



# Board of Trustees

**Minutes  
Board of Trustees Accountability Plan Workshop  
University of Central Florida  
April 21, 2022**

Chair Alex Martins called the Board of Trustees Workshop to order at 9:01 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 virtually: Chair Alex Martins, Vice Chair Harold Mills and Trustees Tiffany Altizer, Bill Christy, Jeff Condello, Joseph Conte, Danny Gaekwad, Meg Hall, Stephen King, Caryl McAlpin, John Miklos, Michael Okaty and Beverly Seay.

## **REMARKS**

Martins welcomed Trustee Stephen King, the new UCF Faculty Senate Chair. He thanked outgoing Trustee Joseph Harrington for his service to the Board of Trustees and Faculty Senate for the past two years and said he would be recognized at a future Board meeting.

Martins said that the Ad Hoc Strategic Planning Committee met last week to discuss and provide input on the draft strategic plan. He recognized and thanked Trustee Seay, Chair of the Academic Excellence and Student Success Committee, and Provost Johnson and his team for providing several Accountability Plan presentations during their committee meeting discussions.

Martins said the purpose of today's workshop was for the full Board to have a holistic conversation about the draft Accountability Plan (Draft Plan) before the final plan is presented for action.

Martins recognized President Alexander Cartwright to address the Board.

Cartwright welcomed Trustee King and thanked the members of the Ad Hoc Strategic Planning Committee. He said while the university's Strategic Plan has not yet come forward for a vote, work has begun to incorporate metrics that are key to the university's future success. Cartwright said once both the Accountability and Strategic Plans are approved by this Board and the Board of Governors, next year's Accountability Plan will further align metrics with the Strategic Plan.

Cartwright recognized Michael Johnson, Provost and Executive Vice President for Academic Affairs, and Paige Borden, Chief Analytics Officer, to moderate the presentation.

## **DISC-1            2022 Accountability Plan Workshop**

Johnson said UCF's 2022 Accountability Plan is one part of a strategic triangle also made up of UCF's Strategic Plan and the Board of Governors' System Strategic Plan. He noted that goals tied closely to the university's developing strategic plan are far more ambitious than in the past.

Johnson recognized Borden to present the Draft Plan. Borden reviewed metrics outlined in the Draft Plan.

The trustees had the following comments:

- Mills asked if there is an analysis that outlines the careers and salaries of recent college graduates. Borden clarified that the information received from the State for the 'Bachelor's Graduate Employed or Reenrolled' metric is summarized data only and does not include individual student data that would allow UCF to further analyze the results. Borden said the university tracks alumni outcomes through self-reported surveys and other tools.
- Altizer asked if there was an opportunity to challenge this data. Borden mentioned this data represents students graduating in 2019-20 during the height of COVID shutdowns. She said that due to data lags, UCF should report increases in the 2023 and 2024 accountability plan cycles that would align with heightened Spring 2022 employment opportunities.
- McAlpin asked if the university is doing everything possible about having employers on campus. Johnson said yes and this data can be provided.
- McAlpin asked for clarification on AA transfer rates and if there are any plans to change entrance requirements. Borden said Direct Connect Program requirements have been unchanged since 2006 and noted that non-Direct Connect students have different entry requirements. Johnson clarified that rather than changing entrance requirements, the university has focused efforts on ensuring students are major ready and working on course alignment with the six feeder institutions.
- King said that reassessing the readiness of transfer students is important from the faculty perspective.
- Christy asked about the lag and variance in the \$30,000 salary requirement in the 'Bachelor's Graduate Employed or Reenrolled' metric. Borden said the data is based on every graduate who received a bachelor's degree from Fall 2019 to Summer 2020 and does not distinguish whether the student entered the university as a freshman or as a transfer student.
- Martins asked if other universities will also see a reduction in Performance Based Funding Points Achieved based on the change in thresholds. Borden said earlier data based on the 2021 accountability plan indicated that most institutions would lose points.
- Conte asked which SUS universities are used for comparison. Borden said USF and FIU are the two major comparators since their metropolitan mission and student demographics are similar to UCF.
- McAlpin asked how often the Board of Governors allows universities to catch up on changed definitions and thresholds. Borden said normalized numbers using the definitions for the prior cycle are only applied for one subsequent year, providing a single cycle's year-over-year comparison.

Johnson summarized student success initiatives and related strategic investment resources.

Johnson recognized Ryan Newton, Director for First Year Experience, to present on changes to the student onboarding process.

The trustees had the following comments:

- Martins asked if the expectation to graduate in four years and the resources available to achieve this goal are discussed during onboarding programs, which Newton confirmed.

Johnson recognized Theodorea Berry, Vice Provost for Student Learning and Academic Success and Dean, College of Undergraduate Studies, to present on the Provost Faculty Initiative.

Johnson recognized Thomas Cavanagh, Vice Provost for Digital Learning, to present on the Learning Analytics Advising Dashboard.

The trustees had the following comments:

- King asked for clarification on the number of students coaches interact with. Cavanagh said the number varies but on average it could be several hundred, noting they are in the process of hiring ten additional coaches. King asked if advising was a full-time responsibility for a coach and if in the future, would coaches specializing in college programs be considered. Cavanagh clarified that coaches have other job responsibilities, and that they are taking advice from the coaching and advising community on how this product applies to their needs.
- Conte inquired as to the program's effectiveness in determining at-risk students. Cavanagh said the team is considering an interim step of setting an arbitrary threshold to sort at-risk students as a priority, while future plans would be to include this ability into the programming.
- Gaekwad asked how long the dashboard has been in use. Cavanagh said the pilot program was launched last fall, favorable anecdotal survey responses were being received, and data analysis is ongoing and not yet concluded.
- Altizer asked if the university had acquired any student feedback. Cavanaugh clarified the dashboard is not student-facing but rather a tool to determine the high-touch conversations taking place between a student and advisor.
- Mills encouraged the use of existing external and internal inherent resources for benchmarking. Cavanaugh agreed stating that from the onset, the team has engaged with those in higher education and commercial marketplaces, and they would continue these efforts.

Johnson presented on research initiatives and related Strategic Investment Fund resources. He recognized Elizabeth Klonoff, Vice President for Research and Dean, College of Graduate Studies, to share efforts on increasing research funding.

The trustees had the following comments:

- Mills requested clarification on the WRAP rate outlined on the examples of new contracting mechanisms slide, asking if a research project could be charged a facilities cost. Klonoff confirmed this could be added into the overall WRAP rate and charged to the university's industry partner.
- Gaekwad asked for clarification on current research funding efforts as opposed to previous efforts. Klonoff outlined recent areas of increased activity, including faculty cluster hires, beginning the process of supporting faculty to write larger grants, and looking into changing how the university approaches contracting for research.
- Gaekwad asked for benchmarking data comparing UCF with other SUS institutions on number of faculty and amount of research dollars raised. Klonoff said UCF would place fourth or fifth in this comparison. Gaekwad asked that this data be presented to the Board on a regular basis.
- Conte asked if there has been engagement with Cancer Center researchers and HCA's grant-writing departments. Klonoff said yes, noting that the university is not an NCI-designated cancer center. Cartwright clarified that human performance is an area of strategic focus, which overlaps with health areas.

Martins thanked the presenters and said he appreciated the focus on the programs outlined today and the investments made in them. Mills said there are actions that can be taken now that would help with achieving short-term goals.

## **ADJOURNMENT**

Martins adjourned the board workshop at 11:06 a.m.



# Board of Trustees

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

Date: 5.26.28

Respectfully submitted: *Mike Kilbride*  
Mike Kilbride, Associate Corporate Secretary

Date: 6/2/22