-15) 4, 6, and 8 years after reaching junior status.



Simulation Scenarios and Sensitivity Analysis on Student Mix and Impact on Graduation

TAKEAWAY: Adjusting transfer admission standards balances UCF's accessibility mission and student success metrics.

- Negative impact on enrollment occurs if admissions cutoff is increased higher than 2.25 GPA
- Negative impact on Pell, Programs of Emphasis and ethnicity numbers occur at a 3.0 GPA cutoff for admissions
- Positive impact on student success metrics occurs at 2.25 GPA cutoff for admissions

Observations: Challenges to Graduation

TAKEAWAY: Introduce “guardrails” to keep students on path to graduation

- Reduce major changes after year 2
- Address high DFW (Letter grade “D,” “F,” or withdraw) rates and excessive repeat courses

TAKEAWAY: Increase investment in academic advising and coaching to keep students on path to graduation

- Appropriate and early selection of foundation courses is crucial to **major readiness**
- Think 30 (program to encourage students to complete 30 credit hours per year) matters

Task Force Phase 2

Phase 2

- Propose policy changes to improve major-readiness
- Expand analysis to other student types (international, UCF Online, graduate)
- **February 2020:** Model revenue impact

Work Group Members

Major Ready

- Pam Cavanaugh (Lead), Associate Vice Provost, UCF Connect
- Manoj Chopra, Professor/Associate Dean, CECS
- Joshua Colwell, Pegasus Professor/Associate Chair, Physics
- Kristie Harris, Associate Vice President for Financial Affairs, Finance & Accounting
- Teresa Dorman, Associate Dean for Academic and Student Affairs, Sciences
- Harrison Oonge, Assistant Dean for Academic Planning, Undergraduate Studies
- DeLaine Priest, Associate Vice President for Student Success, SDES
- John Sacher, Associate Professor/Interim Assistant Dean, Undergraduate Studies
- Lisa Sklar, Institutional Research Analyst, IKM
- Linda Sullivan, Assistant Vice President, IKM

International

- LEAD: Jeff Jones, Vice Provost, UCF Connect and UCF Global
- Nataly Chandia, Assistant Vice President, UCF Global
- Bahaa E. A. Saleh, Dean, Optics & Photonics
- Chris Dahlstrand, Associate Director, Undergraduate Admissions
- Lisa Sklar, Institutional Research Analyst II, IKM

UCF Online

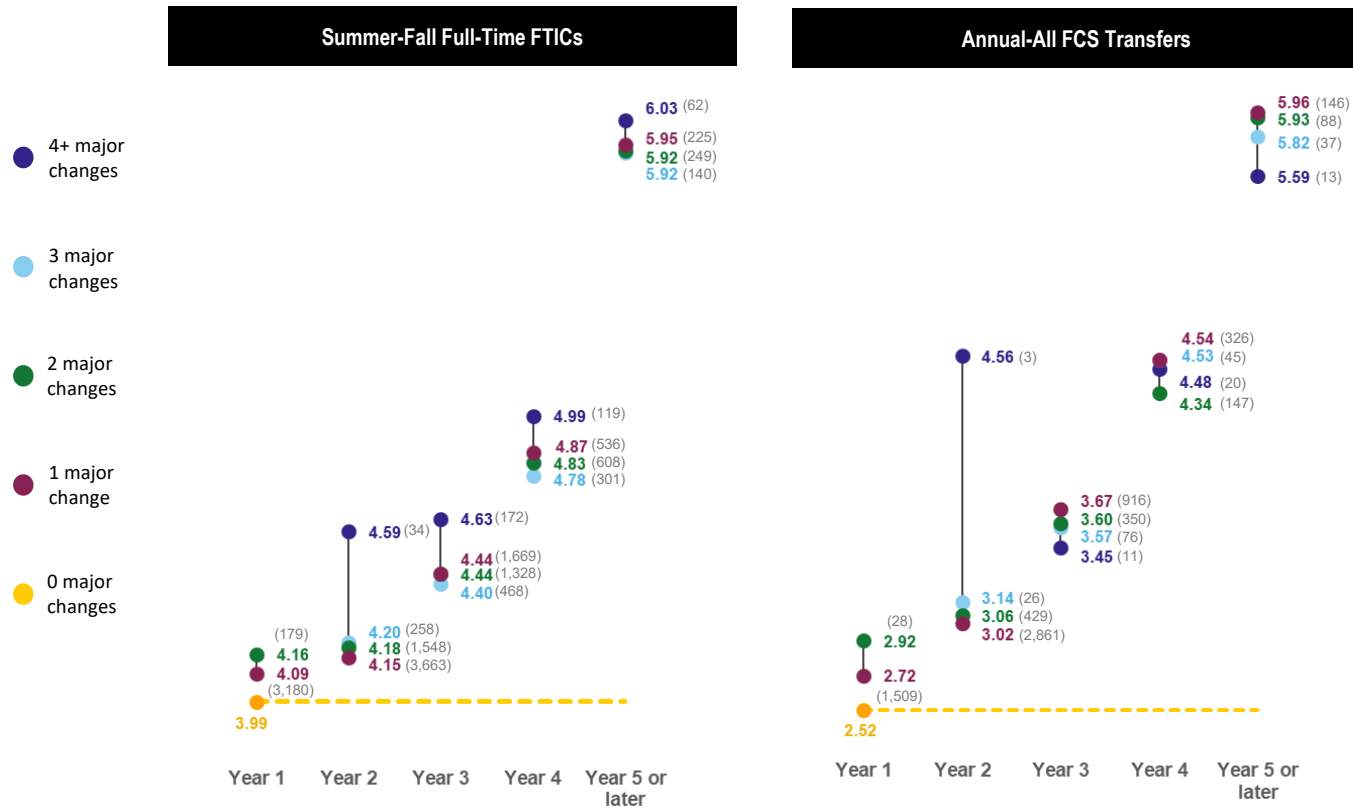
- LEAD: Thomas Cavanaugh, Vice Provost for Digital Learning
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- Michael Johnson, Dean, Sciences
- Gordon Chavis, Associate Vice President, SDES Enrollment Services
- Blake Scott, Professor, Writing and Rhetoric
- Druanna Mozingo, Institutional Research Analyst I, IKM

Graduate

- LEAD: Devon Jensen, Associate Dean, Graduate Studies
- Ed Ross, Chair, Internal Medicine, Medicine
- Bari Hoffman Ruddy, Interim Associate Dean of Clinical Affairs and Professor, Communications Sciences and Disorders
- Ali Gordon, Associate Dean, CECS
- Pamela Sissi Carroll, Dean, Community Innovation and Education
- Lisa Sklar, Institutional Research Analyst II, IKM

Major Readiness

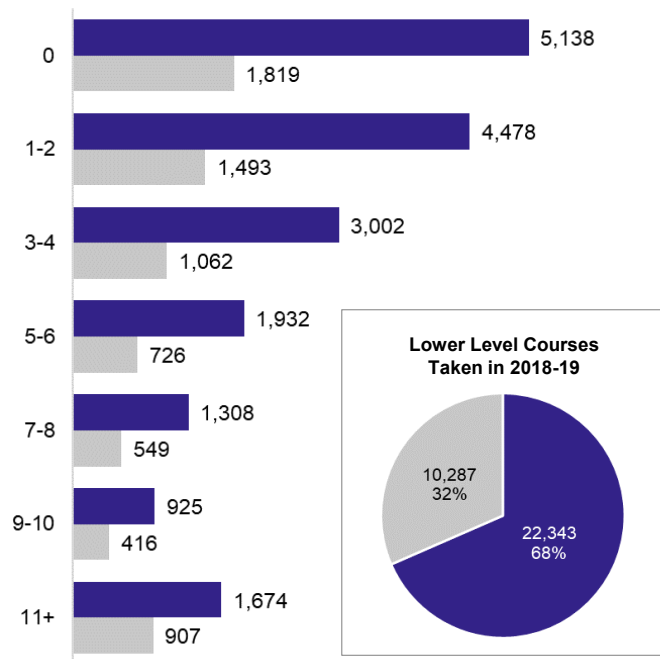
Years to Degree by Year Enrolled at Time of Last Major Change (Cohorts 2009-10 through 2014-15 combined)



Note: major change is identified by change of CIP code

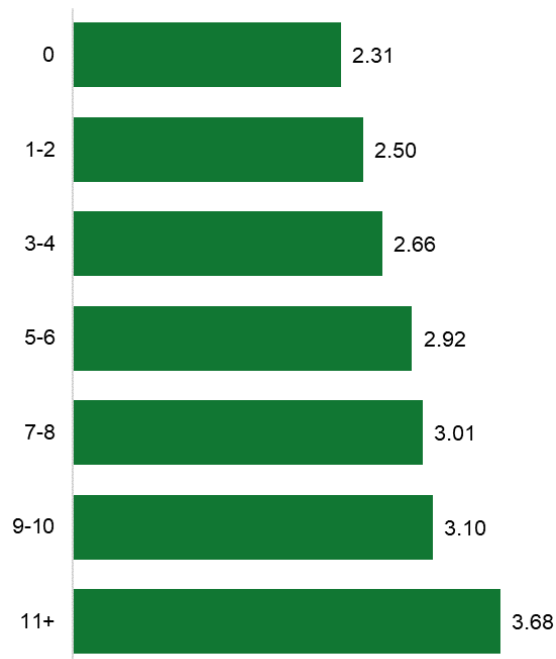
Lower Level Courses Taken at UCF by FCS AA Transfer Cohorts (2011-12 through 2013-14)

Number of Students Taking Lower Level Courses



● DirectConnect ● Non-Consortium FCS AA Transfer

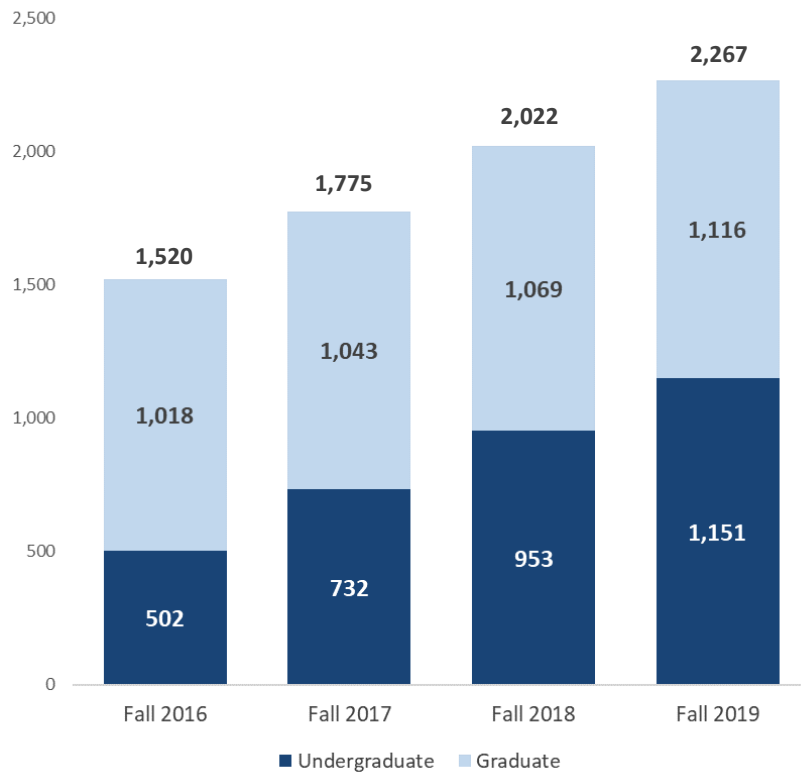
Years to Degree by Number of Courses Taken



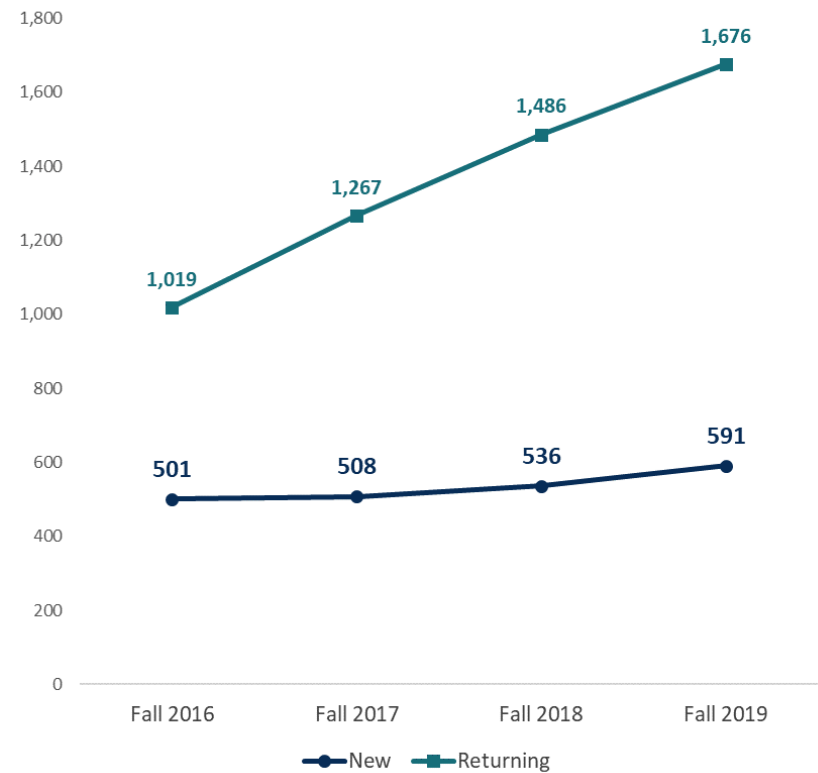
International, UCF Online and Graduate

Degree-Seeking International Student Growth Trends

International Student Headcount by Career and Term

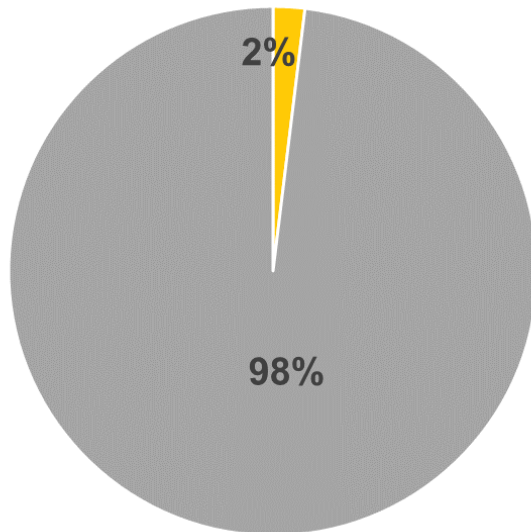


New vs. Returning International Students by Term

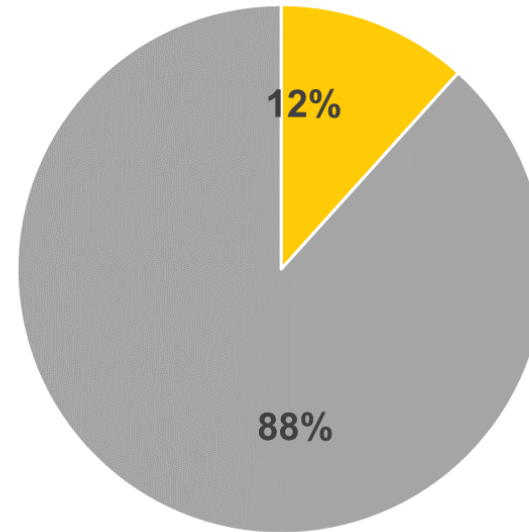


Degree-Seeking International Percentage of Total UCF (Fall 2019)

UNDERGRADUATE



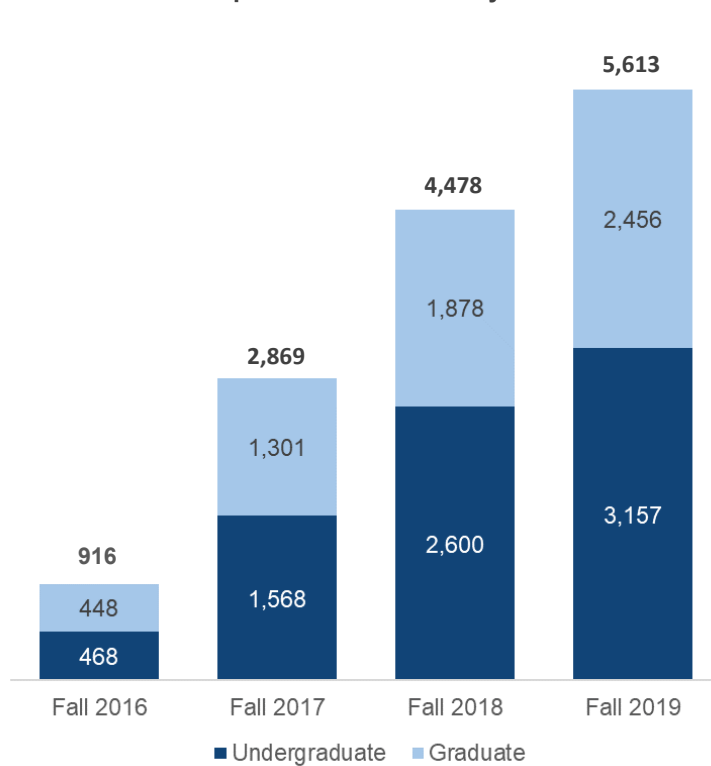
GRADUATE



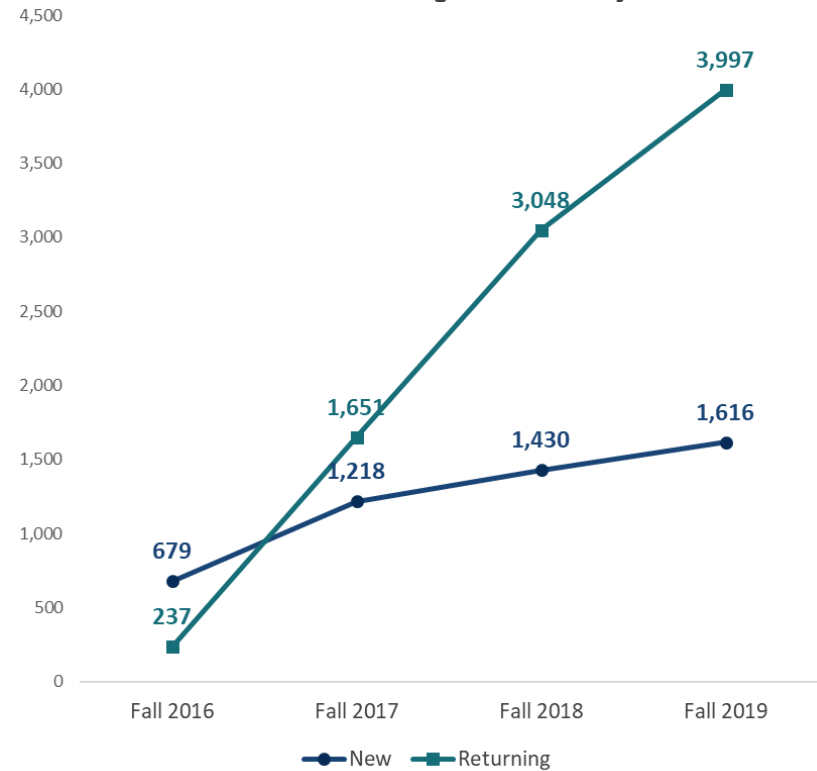
● Degree-Seeking International

UCF Online Growth Trends

UCF Online Unduplicated Headcount by Career and Term

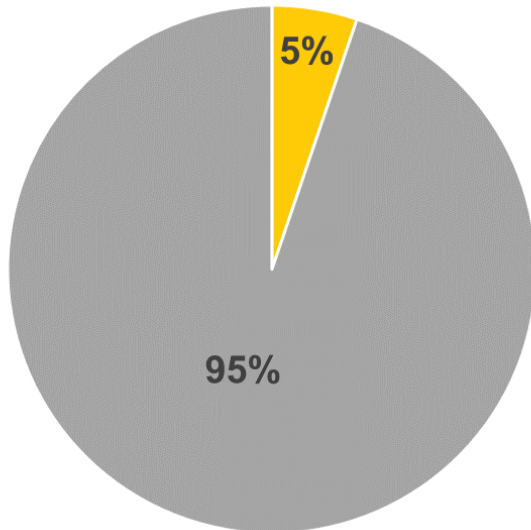


New vs Returning UCF Online by Term

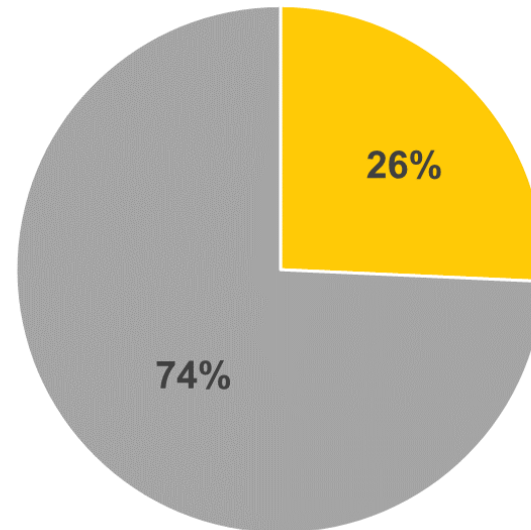


UCF Online Percentage of Total UCF (Fall 2019)

UNDERGRADUATE



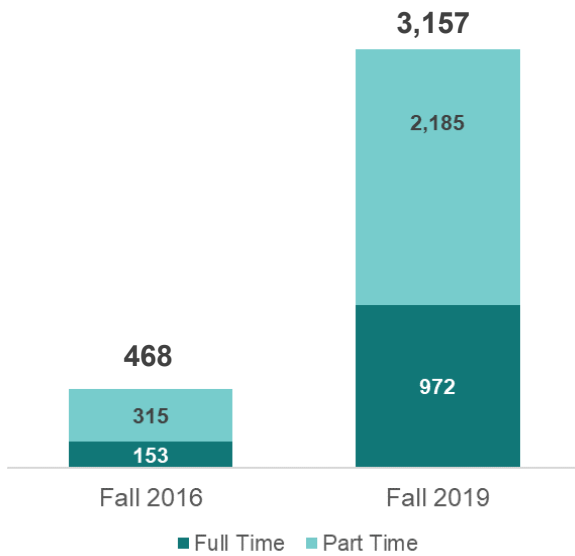
GRADUATE



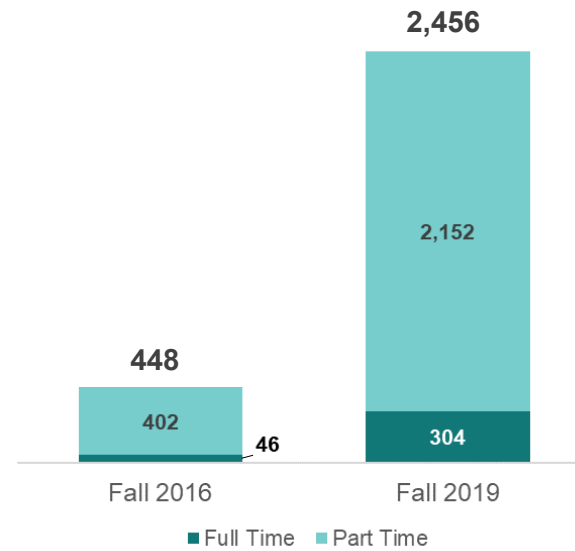
● UCF Online

UCF Online Headcount by FT/PT Status

UNDERGRADUATE



GRADUATE



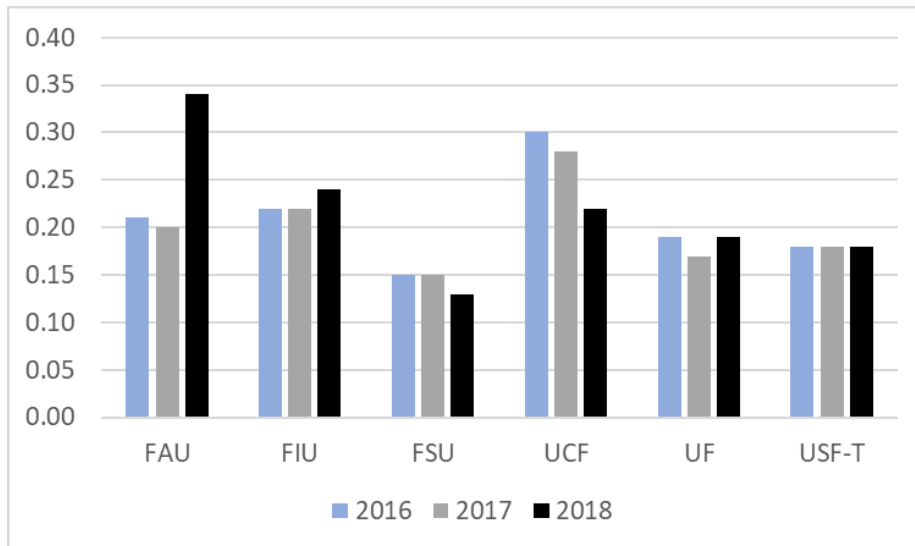
Considerations

- Identify obstacles for international student admissions
- Consider access tracks for graduate programs for international students
- Determine impact of growth of international enrollment
- Model impact of growth of UCF Online and focus on non-resident graduate students
- Develop benchmarks for optimum graduate mix by program

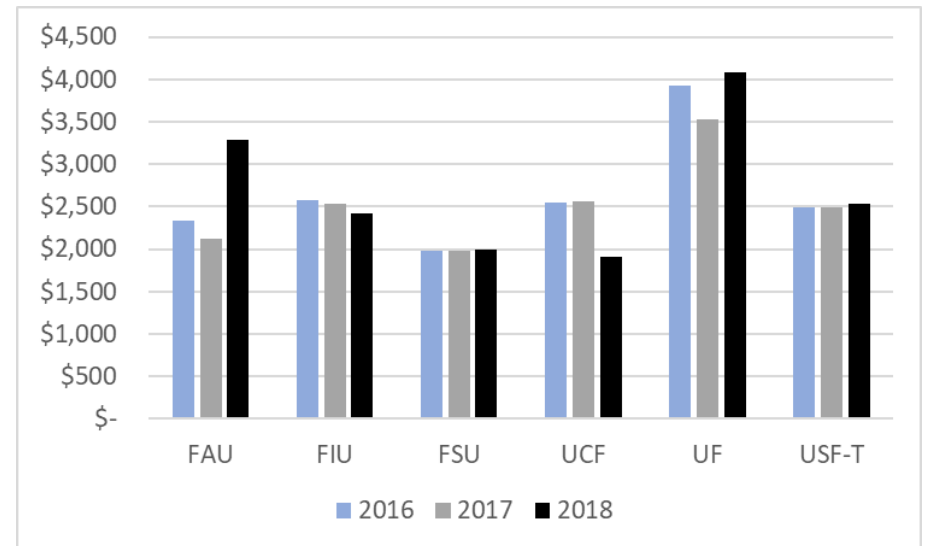
ACTA Information

More Recent Actuals for How Colleges Spend Their Money

UCF's Ratio Declined from .30 to .22



UCF's Admin Costs Declined by \$642 per FTE





Thank You

