



# Board of Trustees

**Minutes  
Board of Trustees  
Ad Hoc Strategic Planning Committee  
University of Central Florida  
November 15, 2021**

## **CALL TO ORDER**

Harold Mills, Chair of the Ad Hoc Strategic Planning Committee, called the meeting to order at 9:30 a.m. Board Chair Alex Martins (*ex officio*) and Committee members Meg Hall and Joseph Harrington were present. Vice Chair Beverly Seay and Committee members Bill Christy, Joseph Conte, and Caryl McAlpin attended virtually.

Other Trustees present included Tiffany Altizer, who 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.

## **MINUTES**

Mills called for approval of the meeting minutes from the September 23, 2021 meeting. Harrington moved to approve the minutes with McAlpin providing the second. The motion passed.

## **REMARKS**

Mills reminded the committee that the intent for the Committee's work is to result in a plan that is data-driven, measurable and guides the path of UCF's trajectory to becoming a Top 50 public metropolitan research institution.

Following the committee's initial meeting, Mills stated that he shared with Ron Piccolo, special assistant to the president for strategic planning and Galloway Professor of Management, a battery of metrics to measure each department against, along with comparing UCF against other institutions in the State University System and other world class programs.

Mills stated that he asked Piccolo to meet individually with each member of the Committee and ask for feedback or additional metrics for consideration.

Mills stated the three objectives for the meeting were to:

- Have a consensus on the battery of metrics that will be used to measure progress.
- Have a full understanding of the University's current status relative to those metrics.
- Develop an outline of strategic pillars for further discussion.

Mills recognized Piccolo to provide his presentation.

## DISCUSSION

### DISC -1                    Becoming a University for the Future

Piccolo presented a high-level summary of the feedback he received from the listening sessions with key stakeholder groups held to-date.

His presentation highlighted:

- Planning Process Update
- Emerging Themes
- Situational Analysis

Piccolo concluded by presenting proposed strategic pillars for the Committee to consider as the beginning of a strategic framework in developing UCF's next strategic plan.

The trustees had the following comments:

- Harrington asked about the white paper process; Piccolo elaborated on the details of this process.
- Harrington commented on the low attendance at the faculty forums. There was further discussion regarding faculty engagement. Trustees made recommendations to Harrington about ways he can assist with identifying faculty to attend the forums and create more awareness of the opportunities to provide input. Cartwright also noted that there have been opportunities for feedback from faculty in addition to the forums. He cited Ron's attendance at Faculty Senate, meetings with college deans, department chairs, and other faculty leadership.
- McAlpin asked if Piccolo had reached out to community business and government leaders. Piccolo indicated he had, and those sessions were categorized under industry leaders.
- Seay suggested engaging faculty member Dr. Timothy Kotnour to assist with the identification and outreach to industry partners.
- Mills asked for clarification around the criteria for being metropolitan. Following Piccolo's explanation, Cartwright stated this is an opportunity for the committee to further define criteria for being metropolitan. He said the metrics need to include integration with industry partners and the community. He also indicated there are metrics missing from the list, but the committee's goal will be to define them for UCF.
- Mills asked if there were additional comments regarding the proposed metrics and criteria for being considered metropolitan. Martins reiterated industry alignment and preparing for work force needs specific to the local economy and industry. Seay indicated that the venture community should be considered, including adding metrics addressing IP challenges. Conte stated the strategic plan needs to align



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with state and local economic development plans.

- There was discussion regarding fundraising by unit. Mills and Martins requested a more detailed fundraising report that provides a breakdown of the funds that are currently categorized under *Division of Development and Alumni Relations*.
- During Piccolo’s presentation of the potential strategic pillars, Harrington stated that one of UCF’s greatest strengths is digital learning. He further elaborated on the elements of digital innovation and stressed the importance of focusing on defining the university of the future.
- Mills asked if other trustees had comments to close the meeting. Altizer stated that she agrees with Harrington’s comments regarding digital learning and innovation. Hall thanked Piccolo and Mills for the level of student input throughout the process. Christy said to think about bricks and mortar versus other education alternatives. Seay recommended being more strategic and intentional regarding innovation, including the possibility of creating an Innovation Committee.
- Cartwright recommended creating core values of what UCF is trying to accomplish as an institution. He underscored that we want people to try new ways of doing things with an understanding that we will have a tolerance for failure, because not everything will work.
- Cartwright and Mills asked the Committee to think about innovation as a separate pillar.

Piccolo closed his presentation by providing an outline of what could be discussed at the Board’s December 2<sup>nd</sup> retreat.

Mills charged the Committee with giving the metrics another look to affirm how the team will focus its research and inform work stream activities.

Martins stated that he felt the Committee is on the right track and applauded Mills for ensuring that the process is data-driven, transparent, and inclusive.

## NEW BUSINESS

There was no new business to come before the Committee.

## ADJOURNMENT

Mills adjourned the committee meeting at 11:34 a.m.

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

Harold Mills, Chair, Ad Hoc Strategic Planning Committee

Date: 4/13/22

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

Mike Kilbride, Associate Corporate Secretary

Date: 4/13/22