



# Board of Trustees

**Minutes  
Board of Trustees  
Ad Hoc Strategic Planning Committee  
University of Central Florida  
April 13, 2022**

## **CALL TO ORDER**

Harold Mills, Chair of the Ad Hoc Strategic Planning Committee, called the meeting to order at 10:01 a.m. Vice Chair Beverly Seay and Committee members Meg Hall and Joseph Harrington were present. Board Chair Alex Martins (*ex officio*) and Committee members Bill Christy, Joseph Conte and Caryl McAlpin attended virtually.

Other Trustees attending virtually included Tiffany Altizer, Jeff Condello and Michael Okaty.

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**

A motion to approve the minutes of the November 15, 2021 Ad Hoc Strategic Planning Committee meeting was made by McAlpin, and unanimously approved as submitted.

## **REMARKS**

Martins recognized that President Cartwright began serving as UCF President two years ago today. He thanked him for the leadership he has brought to the university and his focus on advancing student success, faculty excellence, research and innovations, and community impact. Cartwright responded with a thank you to the Board, acknowledged his team for taking on challenges and recognizing opportunities and said he and Melinda are very happy to be at UCF.

Mills echoed Martins' sentiments and outlined meeting expectations and outcomes. He emphasized the Board's role is to elevate the priorities, champion the plan, and measure the president and his administration on the goals and metrics included in the plan.

Mills recognized President Cartwright to address the Board.

Cartwright said the Draft Plan incorporates feedback received to date, is a narrative and framework for what the university plans to accomplish and includes key dates for becoming a preeminent institution in Florida and eligible for membership in the Association of American Universities (AAU). He said that feedback is welcomed as it will allow for refinement of the working draft.

Cartwright recognized Ron Piccolo, Special Assistant to the President and Galloway Professor of Management, to moderate the presentation.

## DISCUSSION

### DISC -1 Unleashing Potential: Becoming the University for the Future (Draft Strategic Plan)

Piccolo provided a planning process update, described the constituencies that were engaged in the process, and summarized feedback received. Piccolo said the Draft Plan will continue to be refined in the weeks ahead to integrate further feedback and revisions, noting that next steps also include the integration of unit-level plans and plans that already exist around campus.

Piccolo said that the university has grown beyond its infrastructure, placing strain on infrastructure, systems, faculty and staff. He said the pandemic has accelerated changes in higher education and has highlighted pressures on the labor force such as evolving workforce needs in healthcare, technology and professional services.

Cartwright spoke of his aspirations and vision for the university, including:

- Top 25 Public Research University
- AAU Eligibility by 2033
- UCF as the University for the Future where UCF is:
  - An institution that is supportive of the community, working with industry and the university's partners
  - A leading enterprise for research and creative works
  - An environment where people can excel beyond where they are now
- Emphasis on Student Success
- Number one provider of diverse, exceptional talent
- Preferred partner of choice
- Campus without borders that welcomes:
  - Worldwide access
  - Collaborative Research
  - Economic Development
- Ensure there are resources to commit to being the university with the highest return on investment in higher education, providing outcomes that deliver on what the State of Florida, donors and students look for when they invest in the university
- A commitment to internal sustainability, effectiveness, and efficiencies to ensure resources are focused on the academic core

The trustees had the following comments:

- Seay said 'without borders' should be more clearly defined.
- Conte asked for clarification on steps to move from a Top 50 to a Top 25 Public Research University. Cartwright said the Draft Plan is focused on 2022 through 2027, the focus over the next five years will be on metrics to achieve preeminence in Florida. He said next steps, including the goal of being a Top 25 Public Research

University, will be in the refresh of the strategic plan, which should be in four years.

- Conte said the university has existing programs that should reach maturity in the next five to seven years. Cartwright agreed there are emerging areas with significant potential and this should be captured in the Draft Plan as this helps position the university to be AAU-eligible.
- Seay said the Draft Plan should recognize that the university is “on the path” to AAU eligibility. She said making this intention clear will yield results such as increasing the university’s visibility, which encourages higher peer assessments and in turn, the opportunity to move up in the rankings. Cartwright agreed and said that the Draft Plan should be updated to make it clear that a five-year goal is for the university to be “on the path” to AAU eligibility.
- Christy asked if the AAU path helps with academic performance metrics. Cartwright said it would.

Piccolo provided an AAU comparison by state, population and number of AAU institutions.

Piccolo presented a graph comparing UCF, Top 50 and Top 25 universities, highlighting percentages for:

- 4-year graduation rate
- 6-year graduation rate
- 1-year Retention
- Expenditures/Full Time Equivalent
- Research & Development (R&D) Expenditures/Tenured or Tenure Earning (TTE)
- Student-Faculty Ratio

The trustees had the following comments:

- Mills asked for clarification on Full Time Equivalent, which Paige Borden, Chief Analytics Officer, qualified. Mills said we should drill down on these numbers, perhaps even by college or program.

Piccolo provided a resource comparison of UCF against the 66 AAU institutions. The categories included:

- Federal Research Funding (Millions)
- National Academy Memberships
- State and Local Industrial Research Funding (Millions)
- Full-Time Tenured/Tenure-Track Faculty

Piccolo said that UCF is behind in resources when compared to these institutions. Borden clarified that this is the best benchmarking data available, however there is a considerable data lag as the report is one year old and the data embedded in it is older than that, noting the Federal Research Funding numbers are the average from 2016-2018.

The trustees had the following comments:

- Mills asked if more current data could be supplied. Cartwright said updated information should be known and these calculations can be provided.

Mills asked for Committee feedback on the updated Mission Statement included in the Draft Plan:

- Harrington requested a connection and/or responsibility to Central Florida and language regarding the university's access mission should be included. Mills said he could argue that the word 'inclusive' implies access.
- Hall proposed that the five tenets of the Creed be considered: Integrity, Scholarship, Community, Creativity and Excellence.
- Conte said he would prefer not to use limiting language such as 'serving Central Florida.'
- McAlpin said the mission statement should be as succinct as possible.

Cartwright provided additional comments on Resources Needs outlined in the Draft Plan.

The trustees had the following comments:

- McAlpin said there is potential to create income-producing properties in the Research Park.
- Mills asked if there was a ratio similar to industry's cost of acquisition, stating the Draft Plan should include how much the university wants to invest to impact resource dollars. Cartwright said the team will consider research industry standards to best address a better business case for research.

Mills requested feedback on the Areas of Strategic Focus outlined in the Draft Plan:

- Harrington suggested replacing the word 'Defense' with 'Security.'
- Seay said if the narrative under Defense Science & Technology remains, 'Defense' should be changed to 'National Security,' and under this pillar, space and human performance should be added to the Department of Defense's identified areas of critical focus.

Mills requested feedback on the Metrics, Goals and Priorities outlined in the Draft Plan:

- Seay said metrics for two-year and six-year graduation rates are low. Mills agreed saying that the lower expectations for AA transfer students is an issue for the university. Borden qualified the six-year rate does not reflect the same amount of gain as the four-year rate because students are graduating faster, not necessarily graduating at a higher proportion. Provost Johnson said sister institutions across the state with a similar student body as UCF accelerated on the AA transfer measure and suggests evaluating how well they have done.
- Seay said the metric for graduates enrolled and employed is low.
- Seay commented that in Goals and Priorities, she suggests:
  - Addressing changing student demographics
  - Consider an Applied Research Institute to assist with the research goal
  - Under cyber-attacks, the wording should be changed to reduce the risk (from reduce the threat)
- Harrington said from the faculty perspective, the Draft Plan should include specific verbiage on reducing the student-faculty ratio and workload to enable faculty to focus on scholarship.



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- Harrington said the dollar amounts in the Draft Plan may need to be qualified as 2022 dollars due to the possibility of continued inflation.

Cartwright concluded the presentation by thanking the Committee for their feedback as it will make for a stronger and clearer strategic plan, noting additional feedback and comments are welcomed.

Harrington and Conte suggested another round of discussion prior to presentation of the Strategic Plan for approval during the May Board meeting. Mills said the team would look at scheduling individual briefings to review updates made to the Draft Plan.

Mills reiterated his thanks to the team for their hard work. He acknowledged that the Draft Plan contains actionable items, also noting that the plan is a living document that will be tracked.

Martins said he was pleased and enthusiastic about the Draft Plan and thanked the Committee for their thoughtful engagement.

## NEW BUSINESS

There was no new business to come before the Committee.

## ADJOURNMENT

Mills adjourned the committee meeting at 11:43 a.m.

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

Date: 3/23/23

Harold Mills, Chair, Ad Hoc Strategic Planning Committee

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

Date: 3/27/23

Michael A. Kilbride, Associate Corporate Secretary