

**Minutes
Board of Trustees Meeting
University of Central Florida
April 22, 2021**

Chair Beverly Seay called the Board of Trustees Meeting to order at 8:31 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 in person: Chair Beverly Seay and Trustees Tiffany Altizer, Bill Christy, Joseph Conte, Joseph Harrington, Sabrina La Rosa, Alex Martins and Caryl McAlpin.

The following board members attended the meeting virtually: Vice Chair Harold Mills and Trustees Jeff Condello, Danny Gaekwad, Michael Okaty and John Sprouls.

PUBLIC COMMENT

There were four requests for public comment.

Comments by Terri Walsh, Jonathan Alsacka and Ashley Stickel were related to the College of Business.

Kathleen Hass commented on the termination of department administrative staff within the College of Business.

MINUTES

Seay called for approval of the meeting minutes of the February 18, 2021 meeting. Christy moved to approve the minutes with Conte providing the second. The motion passed.

REMARKS

Seay said that Alex Martins was reappointed to the Board of Trustees. She recognized former Trustee Kenneth Bradley and outgoing Student Government President Trustee Sabrina La Rosa for their outstanding contributions to the Board.

Seay thanked new Trustees Altizer, Christy, and Condello for their leadership since becoming board members. She also recognized Student Government President-Elect Meg Hall stating that she will be joining the Board in May.

Seay highlighted several priorities of the Board of Governors (BOG):

- UCF had a 98% participation rate in Kognito, a system-wide mental health literacy program. This was the second-highest rate in the System.
- The March BOG Task Force on Academic and Workforce Alignment highlighted how the State University System can support future talent needs of Florida's aerospace industry. Seay stated that *Aviation Week* ranks UCF second in graduates having skills needed by employers in the aerospace and defense industries and that for six years in a row, UCF has been the number one supplier of engineering talent to the aerospace and defense industries.
- The BOG Office regularly conducts an environmental scan to identify labor market demand for university graduates. Seay said that reports and trends identified during this process assist in updating the BOG's official list of academic Programs of Strategic Emphasis. Seay said that two of the 10 Performance Funding metrics measure the number of baccalaureate and graduate degrees awarded within these programs and UCF scores a perfect 10 points for both bachelor's and graduate degrees in programs of strategic emphasis.

REPORTS

President's Action Report

President Alexander Cartwright reflected on his one-year anniversary with UCF. He thanked the Board for the opportunity to serve as President and expressed his gratitude for the Board's support and counsel over the past 12 months.

Cartwright highlighted student and faculty excellence:

- New record achievements for NSF Graduate Research Fellows (16 awardees and 7 honorable mentions) and Goldwater Scholars (4 recipients), which tied UCF for fourth in the country alongside Harvard, MIT, Yale and John Hopkins.
- Welcomed Order of Pegasus students from the Class of 2020 and Class of 2021 to address the Board: Taylor Pryor, Taylor Duffy, Padmavathi Ganduri and Riya Shah.
- Recognized five faculty members who were recipients of this year's Pegasus Professor award and highlighted the national and international impact on their areas of expertise: Issa Batarseh, Professor of Electrical Engineering and Director of the Florida Power Electronics Center; Cristina Fernández-Valle, Professor of Medicine; Luis Martínez-Fernández, Professor of History; Marshall Schminke, BB& T Professor of Business Ethics; and Jeffrey Stout, Professor of Kinesiology and Founding Director of the School of Kinesiology and Physical Therapy.

Cartwright recognized Janet Owen, Vice President for Government Relations and Community Relations, for a legislative update.

Cartwright continued his report with the following updates:

- The university will resume in-person commencement ceremonies this semester, with students having the opportunity for either a socially distanced traditional ceremony or a

Grad Walk experience.

- Plans to return to more normal operations in Fall 2021, highlighting that extra on-campus classes would be added in Summer B.
- An update on a national search for UCF's first Vice President of Diversity, Equity and Inclusion.
- Feedback from meetings with the President's Student Advisory Council and senior leaders across campus is allowing for the creation of workgroups to deliver action in key areas like academic and online learning; mental health; diversity, equity and inclusion; student success initiatives and student accessibility; and graduate student concerns.
- Michael Morsberger, Vice President for Advancement, will be stepping down from his role as Vice President for Advancement. Karen Cochran has agreed to serve as Interim Vice President after Morsberger's resignation.

COMMITTEE REPORTS

Seay 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.

ADVANCEMENT COMMITTEE REPORT

Gaekwad, Chair of the Advancement Committee, reported highlights from the committee meeting held on April 14, 2021.

AUDIT AND COMPLIANCE COMMITTEE REPORT

Conte, Chair of the Audit and Compliance Committee, stated that the committee had not met since the last Board meeting.

COMPENSATION AND LABOR COMMITTEE REPORT

Sprouls, Chair of the Compensation and Labor Committee, stated that the committee had not met since the last Board meeting.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Martins, Chair of the Educational Programs Committee, reported highlights from the committee meeting held on April 14, 2021.

EP-1 2021 UCF Accountability Plan

Martins moved to approve EP-1 with McAlpin providing the second. The motion passed.

Martins reported that EP-2 through EP-6 were unanimously approved by the committee and placed on the Board's consent agenda.

EXECUTIVE COMMITTEE REPORT

Seay, Chair of the Executive Committee, stated that the committee had not met since the last Board meeting, but the committee will meet on May 4, 2021. She encouraged all trustees to attend the upcoming Executive Committee meeting.

FINANCE AND FACILITIES COMMITTEE REPORT

Mills, Chair of the Finance and Facilities Committee, reported on highlights from the meeting held on April 14, 2021.

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

GOVERNANCE COMMITTEE REPORT

Okaty, Chair of the Governance Committee, reported highlights from the committee meeting held on April 14, 2021.

GOV-1 Direct Support Organization Project Governance Recommendations

Okaty moved to approve GOV-1 with Martins providing the second. The motion passed.

Okaty reported that GOV-2 through GOV-7 were unanimously approved by the committee and placed on the Board's consent agenda.

CONSENT AGENDA

Gaekwad asked to remove item EP – 3, 2021 Tenure Recommendations from the consent agenda.

Harrington moved to approve the consent agenda with the removal of item EP – 3. La Rosa provided the second.

During discussion, Condello stated he believes the university can do better in accountability measures for tenured professors and would not be in support of EP – 3 Tenure Recommendations. Seay clarified that Gaekwad removed EP – 3 from the consent agenda and that it would be taken up separate from the consent agenda.

The motion to approve the consent agenda with the removal of EP – 3 passed.

EP-3 Tenure Recommendations

Martins moved to approve EP – 3 with McAlpin providing the second. Seay opened the floor for discussion by asking Trustee Gaekwad to begin with his questions.

At Chair Seay's request, Interim Provost Michael Johnson addressed Gaekwad's question on the meaning of tenure.

The trustees had the following comments:

- Gaekwad asked for a matrix on the financial impact of tenure. Seay said this information was presented at the Board's November Research Workshop, and that it will again be shared with the Board.
- Seay clarified the difference between research in industry and research in academia.
- Okaty commented on the approval process in place for awarding tenure and suggested that going forward, tenure is a non-consent item with an accompanying presentation.
- Mills said he believes it is possible for the university to be a financially stable institution with the existence of tenure.
- Harrington shared an example from another institution that illustrates how tenure is part of a competitive landscape in higher education. He also commented on the process for awarding tenure and affirmed that the faculty being considered had been fully vetted.
- La Rosa shared the student perspective by acknowledging that overall students understand and appreciate the value of having tenured faculty.
- Gaekwad asked for benchmarking data. Johnson clarified that the university does regularly benchmark itself against many universities including State University System institutions, University Innovation Alliance institutions and a self-selected group of near peers, some aspirational and some like UCF. He noted that in citations of scholarly work, an important means of measuring the success of an individual's research, UCF is 52nd among the nation's public, premier institutions and tied for third among R1 institutions in Florida. He further elaborated on the meaning of tenure.
- Conte asked for data that provides a correlation between UCF's percentage of tenured faculty compared to the professorial full-time employees. He would like to understand how that compares to other universities. Conte would also like this information specific to the 45 faculty members being recommended for tenure. Seay said this information would again be shared with the Board and requested that information on patents also be shared.
- Martins agreed with the importance of benchmarking and evaluating the impact of research but stressed how tenure is a fundamental part of a R1 university.
- Seay acknowledged and agreed with statements regarding a tenure workshop. Martins, as Chair of the Educational Programs Committee, said he and the Provost would prepare a tenure workshop, suggesting it should be held in the off cycle of tenure approvals.

The motion passed with opposition from Gaekwad and Condello.

NEW BUSINESS

There was no new business to come before the Board.

TRANSFORMATIONAL LEADERSHIP, OPERATIONS AND PLANNING DISCUSSIONS

Transformational Leadership and Strategic Alignment

Seay reiterated that although the Board works directly and closely with the President, the decisions regarding university operations are driven by the President. Seay called on Cartwright for his presentation.

Cartwright outlined his framework for organizing the university's core functions.

The trustees had no comments.

Progress Towards Operational Excellence

Seay recognized Gerald Hector, Senior Vice President for Administration and Finance and Matthew Hall, Vice President for Information Technology and CIO to address the Board.

Hector presented on 'A Culture of Excellence in Administration and Finance.' Hall presented on "IT@UCF Assess and Transform 2021."

Trustees Martins and Mills complimented Hector and Hall on their presentations.

FY22 BOARD WORK PLANNING

Bi-Annual Board Self-Assessment Results

Seay called on Okaty to present the Board Self-Assessment Survey summary presentation.

Following Okaty's presentation, there was a discussion that included several comments and suggestions from trustees regarding how meeting materials and meeting preparation processes can be enhanced to help trustees come better prepared for discussions. Chair Seay stated that she has asked the Board Office to work with the Board on developing an annual work plan that identifies themes for each meeting. In doing so, Communications and Marketing can also identify news articles tied to the meeting theme for trustees to read in advance.

Committee Restructuring for Strategic Alignment

Seay called on Okaty to present preliminary recommendations on committee restructuring.

Following Okaty's presentation, the trustees had the following comments:

- Martins asked if different trustees would be appointed to the proposed Finance Committee and Facilities and Infrastructure Committee to ensure checks and balances.
- Seay commented on the different skills trustees would bring to each committee, particularly in the areas of facilities and finance.
- Christy expressed that while composition could be separate, trustees should attend both committee meetings to hear the discussions.
- Mills stated that at the Board level the concept of checks and balances should not be a factor in the decision, but he supports the split given the volume of work, which he believes is a consideration.
- Okaty replied to Mills' comment by clarifying that ultimately consensus building is the goal by having more trustees engaged in the respective discussions.
- Harrington commented on having joint meetings when an item involves two committees.

FY21/22 Strategic Planning for becoming a Top 50 Public Research University

Seay introduced the final topic and moderated a discussion on plans to begin the strategic planning process.

The trustees had the following comments:


- Conte suggested having a progression in the plan to identify the top three or four strategic priorities. He also suggested taking a more practical approach to ensure the plan is useful and easily understood. He suggested a three-year plan as opposed to five years or more.
- Cartwright agreed and talked about the concept of a roadmap that includes milestones to be accomplished by certain dates, all while having the long-term goal in mind of where UCF is heading as a university.
- Mills asked for clarification of the BOG’s requirement on the required length of time for a strategic plan. Cook later clarified the requirement outlined in BOG Regulation 1.001.
- Harrington would like the plan to focus on achievable paths that define the steps and problems that must be solved to reach each goal.
- Seay stated that the plan should be reviewed by the Board at every meeting. Cartwright commented on the use of dashboards for measuring the plan’s progress and acknowledged that there are items in the current strategic plan that should be considered for the next plan.
- Mills suggested integrating UCF’s workplan into the strategic plan to make it more substantive and give the Board a regular platform to discuss both.
- Seay asked Cartwright if he would be ready by the June meeting to share with the Board the priority areas coming to the top. Cartwright said he can commit to having the information together, including an assessment of the previous plan, how the BOG’s plan will be considered in the process, and milestones that must be achieved over the next few months to be ready to officially launch the process.
- Martins concluded the discussion by stating that the process should address the question of “What do we want to be known for?”
- Seay commented that we should start with areas UCF is known for now as an institution.

ANNOUNCEMENTS

Seay made several announcements regarding upcoming meetings.

ADJOURNMENT

Seay adjourned the board meeting at 1:35 p.m.

Reviewed by: 
Beverly Seay, Chair UCF Board of Trustees

Date: June 29, 2021

Respectfully submitted: 
Janet Owen, Associate Corporate Secretary

Date: June 29, 2021