



# Board of Trustees

**Minutes  
Board of Trustees Retreat  
University of Central Florida  
December 2, 2021**

Chair Alex Martins called the Board of Trustees Retreat to order at 9:31 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.

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 Alex Martins, Vice Chair Harold Mills and Trustees Tiffany Altizer, Jeff Condello, Joseph Conte, Meg Hall, Joseph Harrington, Caryl McAlpin, John Miklos, Michael Okaty and Beverly Seay.

Trustees Bill Christy and Danny Gaekwad were not in attendance.

## **REMARKS**

Martins welcomed the trustees to UCF Downtown. He noted that UCF Downtown opened in August 2019 and is home to academic programs that thrive in the urban core, including Legal Studies and the Nicholson School of Communication and Media. He said following UCF's investment, Electronic Arts (EA) opened its Florida headquarters in the Creative Village, just a block away from UCF's No. 1-ranked graduate video game design school, the Florida Interactive Entertainment Academy.

Martins noted that UCF Downtown leverages its proximity to downtown Orlando's Central Business District by partnering with local employers for jobs, internships, and experiential and service-learning opportunities that enrich a students' academic experience. He said the meeting room, the Moot Court, is primarily used by Legal Studies students and provides all the elements of a courtroom to host a mock trial. He noted that the university's Moot Court teams placed first and second in winning the University of Chicago's Invitational Tournament, topping 26 teams that included squads from the University of Toronto, Yale and the University of Chicago.

Martins thanked Interim Assistant Provost Ross Wolf and the UCF Downtown team for hosting the meeting.

Martins said the Board will consider and discuss a set of emerging themes that could serve as a framework for UCF's next strategic plan. He stated the goal of the retreat and the role of the Board was to provide a high-level strategy that directs the President and his administration. Additionally, he said the Board's role was to ensure there are metrics in place that guide the strategy. Martins said the operational components of the plan were not the focus of the discussion and provided examples of operational decisions that should be left to the administration.

Martins said he would like the strategic plan to be two things: understandable and accountable.

Martins recognized Trustee Harold Mills, Chair of the Ad Hoc Strategic Planning Committee, to address the Board.

Mills said the university team has done a lot of work in a short period of time to bring the process to this point. He said his expectation for the retreat is to have a robust dialogue, spirited debate, and a sharing of ideas. Mills said the Board's job is to bring their various experiences, expertise, and perspectives that the team can leverage.

- Seay recommended that moving forward, the Board be more involved in setting the metrics in the accountability plan.

Mills concluded his remarks by challenging the trustees to think big and provided several visionary scenarios of what UCF could become, achieve, and lead, as an outcome of the strategic plan.

Martins recognized President Cartwright to address the Board.

Cartwright asked the Board to think about how to position the university for the future and what that means. He also asked the trustees to consider additional metrics and goals that will help the university become the university for the future.

Cartwright concluded his remarks by stating that the ultimate goal of the strategic plan is to position the institution to more strongly support students, faculty, and staff.

Martins recognized Ron Piccolo, Special Assistant to the President for Strategic Planning and Galloway Professor of Management, for his presentation.

## **UNIVERSITY FOR THE FUTURE**

### **DISC- 1 Strategic Framework**

Piccolo provided an overview of the timeline and summarized progress to date. Following the Board's discussion and input, he stated that next steps include faculty and staff having the opportunity to review and refine the framework, and a more developed plan will come back to the Board in the spring.

Piccolo shared the first proposal of a strategic framework as a starting point for the discussion. He summarized the pillars of student success, knowledge enterprise, impactful engagement, and institutional innovation as anchors and themes. Inclusive culture and higher education innovation were presented as foundational principles that are reflective of UCF's core values.

The trustees had the following comments regarding the proposed framework:

- Cartwright recommended adding operational excellence as a foundational principle.
- Harrington asked to see how the pillars distinguish UCF from other institutions' strategic plans.

Piccolo presented the first proposed pillar – Student Success. The trustees had the following comments:

- Martins proposed the possibility of having metrics that surround experiential learning opportunities.
- Mills commented on the need for extracurricular activities to be added.

- Seay asked to consider another level of support around helping students graduate in four years, including student support services such as advising and mental health counseling.
- Conte commented on the need to recognize the university's affiliate relationships that naturally provide curriculum specific internship opportunities that employers are looking for when hiring graduates.
- Hall recommended having professional support staff available to take an active role in ensuring students are successful through their four years at UCF. She elaborated by describing a model of more intentional outreach to the students to periodically check in throughout their academic career. She also recommended a program that would guarantee a job at the end of a year- or semester-long internship during the student's senior year.
- Condello requested information to show what UCF is doing well and what areas need to be improved under each pillar.
- Harrington commented on considering leadership, citizenship, and personal finance as how the university will measure and evaluate student success.
- Seay recommended adding students' activities outside of the classroom that may be limiting the student's ability to be successful. She also suggested including a metric that considers the effective use of technology.
- Mills recommended being active with dual enrollment with high schools.
- Condello recommended having a pathway to support students' success at UCF for students accepted with a marginal GPA. He followed up by asking for trustees to receive the detailed information that shows why students withdraw from the university.
- Altizer asked to consider food insecurities as one of the areas for additional support that will help some students complete their degree. She also commented on the need for additional awareness of the services provided by UCF Cares.
- McAlpin recommended adding career preparedness and growth under measurements for student success.

Piccolo presented the second proposed pillar – Knowledge Enterprise. The trustees had the following comments:

- Seay commented on increasing applied research through focusing on the defense and medical sectors.
- Seay talked about the idea of collaboration, and suggested combining medical research with simulation and engineering, to accelerate in these areas through an interdisciplinary approach and the utilization of technology to integrate.
- Mills said there should be a metric developed as part of the strategic plan that targets what the university wants to achieve from the licenses or patents on a commercial basis.
- Cartwright believes that the Knowledge Enterprise pillar correlates to the university's reputation and said there is a need to capture and include all the work associated with publications, performances, and other outputs that impact reputation.
- Harrington commented on the internal structural issues that are keeping the university from being competitive in federal grant competitions and developing opportunities in industry. He recommended developing a plan to improve the research infrastructure, including physical infrastructure and support personnel.
- Mills asked if there is a process to evaluate the return on investment when hiring new faculty, including startup funds, and how the return is measured. Cartwright and Johnson commented on the need to formalize and strengthen this process at UCF.
- Martins said there needs to be a system for conducting cost-benefit analysis for every big decision made by the university.

## **WORKING LUNCH**

The trustees received two presentations during the working lunch: UCF, the Future of America and Higher Education Trends and Future.

## **UNIVERSITY FOR THE FUTURE, continued**

Piccolo presented the third proposed pillar – Impactful Engagement. The trustees had the following comments:

- Mills said he would like to see an investment in marketing and the development of marketing metrics around the university's achievements.
- Mills asked if the university has measurements for alumni engagement. Karen Cochran, Interim Vice President for Advancement and CEO of the UCF Foundation, summarized the measurements of alumni engagement that are endorsed by the Council for the Advancement and Support of Education (CASE) as the national standard.
- Martins commented on the need to better leverage the university's partnerships through one centrally organized vehicle.
- Conte commented on the need to evaluate the university's current partnerships.
- Seay recommended adding Direct Support Organization (DSO) boards under Impactful Engagement.

Piccolo presented the fourth proposed pillar – Institutional Innovation. The trustees had the following comments:

- Okaty commented that the ideals contained under 'Institutional Innovation' tie more to 'Operational Excellence.'
- Seay suggested creating a digital twin of the campus, similar to a laboratory, as an innovative way to study and address the areas for operational improvement.
- Martins said he believes 'Institutional Innovation' should be considered 'Operational Excellence.' He sees Operational Excellence as a Pillar, and Institutional Innovation as a horizontal cutting across all of the pillars.
- Harrington commented on the university's strength in the digital learning enterprise and recommended finding innovative ways to deliver knowledge effectively to address the student-to-faculty ratio.
- Altizer said finding alternative revenue streams is a key component of all the discussions and is also one of the easiest areas to define metrics to measure success.

Piccolo summarized the discussion and next steps: updating the pillars and adjusting the overall framework to be reflective of the feedback; initiating the whitepaper process with the campus community; developing a refined set of metrics/scorecard; and building a workflow that will come back to the Board.

Martins charged Piccolo and staff with providing additional clarification on Institutional Innovation versus Operational Excellence. He asked the trustees for additional comments and Mills requested more clarification and definition around the university's path to preeminence as part of the strategic plan.

## **ADJOURNMENT**

Martins adjourned the board meeting at 2:46 p.m.



# Board of Trustees

Reviewed by: \_\_\_\_\_

Date: \_\_\_\_\_

Alex Martins, Chair UCF Board of Trustees

Respectfully submitted: \_\_\_\_\_

Date: \_\_\_\_\_

Mike Kilbride, Associate Corporate Secretary

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