



Board of Trustees

**Minutes
Board of Trustees Meeting
University of Central Florida
August 19, 2021**

Chair Alex Martins called the Board of Trustees Meeting to order at 8:33 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, Joseph Conte, Meg Hall, Joseph Harrington, Caryl McAlpin, John Miklos and Michael Okaty.

Trustees Jeff Condello and Beverly Seay attended the meeting virtually. Trustee Danny Gaekwad joined the meeting via teleconference.

PUBLIC COMMENT

There was one request for public comment. Robert Cassanello, President, United Faculty of Florida at UCF, commented on COVID triggers and fall return policies.

MINUTES

Martins called for approval of the meeting minutes of the June 17, 2021 and June 30, 2021 meetings. Conte moved to approve the minutes with Christy providing the second. The motion passed.

REMARKS

Martins said he was honored to serve as Chair and that he has worked closely with President Cartwright over the past few months to better understand the opportunities, issues, and challenges of the university. He said the Executive Committee will remain in structure and scope as outlined in its charter, but currently there are no plans for regular meetings of this Committee. He announced a sub-committee of the Executive Committee that will be responsible for advising and making recommendations to the Board and president regarding collective bargaining activities. The members of the sub-committee are Trustees Christy, McAlpin and Okaty.

Martins indicated that updates and discussions regarding university culture and climate, and how the university will enhance its framework for inclusive excellence, will be part of the Board's work plan. Martins concluded his remarks with a reminder that the Board's role is to govern the university with a focus on consequential decisions of the Board that will have greater impact on the long-term vitality of the institution.



REPORTS

President's Update

President Alexander Cartwright thanked faculty and staff for their hard work in preparing for the fall semester.

Cartwright highlighted the following university accomplishments:

- \$1 million Science and Engineering Research grant from the W.M. Keck Foundation, one of the nation's largest philanthropic organizations. He noted this was the university's first Keck grant and the project titled "Space-time optics for novel light-matter interactions" will be led by faculty in the College of Optics and Photonics.
- UCF Programming Team beat out teams from Stanford, Harvard and CalTech to qualify for the World Finals, a feat the UCF Programming Team has accomplished every year for the past decade. He said UCF has finished in the top 10 of the International Collegiate Programming Contest's World Finals six times.
- Two UCF students won highly competitive scholarships from the Astronaut Scholarship Foundation this year — raising our university's student awards from the organization to 51 since 1989.
- UCF is one of seven universities to win a grant to support NASA's Artemis program. He said that this grant will allow UCF to create transformative space technologies by assembling interdisciplinary teams of faculty and students to work on projects with industry and NASA. He noted the university's standing as a Hispanic Serving Institution made the university eligible for the award and this maintains the university's long-term presence on the moon.
- Launch of UCF Challenge, an initiative to leverage the \$40 million gift from MacKenzie Scott and Dan Jewett to inspire the donation of \$40 million in new dollars directed to the university's endowment.

DISCUSSION

DISC -1 Fall 2021 Operations

Martins said the engagement and re-engagement of all students will be an important step in establishing the university's new normal amidst the ongoing challenges of the pandemic. He recognized Cartwright to moderate the Fall 2021 Operations Discussion.

Cartwright said the university worked closely with leadership from the Board of Governors and sister universities within the State University System of Florida to deliver a more in-person experience this fall.

The presentation highlighted:

- Rhonda Bishop, Vice President for Compliance and Risk, outlined the university's health measures, including how university leadership prepared for the fall semester and continues

to monitor the pandemic.

- Patrick Burt, Associate Vice President for Communications and Marketing, spoke of the university's continuing 'Armor Up' communications.
- Michael Johnson, Interim Provost and Vice President of Academic Affairs, addressed Instructional Delivery and Campus Life for academics this fall.
- Gerald Hector, Senior Vice President for Administration and Finance, provided a HEERF update.

The trustees had the following comments:

- Mills clarified mitigation efforts if there was an outbreak, particularly isolation spaces on campus and possibly in hotels. Bishop confirmed the university does have limited isolation spaces. Cartwright said hotel space was being discussed.
- Christy asked about athletic events in the coming months and how the university plans to manage infection rates. Cartwright said outdoor events would continue to be monitored to ensure they are a safe space, while also complying with conference expectations.
- Harrington expressed concern regarding COVID triggers and the university's messaging of these triggers. Dr. Michael Deichen, Associate Vice President of Student Health Services, said continuing changes of COVID was challenging and some indicators previously used for potential campus closure no longer apply at this time.
- Harrington outlined concerns of how COVID was different from one year ago. He said the Advisory Council of Faculty Senates (ACFS) put forth a resolution petitioning the Governor to rescind his executive order (21102) regarding how state agencies respond to COVID and requesting the Legislature to repeal or amend related limitations in SB 2006.
- Harrington recommended that the university frequently assess the number of vaccinated people through the services of the county or an external firm.
- McAlpin asked if pop-up vaccine sites were available to faculty and staff and if incentives were being considered. Bishop said there were ongoing discussions regarding incentives. McAlpin asked for clarification on the availability of booster shots for faculty, staff and students. Deichen clarified that currently the booster shot is available to people who meet the category of 'immune deficiency' but should be available more widely on September 20, 2021. McAlpin asked about the university's plan if faculty refused to show up in the fall. Johnson clarified that it was against the law to strike in the public employment sector.
- Mills asked if Student Government and Fraternity and Sorority Life were engaged in efforts to promote vaccinations and the ability for them to allocate funding towards these efforts. Hall acknowledged that Student Government is involved and working on incentives, and funding was being appropriately allocated.
- Martins asked Hector about the ability to recoup lost lease revenue from renegotiated on-campus vendor contracts. Hector confirmed that the lost lease revenue is accounted for in the 'Other Approved Uses' total.
- Conte asked for clarification on Student Emergency Funds. Hector explained that these funds are earmarked for students, and the university acts as a pass-through.
- Seay questioned how much funding may be spent to address the faculty concerns raised earlier by Harrington. Hector said proposals come directly from the faculty, and there is a process in place to evaluate the proposals. Hector said his team is working with Bishop's team to ensure that keeping the campus safe remains a priority, noting that the third tranche

of funds now has two new criteria regarding campus safety.

- Mills suggested incentives be provided to organizations (band, fraternity), as allowed. He asked for clarification on allocating more than the recommended minimums to better support students. Hector qualified the challenge is understanding the gray areas so that all measures be considered as allowed by guidelines.
- Harrington noted that the University Budget Committee (UBC) discussed that given large revenue losses, the university should consider that athletics, or any DSO, become an auxiliary so they receive assistance from this funding. He also said the UBC mentioned that remaining funds, if any, be committed to support students. Hector confirmed that it is the university's goal to find permitted uses to spend all HEERF funding.

DISC -2 UCF's Next Strategic Plan

Martins reminded the Board that he created an Ad Hoc Strategic Planning Committee to govern the creation of UCF's next strategic plan. He said that the full Board carries the fiduciary responsibility for Strategic Planning and that the full Board will monitor the plan's process and will approve the strategic plan. He recognized Cartwright to moderate UCF's Next Strategic Plan discussion.

Cartwright provided an abbreviated overview of his vision of becoming a university for the future, noting that key components will be revisited in future meetings. He encouraged trustees to review the presentation provided in the meeting materials.

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

Piccolo's presentation highlighted feedback received to date, guiding principles, timeline and steps ahead.

The trustees had the following comments:

- Martins said the plan needs to fulfill the talent pipeline for the local economy and align the university's output with the needs of the local region, noting the health care profession as one example. Mills echoed this noting Disney's Imagineering as another example.
- Mills used the analogy of a bell curve when considering the plan: identify the university's strengths, what to build on and what the university wants to be known around the world for; identify what the university does well; and what the university may have to divest from. He noted that the Board will have to make hard decisions to align the university's financial decisions with where the university wants to invest. Martins thanked Mills for serving as Chair of the Ad Hoc Strategic Planning Committee.
- Seay commented that the plan should focus on efforts that will encourage graduates to work in Central Florida and Florida. She encouraged that the plan, along with an emphasis on partnership and collaboration, should also emphasize a competitive mind set.
- Harrington said the plan's approach needs to define and move the local economy along, rather than just be reactive to current needs. He said the plan's goals need accompanying transparent, quantitative metrics of finances and personnel, and suggests goals of reducing the student/faculty ratio to 20:1 or better within ten years while increasing the university's R1 status and the students' access to experiential learning.

- Martins requested that the university be innovative when considering the plan, noting public-private and industry partnerships as examples.
- Altizer asked for better articulation of who the university is and wants to be known for. She agreed with previous comments from Mills that hard decisions will have to be made.

NEW BUSINESS

Martins recognized Terry Mohajir, Vice President and Director of Athletics, for his presentation.

DISC -3 The Future of UCF Athletics

Mohajir presented his vision for an intercollegiate athletic complex, to include innovative facility upgrades and integrated academic services.

The trustees had the following comments:

- Conte asked if other state universities' athletic infrastructures were considered in implementation of this vision. Mohajir commented that with this vision, UCF can compete with any university in the country when it comes to recruiting.
- Mills asked about proposed costs and clarification on plans for managing NIL (name, image and likeness). Mohajir said the range for the plan is \$130M total, including all sports, but cautioned it was hard to name an exact price point without having a Gross Maximum Price (GMP). Mohajir confirmed that UCF is very active with NIL education and feels they are on top of it.
- Martins asked about the collegiate national landscape. Mohajir commented that UCF Athletics is poised and ready for any opportunity.
- Altizer said it is imperative that student-athletes receive accounting, tax and legal education. Mohajir said student-athletes are offered third-market companies to accomplish this as well as being directed to use the university's free legal services.
- Harrington said participation in athletic competition should be encouraged and said all students would benefit from accounting, tax and legal education.
- Hall said she was appreciative of Mohajir's consideration of the student voice and how their platform points were incorporated into Mohajir's vision.

BOT-1 Use of UCF Football Stadium to host an event with potential attendance in excess of 10,000

Martins said it was a requirement that the Board approve an event in the Stadium with potential attendance in excess of 10,000 and asked Mohajir to present the item.

Mohajir said the request is for the Board to approve a one-year agreement with options for two additional years for the Hula Bowl to be relocated from Hawaii to Orlando, Florida, on the UCF campus. One of the reasons for the relocation is due to stadium renovations in the current location, but there is interest in remaining in Orlando.

The event would be held on Saturday, January 15, 2022. The Hula Bowl would also utilize the Nicholson Field House and some other on-campus facilities.

Martins asked for a motion to approve BOT-1: the use of the UCF Football Stadium to host an event with potential attendance in excess of 10,000, in this case the Hula Bowl.

Mills moved to approve BOT-1 with Okaty providing the second.

The trustees had the following comments:

- Harrington asked for clarification on the agreement. He asked if the Board was being asked to approve the one date, or the potential out years as well. Mohajir clarified it was a one-year agreement with the option for two additional years. Harrington also asked if the facility rental fee was acceptable and Mohajir said it was.
- Altizer clarified that all of UCF Athletics' costs were pass through and Mohajir confirmed that they were.
- Christy asked about media rights deals. Mohajir said there are opportunities for sponsorship and collaborative partnerships.
- Martins asked if the current sponsor signage can be displayed during the game. Mohajir clarified that current sponsor signage can be displayed and there is ability to sell additional signage.
- Gaekwad asked about opt-out clauses and concession agreements. Mohajir said they could opt-out if needed and there were opportunities for additional concessions, as long as there are not conflicts with current sponsors.
- Martins asked about liabilities and Jordan Clark, Associate General Counsel, said there is no increased risk beyond normal use.

The motion passed unanimously.

INFORMATION

INFO-1 FY22 Board of Trustees Meeting Calendar and Work Plan

Martins said meeting materials for this information item included a calendar of meeting dates and formats that are strategically sequenced to educate and prepare the Board for upcoming actions and discussions. He said these formats were responsive to feedback received through the Board Self-Assessment survey conducted earlier this year.

The trustees had the following comments:

- Harrington inquired why the calendar did not include meeting dates for the Ad Hoc Strategic Planning Committee. Martins confirmed that the Strategic Planning Committee meetings will be calendared at a future date. Harrington also commented that he did not see items like the Legislative Budget Request (LBR) that were requested by trustees during previous meetings to have more advanced discussion. Karen Monteleone, Assistant Vice President for Board Relations, clarified that those items will be outlined on individual committee work plans, which will be reviewed at the committees' first meetings of the fiscal year.



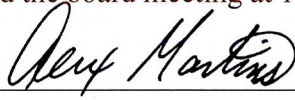
Board of Trustees

ANNOUNCEMENTS

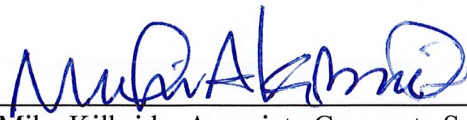
Martins made several announcements regarding upcoming meetings.

ADJOURNMENT

Martins adjourned the board meeting at 11:48 a.m.

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

Date: 10/04/2021

Respectfully submitted: 
Mike Kilbride, Associate Corporate Secretary

Date: 10/4/21