



# Board of Trustees

**Minutes  
Board of Trustees  
Ad Hoc Strategic Planning Committee  
University of Central Florida  
September 23, 2021**

## **CALL TO ORDER**

Board Vice Chair Harold Mills, Chair of the Ad Hoc Strategic Planning Committee, called the meeting to order at 8:32 a.m. Board Chair Alex Martins (*ex officio*), Vice Chair Beverly Seay and Committee members Bill Christy, Joseph Conte, Meg Hall, Joseph Harrington, and Caryl McAlpin were present. Other Trustees present included Tiffany Altizer, John Miklos and Michael Okaty. Trustees Jeff Condello and Danny Gaekwad attended the meeting virtually.

Mills reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

## **ROLL CALL**

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

## **REMARKS**

Mills said the Committee's goal is to guide the strategic planning process, advise the Board and support the development of the agenda for the Board of Trustees Retreat on December 2, 2021, which will be focused on strategic planning. He said at the end of the process, the result is a plan that is data-driven, measurable, and guides the path of the university's trajectory to becoming a Top 50 public metropolitan research university. He outlined seven points to the Committee:

- Strategic Plan is a living document that will include initiatives, metrics and dashboards
- Leveraging the expertise of the team (university constituents) who contribute to the success of the university
- Benchmarking and objective measurements matter, whether they are from higher education institutions or industry
- Strategy work requires hard decisions
- Awareness of limited resources
- Encouraged the committee to bring their unique experience to the process, but the committee is not to do the work of Dr. Ron Piccolo or the workgroups
- Be aspirational

Mills asked the committee members to share their top three outcomes of what they hope this process yields for the university:

- A plan that brings unification and acts as a guide for decision making; is realistic and transparent (understand the university's resources as of today and be realistic about what the university can accomplish); and that the plan positions the

university to be opportunistic and ahead of the curve (*Seay*)

- System-wide cultural shift that supports the administration and staff to take on the view of 'how can we accomplish' rather than 'why we can't'; how to stop viewing the university as a commuter school and consider allocation of time, the most precious resource, to support the staff to achieve goals; and academic metrics optimize funding (*Christy*)
- A successful strategic plan requires an academic profile that identifies specialties; has key areas of focus for the university and provides adequate funding; and establishes no more than five key goals, with accompanying supporting goals (*Conte*)
- Expand on the ability to be a holistic university by creating new opportunities and pathways with a balanced focus on STEM as well as arts programs; renewed focus on career readiness and internship opportunities that will increase employment rates post-graduation; and increase communication and collaboration with other State University System (SUS) universities and with universities in the Big 12 conference (*Hall*)
- Guiding values whether that is to be an elite R1 university, a focus on classes and degree production or the university's economic role; direction - what are strengths, opportunities and topical themes that can be leveraged across the university that boost success and impact without demoralizing those that are not in the focus themes, but are still critical to student success; and specifics about the shape, size, composition and budget of the university, with a realistic path to a specific profile of the university (*Harrington*)
- Manageable number of items should be considered when developing the university's mission statement, strategy, goals and objectives; steps should be clearly written, succinct and achievable; and timelines should have short- and long-term parameters, focus on the buy-in factor of our shareholders and incorporate processes that mitigate risk (*McAlpin*)

He recognized Ron Piccolo, special assistant to the president for strategic planning and Galloway Professor of Management, to address the Committee.

## **DISCUSSION**

### **DISC -1 Planning Process Overview and Timeline**

Piccolo provided an update on the strategic planning process, what it means to be a metropolitan research university and provided data summarizing the university's current position compared to its aspirations.

His presentation highlighted:

- Supportive Work Groups
- Fall 2021 Planning Timeline
- Spring 2022 Goals
- Existing Resources
- Leadership Structure

- Progress to Date
- Sources of input
- Overview of Leading Metropolitan University
- Overview of Top Research Universities
- UCF College Comparison

The trustees had the following comments:

- Seay asked if Piccolo had reviewed the different focus groups engaged in the last strategic planning process, how they fit into the plan, and which ones were effective. Piccolo shared that he did review who was included, but it is difficult to determine the utility of their contributions. He said in this planning process, he will focus the discussions on the president's organizational framework and where the respective stakeholder groups can provide the most value and input.
- McAlpin asked if staff groups are included in the input process. Piccolo clarified that staff are included on the working group that represents all areas of the university. Mills followed up to comment that Ron will be reaching out into the community as well.
- Martins stated that he would like to make sure that each of the trustees who are not on the committee can provide input prior to the December 2 Board retreat. Additionally, he would like to ensure students have significant input into the strategic plan.
- Seay asked to include the Research Foundation Board as part of the volunteer board stakeholder sessions.
- Mills asked what comprises the Faculty Resources Rank: Piccolo clarified that it includes a class size index (an assessment of the student's ability to engage with their instructor). Mills underscored that the university must promote itself and collaborate with others, particularly in the area of research. Piccolo went on to clarify that the Faculty Resources Rank also includes faculty compensation, percentage of faculty who have a terminal degree, and the percentage of full-time faculty.
- Seay asked to see a chart of underrepresented students by college.
- Mills noted that benchmarking comparisons must be expanded outside of the State University System (SUS) to help the university determine where it is world class (or not).
- Harrington commented that as this process moves forward, each of the colleges will need to do their own assessment to determine if their student-faculty mix aligns with the strategic plan.
- President Cartwright asked Ron to ensure the metrics that are shown for each college includes the overall weighting for the university.
- Seay requested data related to alumni who stay in the region after graduation.

## **NEW BUSINESS**

There was no new business to come before the Committee.



# Board of Trustees

## **ADJOURNMENT**

Mills adjourned the committee meeting at 9:31 a.m.

Reviewed by: \_\_\_\_\_ Date: \_\_\_\_\_  
Harold Mills, Chair, Ad Hoc Strategic Planning Committee

Respectfully submitted: \_\_\_\_\_ Date: \_\_\_\_\_  
Mike Kilbride, Associate Corporate Secretary

DRAFT