



Board of Trustees

Minutes

Board of Trustees Meeting
University of Central Florida
May 26, 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, Bill Christy, Joseph Conte, Danny Gaekwad, Stephen King, Daniella Lopez, Caryl McAlpin, Michael Okaty and Beverly Seay.

Trustees Jeff Condello and John Miklos attended virtually. Vice Chair Harold Mills was not in attendance.

PUBLIC COMMENT

There were no requests for public comment.

MINUTES

A motion to approve the meeting minutes of the February 23, 2022, regular board meeting; the March 17, 2022, and April 26, 2022, special board meetings; and the board workshops of March 17, 2022, April 21, 2022, and April 26, 2022, was made by Altizer, and unanimously approved as submitted.

REMARKS

Martins welcomed Trustees Stephen King and Daniella Lopez to the Board of Trustees. He recognized Former Trustee Meg Hall and thanked her for her service to the university and the Board.

Martins said that earlier this month, President Cartwright was invited to join the prestigious Florida Council of 100 – the nonprofit, nonpartisan organization of business leaders, which exists to promote the economic growth of Florida and improve the economic well-being and quality of life of its citizenry.

Martins provided Board of Governors (BOG) updates, including:

- Civil Discourse Final Report
 - The BOG released a submission date of October 3, 2022, for a board-approved Civil Discourse Recommendation Implementation Plan.

- He noted that Trustee McAlpin has met with the team assigned by Cartwright to conduct the requested reviews and develop an implementation plan, with the expectation that a final presentation and approval of UCF's plan will be shared at the September 29, 2022, BOT meeting.
- Cybersecurity Risk Assessments
 - Martins thanked Trustee Seay for her work with Matt Hall, Vice President for Information Technology and Chief Information Officer, to prioritize the cyber security issues that Board members should be made aware of.
 - Updates on the university's current risk assessment and cybersecurity risk mitigation efforts were presented at the May 25, 2022, Audit and Compliance Committee meeting.
 - Additionally, Martins noted that Trustees were offered the opportunity for individual briefings on the more sensitive topics that cannot be discussed in a public meeting.

Martins concluded his remarks with a review of the Board for Fiscal Year 2022.

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

President's Update

Cartwright's update:

- Highlighted BOT Member Recognitions and Engagements:
 - Martins was honored as the 2022 Golden Eagle Honoree by the Boy Scouts of America Central Florida Council, an award that recognizes outstanding community leaders for their service.
 - Mills recently participated in two campus events: as a judge in The Joust New Venture Competition, UCF's version of *Shark Tank*, and at the all-day UCF Day of Giving campus event that created awareness around the impact of philanthropy and supporting UCF.
- UCF Excellence:
 - The College of Medicine hosted its tenth Spring Commencement Ceremonies. The college has graduated 956 doctors and gained a national reputation for excellence, innovation and a pioneering spirit since it was established in 2006.
 - Recognized Duyer Primera, a graduate of the UCF College of Business Integrated Business program, to address the Board on his student journey.
 - UCF Alumni hosted its annual 30 Under 30 Awards where the highest-achieving young alumni were recognized for the impact they made in their professions, in their community and at the university post-graduation.
 - Founders Day was celebrated in April. Dr. Enrique Del Barco and Dr. Timothy Sellnow were honored as Pegasus Professors.
 - 2022 Reach for the Stars Awards honored highly successful research and creative activity accomplished by early career university professionals.

- 2022 Order of Pegasus recognized students with exemplary academic achievement, university involvement, leadership and community service.
- Athletic accomplishments, including softball advancing to the NCAA Super Regionals and baseball's #2 seed in the American Athletic Conference tournament.
- UCF Celebrates the Arts Festival involved more than 1,000 UCF artists in award-winning, family-friendly events.
- UCF Day of Giving raised \$3.7 million from over 4,400 donors, reflecting a 339% increase in dollars and 40% increase in donors.
- Academic Leadership Updates:
 - After a national search, Dr. Paul Dosal was selected as Senior Vice President for Student Success.
- Acknowledged the work of faculty and staff involved in strategic planning, university-wide transformation of business systems and processes, and daily dedication to innovative teaching and research.

NEW BUSINESS

BOT – 1 Unleashing Potential: Becoming the University for the Future | 2022 – 2027 Strategic Plan

Martins reminded the Board that he appointed an Ad Hoc Strategic Planning Committee to govern the creation of UCF's next strategic plan in August 2021. He reiterated that the full Board carries the responsibility for Strategic Planning and the Board, as a body, will take the actions necessary to ensure its implementation and accountability.

Martins called on Cartwright for remarks and to moderate the 2022 – 2027 Strategic Plan presentation.

Cartwright said the Strategic Plan is focused on pursuing excellence, is steadfastly committed to providing access and opportunity and was written by the university's community.

Ron Piccolo, Special Assistant to the President for Strategic Planning and Galloway Professor of Management, provided an overview of the strategic planning process and key take-aways from his work that influenced the final document.

Cartwright said the result of this collective work is a plan that is clear, actionable, comprehensive, forward-thinking, student focused, high-impact and absolutely as unique as UCF is. He said the plan includes a new mission statement.

Michael Johnson, Provost and Executive Vice President for Academic Affairs, and Piccolo outlined the four priority areas of the Strategic Plan:

- Student Success and Well-Being
- Discovery and Exploration
- Community and Culture
- Innovation and Sustainability

The trustees had the following comments:

- Condello asked if there would be intermittent benchmarks for student success. Johnson and Cartwright qualified there would be several annual opportunities for intermittent benchmark data to be presented to the Board, mentioning the Accountability Plan and the President's annual goals.
- McAlpin asked how members of the President's Cabinet are held accountable for goals in the Strategic Plan. Cartwright said that cabinet members will have specific deliverables and colleges will have response plans for contributing to the goals outlined in the Strategic Plan.
- Conte asked if deans will still create strategic plans for their colleges. Cartwright said they would with the intent that those plans are aligned with the university's Strategic Plan.
- King mentioned that an investment in additional faculty was welcomed because without more faculty, UCF will not be able to achieve the student success, research, or partnership goals expected by 2027.
- Seay pointed out that in addition to basic research, there is an emphasis on applied and clinical research, which will also increase the university's contracting ability, serve the community well because it will be application oriented and provide students with increased experiential learning opportunities.
- Conte asked if the university has identified resources for the salary requirements of additional faculty. Johnson said the critical need for increasing recurring resources to hire more faculty has been recognized.
- Seay asked if the Community and Culture priority will help the different areas of the university to work with specific partnerships. Piccolo said that the plan calls for coordination among community-facing functions, especially in the development of strategic partnerships. He said the approach to partnerships will be evaluated and reviewed in the hopes of improving this issue.
- Conte asked if the university's pursuit of carbon neutrality as part of its long-term sustainability plan is a system-wide goal encouraged by the BOG. Piccolo said, and Jon Varnell confirmed, that campus sustainability is not part of the BOG's evaluation criteria. Piccolo said UCF is distinguishing itself with a commitment to sustainability.

Piccolo outlined the five areas of focus in the Strategic Plan:

- Space Technologies and Systems
- Entertainment and Immersive Experiences
- Health and Human Performance
- Energy and Sustainability
- Transformative Technologies and National Security

The trustees had the following comments:

- Martins said he appreciates that the Strategic Plan identifies the university's areas of strengths, as this is a question the Board has been asking for some time.
- Gaekwad asked about the university's relationship with Space Florida. Seay outlined several areas where there has been collaboration between the university



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and Space Florida. Cartwright said the university is working to identify additional opportunities to foster this relationship.

Cartwright outlined resources for investing in excellence and next steps. He said the team will provide an in-depth summary and overview on implementation efforts during the August Board meeting.

The trustees had the following comments:

- Christy asked that the university continue to engage UCF Alumni. Martins said that the university's next major giving campaign will be within the next five years.
- McAlpin asked for clarification on the timeline for hiring the new Senior Vice President for Advancement and Partnerships. Cartwright said the expectation is for the position to be filled by Fall of this year.
- Martins suggests that the Ad Hoc Strategic Planning Committee meet on an ad-hoc basis to track the Strategic Plan's accountability.
- Seay requested that the Committees understand what pieces of the Strategic Plan fall under their responsibility.
- Conte suggests that the Ad Hoc Strategic Planning Committee also consider staff performance relevant to the goals in the Strategic Plan.

Conte made a motion to approve BOT – 1, the University of Central Florida's 2022 – 2027 Strategic Plan and revised mission statement, with Gaekwad providing the second. The motion passed unanimously.

BOT – 2 Memorandums of Understanding between the University of Central Florida Board of Trustees and the United Faculty of Florida (UFF) and the University of Central Florida Board of Trustees and the Police Benevolent Association (PBA)
McAlpin made a motion to approve BOT-2, with Altizer providing the second. The motion passed unanimously.

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 May 25, 2022.

Seay reported that AES-1 through AES-3 were unanimously approved by the committee and placed on the Board's consent agenda.

AUDIT AND COMPLIANCE COMMITTEE REPORT

Christy, Chair of the Audit and Compliance Committee, reported highlights from the committee meeting held on May 25, 2022.



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BUDGET AND FINANCE COMMITTEE REPORT

Altizer, Budget and Finance Committee member, reported highlights from the committee meeting held on May 19, 2022.

BUD – 1 Proposed 2022 – 2023 University Operating Budget

Altizer made a motion to approve BUD-1, with Christy providing the second. The motion passed unanimously.

BUD – 2 Proposed 2022 – 2023 University Spending Authority

Altizer made a motion to approve BUD-2, with McAlpin providing the second. The motion passed unanimously.

BUD – 3 UCF Convocation Series 2018A Bond Interest Rate Reduction

Altizer summarized the terms of BUD – 3, noting that TD Bank has submitted a proposal to the UCF Convocation Corporation to reduce the interest rate for the existing Series 2018 Capital Improvement Refunding Revenue Bonds. The Committee unanimously approved authorizing the UCF Convocation Corporation to move forward with the TD Bank rate reduction proposal, including the extension of the Make Whole provision to July 1, 2032, with the condition that the indicative fixed interest rate will not exceed 3.07% at the time of final pricing.

Altizer made a motion to approve BUD-3, with Conte providing the second. The motion passed unanimously.

Altizer reported that BUD-4 through BUD-7 were unanimously approved by the committee and placed on the Board's consent agenda.

FACILITIES AND INFRASTRUCTURE COMMITTEE REPORT

Condello, Vice Chair of the Facilities and Infrastructure Committee, reported highlights from the committee meeting held on May 25, 2022.

FAC – 1 Five-Year Capital Improvement Plan FY23-24 Through FY27-28

Condello made a motion to approve FAC-1, with McAlpin providing the second. The motion passed unanimously.

Condello reported that FAC-2 and FAC-3 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 May 25, 2022.



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Okaty reported that GOV-1 through GOV-6 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, stated that the committee had not met since the last Board meeting.

CONSENT AGENDA

Gaekwad requested that AES-2: 2022 UCF Tenure Recommendations and AES-3: Tenure with Hire be removed from the consent agenda. Conte made a motion to approve the consent agenda with the removal of AES-2 and AES-3 for discussion, which Altizer seconded. The revised consent agenda was unanimously approved.

AES – 2: 2022 UCF Tenure Recommendations and AES – 3: Tenure with Hire

Christy made a motion to approve AES-2 and AES-3, with McAlpin providing the second. The motion passed with opposition from Gaekwad.

ANNOUNCEMENTS

Martins made several announcements regarding upcoming meetings.

ADJOURNMENT

Martins adjourned the board meeting at 12:04 p.m.

Reviewed by:

Alex Martins, Chair, UCF Board of Trustees

Date:

8.18.22

Respectfully submitted:

Mike Kilbride, Associate Corporate Secretary

Date:

8/22/22