



Board of Trustees

Minutes

Board of Trustees Meeting
University of Central Florida
February 23, 2022

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 and Trustees Tiffany Altizer, Jeff Condello, Joseph Conte, Danny Gaekwad, Meg Hall, Joseph Harrington, Caryl McAlpin, John Miklos, Michael Okaty and Beverly Seay.

Trustee Bill Christy attended virtually. Vice Chair Harold Mills was not in attendance.

PUBLIC COMMENT

There were no requests for public comment.

MINUTES

Martins called for approval of the meeting minutes of the November 18, 2021 and December 2, 2021 board meetings and the December 2, 2021 board retreat. Altizer moved to approve the minutes with McAlpin providing the second. The motion passed.

REMARKS

Martins highlighted topics from the November Board of Governors (BOG) meeting:

INFO-1 Board of Governors' Civil Discourse Final Report 2022

Martins said the report had a total of seven recommendations, including the annual endorsement of the Board's Statement of Free Expression, and a recommendation for the Board's thorough review of current student orientation programs, student codes of conduct, and employee policies and procedures to ensure consistency with the Statement of Free Expression, the principles of free speech and civil discourse, and compliance with Florida Statutes. He said given the depth of the recommendations requiring the Board's review and endorsement, he requested that President Cartwright assign staff to thoroughly review each recommendation and present the findings of their review at the Board's April retreat. Martins requested Trustee McAlpin to provide strategic guidance to staff on this topic, and to ultimately advise the Board regarding the findings of the staff's review.

INFO-2 Board of Governors' Task Force on Academic and Workforce Alignment Recommendations

Martins said the report outlined four recommendations and next steps, including the expectation for each President to provide an update on partnership activities at the BOG's March 30, 2022 meeting. He said President Cartwright will provide a high-level summary in his update on the university's progress related to each of the recommendations. Martins said the Board will continue to hear from industry experts and continue to align all of the university's efforts with the workforce needs in the Central Florida community.

Other BOG topics included:

- Martins said during the BOG's Audit and Compliance Committee meeting regarding Direct Support Organizations (DSOs), Chair Lamb was very clear in his statements that this is a topic to be regularly brought back to the Board, and that he looked to all university Presidents and Board Chairs to take full ownership over these issues. Martins said President Cartwright will provide the Board a summary on the progress the university is making to improve operations and coordination of DSOs. Martins said the university has a Council of CFOs, headed by Gerald Hector, Senior Vice President for Administration and Finance. He said this Council includes CFOs from all the DSOs and it has improved communication, understanding, coordination and alignment between the university and DSOs.
- Martins said cybersecurity was also discussed and that given the sensitive nature of this topic, the university and board must remain vigilant in what can be discussed in a public forum. He said each trustee will be briefed individually by Matthew Hall, Vice President for Information Technology and Chief Information Officer. Martins requested Trustee Seay work with Hall to prioritize the cyber issues that Board members should be aware of. He said after all trustees have been briefed, he will work with leadership to evaluate next steps.
- Martins reminded the Board that the BOG held a special meeting of the Facilities Committee to consider an \$800M Amendment to the 2022-2023 Fixed Capital Outlay Legislative Budget Request for Deferred Maintenance and Deferred Capital Replacement, which was approved by the BOG and submitted to the Legislature. He said when Speaker Chris Spowls addressed the BOG during the January meeting, he gave direction to the Governors to reach an agreement with the universities on what constitutes a clear definition of a critical deferred maintenance project and that the Legislature would not consider this until such definition is reached. Martins said that the BOG's meeting on February 24, 2022 will further discuss this topic.
- Martins concluded his remarks with reference to Chair Lamb's request for universities to review all BOG regulations and that Lamb has requested that the Presidents come back to the BOG with a list of those amendments. Martins said he is working with President Cartwright to provide this list to the BOG for their meeting next month.

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

President's Update

Cartwright's update:

- Highlighted BOT Member Recognitions:
 - Trustee Gaekwad was awarded the Georgia Department of Community Affairs Martin Luther King Celebration of Service Award for his promotion of meaningful business and community relations. Gaekwad also received an honorary Doctor of Letters Honoris Causa from the Ajeenkya DY Patil University.
 - Trustee Seay moderated an Association of Governing Boards (AGB) Panel on Cybersecurity. Cartwright thanked Seay for her leadership in the nation's cybersecurity efforts.
- Recognized that UCF Downtown is home to academic programs in the fields of communications, public administration, legal studies, healthcare administration and informatics, digital media and the #1 Graduate Video Game Design program in the nation – offered by UCF's Florida Interactive Entertainment Academy (FIEA). He welcomed Ross Wolf, Associate Provost of Downtown, to address the Board with UCF Downtown highlights.
- Recognized FIEA graduate student Henry Bell and Legal Studies undergraduate student Victoria McIntosh, to address the Board on their student journeys.
- Academic Leadership Updates:
 - Mike Johnson was appointed as Provost and Executive Vice President for Academic Affairs.
 - Elizabeth Klonoff will continue to serve in the role of Dean of the College of Graduate Studies. A search for a new Vice President for Research will be launched later this spring.
 - Paige Borden was appointed to serve on the President's cabinet as the university's Chief Analytics Officer.
 - Active searches for UCF's Senior Vice President for Advancement and Partnership and Senior Vice President for Student Success are expected to be completed before the end of the fiscal year.
- UCF was named number seven in the *U.S. News & World Report* Top 10 Best Online Schools.
- Points of Pride:
 - Shin-Tson Wu, Pegasus Professor of Optics and Photonics, earned the 2022 SPIE Maria Goeppert-Mayer Award in Photonics.
 - Christopher Clifford, a recent Electrical Engineering graduate, was awarded the university's first Gates Cambridge Scholarship, one of the most competitive and prestigious scholarships in the world.
 - Ali Gordon, Associate Dean for Graduate Affairs and Professor of Mechanical and Aerospace Engineering, was named a fellow of the American Society of Mechanical Engineers, noting only about 3 percent of its 90,000 members become fellows.
 - Greg Welch, Pegasus Professor and AdventHealth Endowed Chair in Healthcare Simulation in the College of Nursing, was named to the National Academy of Inventors (NAI). Dr. Welch specializes in simulation and modeling and is UCF's 17th NAI fellow.

- Outlined the four Task Force on Academic and Work Force Alignment recommendations, noting that State University System presidents will discuss industry relationships and the top five employers of their graduates at the March 30, 2022 BOG meeting:
 - Ensuring universities are creating a symbiotic partnership with Florida businesses
 - Ensuring universities prepare graduates for the expectations of the 21st century workforce
 - Requested evaluating the possibility of a system-wide platform for internships and employment
 - Requested system-wide guidance for students and employers
- Summary of progress the university has made to improve operations and coordination of Direct Support Organizations (DSOs):
 - Coordinating financial activities and oversight
 - Improving and streamlining governance documents
 - Tracking and facilitating the process of DSO Board appointments
 - Finalizing a template that outlines the relationship and expectations between the university and the DSO.
- Strategic Planning Update:
 - Continue to refine the framework with a focus on presenting a plan that will be unique to UCF
 - Ronald Piccolo, Special Assistant to the President and Galloway Professor of Management, and Faculty Senate Vice Chair Steve King have engaged in dozens of meetings with faculty, students, staff, college deans, university leadership, and community partners, including Space Florida and the Orlando Economic Partnership
 - Planning faculty meetings and a series of engagements for students and employees across the institution to collect their feedback on the plan
 - BOT Ad Hoc Strategic Planning Committee is expected to meet in April to review a first draft of the plan

The trustees had the following comments:

- Condello asked if Hector sits in on DSO Board meetings. Hector confirmed he sits in on most DSO meetings, clarifying most of his conversations take place in individual meetings with the DSO CFOs and with the CFO Council. Hector acknowledged Trustee Altizer's involvement with the CFO Council.
- Harrington said the UCF Faculty Senate passed Resolution 2017-1018-6 Endorsement of University of Chicago Statement on Freedom of Expression. He noted that this past September the Faculty Senate established an Ad-Hoc Committee on Civil Discourse with a charge to develop a plan for improving civil discourse through inviting speakers to campus or developing debates and discussions. Harrington mentioned that the UCF Faculty Senate committee is led by Senate Past Chair, former UCF Board of Trustees member, and current Board of Governors member William Self.

COMMITTEE REPORTS

Martins called on Youndy Cook, 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 February 22, 2022.

Seay reported that AES-1 and AES-2 were unanimously approved by the committee and placed on the Board's consent agenda.

Seay said the International Collegiate Programming Contest (ICPC) North America Championship will be held at UCF from May 26-31, 2022, and she is working to make the university the permanent host of this event.

AUDIT AND COMPLIANCE COMMITTEE REPORT

Christy, Chair of the Audit and Compliance Committee, reported highlights from the committee meeting held on February 22, 2022.

Christy reported that AUD-1 and AUD-2 were unanimously approved by the committee and placed on the Board's consent agenda.

BUDGET AND FINANCE COMMITTEE REPORT

Condello, Vice Chair of the Budget and Finance Committee, reported highlights from the committee meeting held on February 15, 2022.

Condello reported that BUD-1 was unanimously approved by the committee and placed on the Board's consent agenda.

FACILITIES AND INFRASTRUCTURE COMMITTEE REPORT

McAlpin, Chair of the Facilities and Infrastructure Committee, reported highlights from the committee meeting held on February 22, 2022.

McAlpin reported that FAC-1 and FAC-2 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 February 22, 2022.

Okaty reported that GOV-1 and GOV-2 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 February 22, 2022.

CONSENT AGENDA

Gaekwad moved to approve the consent agenda with Okaty providing the second. The motion passed unanimously.

DISCUSSION

DISC-1 Where Do We Grow from Here: Regional Economic Overview and Talent Strategies to Advance a Future of Broad-based Prosperity

Martins welcomed panelists Tim Giuliani, President and CEO, Orlando Economic Partnership, and Dale A. Brill, Senior Vice President, Orlando Economic Partnership to present an overview of the region's current economic environment and emerging trends.

The panelists and the trustees engaged in a discussion about areas of strategic opportunity for the university to further amplify regional industry cluster growth and prepare students for jobs of the future.

DISC-2 University for the Future: Preparing for Innovations in Digital Media, Gaming, Modeling and Simulation

Martins said this session is the second in a series of panels that provides the Board the opportunity to engage in strategic discussions with industry leaders related to areas of importance to the region and the university.

Martins welcomed panelists Daryl Holt, Vice President and General Manager, EA Sports; Christal LaVecchia, Vice President and Chief Engineer, Training and Logistics Solutions, Lockheed Martin; and Cecil Magpuri, Chief Executive Officer and Co-Founder, Falcon's Beyond.

The panelists and the trustees engaged in a discussion about workforce alignment with the digital media, gaming, immersive experiences and modeling and simulation industries and how the university can best prepare students to contribute to the economy of the region and the state.

NEW BUSINESS

INFO-3 Fiscal Year 2023 Board of Trustees Meeting Dates

Martins said the Fiscal Year 2023 Board of Trustees meeting dates were included in

meeting materials for information and scheduling purposes. He noted the meeting dates are strategically aligned with projected university and Board of Governors deadlines for approval items.

WORKING LUNCH

DISC-3 Knight Vision ERP Project Status Update

Martins recognized Gerald Hector, Senior Vice President for Administration and Finance; Matthew Hall, Vice President for Information Technology and Chief Information Officer; and Cherie Herrin, Interim Associate Vice President and Deputy Chief Information Officer; to address the Board.

The presentation provided an update on the recent accomplishments, immediate next steps, overall status and trends, top risks and progress of the Knight Vision project.

The trustees had the following comments:

- Martins asked if the team was confident that staff will be trained by the July 1 go-live date, and Herrin confirmed that is the expectation. Hector clarified this includes Workday, Budget and SET training. Martins cautioned that training is critical.
- Conte asked if customization requests are completed. Provost Johnson clarified that at the onset of the project the university community was told system customizations would be limited to what was necessary for the function of the institution. Herrin said they are working on finding the common process that works for everyone and adjusting business practices to the technology and best practices. Matthew Hall said that Workday and SET offer a continuous process improvement platform and that July 1 is not a terminal date.
- Gaekwad said from his experience the use of public relation liaisons helped the process and agreed with Hall's statement that this is an ongoing process. Hector said it will likely be a one- to two-year process to mature.
- Harrington asked about timing if the July 1 go-live date is not met. Herrin said that the Knight Vision team would determine impacts and the next best date, noting that we would not need to delay for a full year. Gaekwad said having only one go-live date is optimal. Hector clarified there already have been discussions with Workday regarding 'what ifs' scenario planning.
- McAlpin requested clarification on post-go-live support systems. Hector said an expression of interest process has started and this staff will lead the financial and human resources centers. Hector said they are currently working on a training sandbox.
- Gaekwad asked about social media. Herrin said they have a change management team that is focused on training, communications and social media outlets.
- Cartwright publicly acknowledged the hard work of the team involved with this project. He said there has been a lot of discussion about what this means for the university's staff, faculty and leaders and ultimately this is about people, better career pathways, retention and using the technology to make work easier.
- Seay said it is important to focus on checks and balances. Herrin said the word



'compliance' was included in the Knight Vision mission statement to keep it top of mind.

- Harrington asked what has been done or planned for staff retention. Hector said they will stress that service center leaders need to engage, have empathy and reinforce a broader perspective that accentuates the positive.

ANNOUNCEMENTS

Martins made several announcements regarding upcoming meetings.

ADJOURNMENT

Martins adjourned the board meeting at 1:33 p.m.

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

Respectfully submitted: _____ Date: _____
 Mike Kilbride, Associate Corporate Secretary

