



# Board of Trustees

## Minutes

Board of Trustees Meeting  
University of Central Florida  
November 18, 2021

Chair Alex Martins called the Board of Trustees Meeting 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.

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined a quorum was present.

The following board members attended the meeting in person: Chair Alex Martins, Vice Chair Harold Mills and Trustees Tiffany Altizer, Bill Christy, Jeff Condello, Joseph Conte, Meg Hall, Joseph Harrington, Caryl McAlpin, John Miklos and Beverly Seay.

Trustees Danny Gaekwad and Michael Okaty were not in attendance.

### PUBLIC COMMENT

Joaquina Scott Kankam commented on enhancing youth protection when inviting minors to a university campus.

### MINUTES

Martins called for approval of the meeting minutes of the September 10, 2021, September 23, 2021 and October 28, 2021 meetings. Mills moved to approve the minutes with McAlpin providing the second. The motion passed.

### REMARKS

Martins said that throughout the meeting, Trustees will learn more about the distinctions of the Rosen College of Hospitality Management and noted that an industry panel discussion focused on tourism and hospitality would be held later in the agenda. He recognized the vision of Mr. Harris Rosen in creating a world-class hospitality management program and thanked him for his significant contributions as a philanthropist and a Trustee Emeritus of the UCF Board of Trustees.

Martins thanked the trustees for attending the Board of Governors' (BOG) Trustee Summit and thanked Trustee Conte for his participation as an opening panel speaker. He highlighted the civil discourse and innovation discussions from the meeting, noting that these are two topics that the university and this Board will continue to focus on.

Martins highlighted topics from the November BOG meeting:

- Deferred maintenance discussion and recommendation that the Legislature fund \$800 million to address deferred maintenance. He thanked the BOG for addressing

this issue and said, when appropriated, there will be a need for a funding system so that each university can address their most important deferred maintenance needs. Martins said the BOG will have a deferred maintenance workshop in the coming weeks and encouraged all trustees to participate.

- Discussion on workforce alignment goals, which will be addressed later in the Board's agenda.
- Election of a new BOG Chair, Brian Lamb and BOG Vice Chair, Eric Silagy. Martins thanked outgoing BOG Chair Syd Kitson for serving the BOG with distinction.

Martins concluded his remarks with thanks to President Cartwright, university administration and staff, faculty and students for their commitment to the university. He thanked the members of the Board of Trustees for their engagement and the work the Board has already accomplished, encouraging them to remain focused on building the top public metropolitan research university in the nation.

Martins recognized President Alexander Cartwright for his President's Update.

## President's Update

Cartwright acknowledged the time and effort given to the university by the Board of Trustees and his staff. He thanked outgoing BOG Chair Syd Kitson, noting his leadership during the COVID pandemic.

Cartwright's update highlighted:

- Martins and Seay named to Florida Trend's Florida 500 list: Martins to the Arts and Entertainment category and Seay to the Information, Tech, and Media category.
- Martins named among Orlando Magazine's 50 Most Powerful People of 2021 as one of Orlando's most influential business leaders in Entertainment, Sports and the Arts.
- Seay inducted into the Junior Achievement of Central Florida's Mid-Florida Business Hall of Fame.
- Recognized the Rosen College as the #2 hospitality program in the world and welcomed Dean Wang to address the Board with college highlights.
- Recognized Rosen hospitality student, Elizabeth Rutkovsky, to address the Board on her student journey.
- Academic Leadership Updates:
  - Welcomed two new deans: Maggy Tomova, the new Dean of the College of Sciences and Beau Case, the founding Dean of UCF Libraries.
  - Acknowledged and thanked Pamela "Sissi" Carroll, Dean of the College of Community Innovation and Education, who will be retiring at the end of the semester after a distinguished career at UCF and in higher education. He announced Glenn Lambie, associate dean of Graduate Affairs and Faculty Excellence, will serve as interim dean effective Dec. 20 until a permanent dean assumes the position.
- Administrative Leadership Updates:
  - Search for the Vice President and General Counsel should conclude in the

next few weeks.

- Searches for Senior Vice President of External Engagement and Advancement and Senior Vice President for Student Success will commence after the Thanksgiving holiday.
- *Excelencia* in Education, the nation's premier authority on efforts accelerating Latino student success in higher education, certified UCF with the Seal of *Excelencia*. He noted UCF was one of 24 institutions that have earned the certification.
- Highlighted Homecoming Week events:
  - Return of Spirit Splash, the best campus tradition in the country.
  - Shining Knights, an event that honors distinguished Alumni and friends for their contributions to the university.
  - Three-time UCF alumnus Darin Edwards as keynote speaker at the Class of 2020 makeup commencement ceremony on Nov. 5. Edwards was awarded an honorary Doctorate of Public Service for his contributions to society by leading the development of Moderna's COVID-19 vaccine.
- Pegasus Professors Deborah C. Beidel and Sudipta Seal were inducted into the Academy of Science, Engineering and Medicine of Florida, a group that brings together the nation's most distinguished scholars who live and work in Florida.
- Opening of the Microgrid Control Lab in the College of Engineering and Computer Science. The lab, co-sponsored by Florida Power & Light and GE Digital, is a state-of-the-art research facility which will help prepare the next generation of engineers to operate the modern grid and meet the rapidly increasing need for sustainable, affordable and reliable energy.
- Physics Professor Humberto Campins, an expert on asteroids, became the fourth UCF professor to be named a Jefferson Science Fellow and will report to Washington D.C. beginning Nov. 21 to spend a year advising the U.S. Department of State.
- UCF Collegiate Cybersecurity Competition team placed first at the U.S. Department of Energy's CyberForce Competition, noting that the competition consisted of 120 teams and over 700 students from colleges across the nation.

## **COMMITTEE REPORTS**

Martins called on Youndy Cook, Interim Vice President and General Counsel, to read any disclosures of conflict of interest from the trustees. There were no disclosures.

## **ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE REPORT**

Seay, Chair of the Academic Excellence and Student Success Committee, reported highlights from the committee meeting held on November 16, 2021.

Seay reported that AES-1 through AES-4 were unanimously approved by the committee and placed on the Board's consent agenda.



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## **AD HOC STRATEGIC PLANNING COMMITTEE REPORT**

Mills, Chair of the Ad Hoc Strategic Planning Committee, reported highlights from the committee meeting held on November 15, 2021.

## **AUDIT AND COMPLIANCE COMMITTEE REPORT**

Christy, Chair of the Audit and Compliance Committee, reported highlights from the committee meeting held on November 16, 2021.

## **BUDGET AND FINANCE COMMITTEE REPORT**

Mills, Chair of the Budget and Finance Committee, reported highlights from the committee meeting held on November 16, 2021.

## **FACILITIES AND INFRASTRUCTURE COMMITTEE REPORT**

McAlpin, Chair of the Facilities and Infrastructure Committee, reported highlights from the committee meeting held on November 16, 2021.

## **GOVERNANCE COMMITTEE REPORT**

In the absence of the Governance Chair, Martins reported highlights from the committee meeting held on November 8, 2021.

### GOV-1      FY21 Presidential Assessment and Compensation Review

Christy moved to approve GOV-1 and McAlpin provided the second. The motion passed unanimously.

Martins reported that GOV-2 through GOV-4 were unanimously approved by the committee and placed on the Board's consent agenda.

## **STRATEGIC PARTNERSHIPS AND ADVANCEMENT COMMITTEE REPORT**

Conte, Chair of the Strategic Partnerships and Advancement Committee, reported highlights from the committee meeting held on November 16, 2021.

### SPA-1      The Stephen W. Hawking Center for Microgravity and Education

Conte moved to approve SPA-1 and Harrington provided the second. The motion passed unanimously.

Cartwright expressed his thanks to the Hawking family, especially Robert Hawking who visited the university prior to the pandemic and Lucy Hawking who shares the university's passion for science and education. He said the university was honored to be entrusted with Professor Hawking's name and the university will continue world-class space

research, which is part of the university's DNA. Martins also shared his appreciation.

## **CONSENT AGENDA**

Harrington moved to approve the consent agenda with Altizer providing the second. The motion passed unanimously.

## **DISCUSSION**

### **DISC -1 University for the Future: Preparing for Innovations in Hospitality, Tourism and Entertainment**

Martins said the panel discussion provided the Board the opportunity to engage in strategic discussion with industry leaders related to sectors of importance to the region and the university. He said there had been a lot of dialogue in recent Board meetings regarding workforce alignment, and the importance of continuing to develop a talent pipeline, particularly in the Central Florida region.

He shared an example of how an internship can provide a solid foundation for a successful career in industry. He said Shelly Wilkes – a product of the inaugural class of the DeVos Sports Management Program at UCF – was an intern at the Orlando Magic. He said Shelly now serves as the Orlando Magic's senior vice president of marketing & social responsibility and was recently honored by The Sports Business Journal as one of the 40 Under 40 most outstanding executives in the sports industry.

Cartwright said the connection with industry partners will help the university prepare students for success and achieve the university's vision of becoming a university for the future and a leading public metropolitan research university.

Martins welcomed panelists Michael Brown, President and Chief Executive Officer, Travel + Leisure Co.; John Sprouls, Executive Vice President and Chief Administrative Officer, Universal Parks & Resorts; and Jeff Vahle, President, Walt Disney World Resort.

The panelists and the trustees engaged in a robust discussion about workforce alignment with the hospitality and tourism industries and how the university can best prepare students to contribute to the economy of the region and the state.

## **NEW BUSINESS**

### **BOT-1 President's FY22 Goals**

Cartwright shared a detailed summary of his goals and provided specific objectives for

each goal.

Conte moved to approve BOT-1 and Harrington provided the second.

The trustees had the following comments:

- Conte requested definite language for ‘university for the future’ and a ‘top metropolitan research university’ and how these terms build on the university’s current strengths. Cartwright said these questions are being discussed as part of the strategic planning process.
- Harrington requested that the President consider, in the short term, the level of personal stress, including financial stress, for lecturers and instructors who have the largest teaching load.
- McAlpin asked how the university will communicate what resources have to be forfeited to focus on strategic areas. Cartwright said this is already in several places, such as Operational Excellence and Effectiveness and in the change in the university’s budget model, which transfers budget responsibility to deans and vice presidents. He said it will also come from strategic planning.
- Altizer recommended that the university continue to collaborate with industry partners when developing the strategic plan. Mills confirmed the strategic planning work includes industry stakeholder sessions.
- Seay requests that the Board Chairs work with their corresponding cabinet member to ensure items continue to be completed this year. Cartwright said he agrees and that the hard work of building an infrastructure, such as an ERP system and new budget model, is being done and will continue to be done this year. Seay said the accountability plan is also important, as those metrics need to be viewed in the context of what the university is trying to accomplish. Martins said it is the responsibility of this Board to use their influence to help the BOG understand that not every metric fits every university or region.
- Christy asked that the university continue to ask, ‘how do we’ as opposed to ‘why we cannot’.
- Martins concluded trustee remarks by stating that he and the President have had numerous conversations about the goals presented, and although these goals are a bridge for the next seven months, work on foundational pieces continues to be done. He said the President’s goals will look drastically different next year.

The motion passed unanimously.

## **WORKING LUNCH**

DISC -2 Anatomy of Good Governance

Martins recognized Dr. Sally Mason, Senior Consultant and Senior Fellow, Association of Governing Boards (AGB) and President Emerita of the University of Iowa to address the Board.

The presentation highlighted the role of a governing Board in public higher education,



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including AGB's principles of trusteeship.

The trustees had the following comments:

- Harrington asked if former presidents or those with an education background have been placed on state university boards. Mason said it is not done very often as the appointment of boards vary from state to state.

## ANNOUNCEMENTS

Martins made several announcements regarding upcoming meetings.

## NEW BUSINESS

There was no new business to come before the Board.

## ADJOURNMENT

Martins adjourned the board meeting at 1:36 p.m.

Reviewed by:   
Alex Martins, Chair, UCF Board of Trustees

Date: 2.23.22

Respectfully submitted:   
Mike Kilbride, Associate Corporate Secretary

Date: 2/23/22