



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Academic Excellence and Student Success Committee  
February 23, 2023  
MINUTES**

**CALL TO ORDER**

Trustee Tiffany Altizer, chair of the Academic Excellence and Student Success Committee, called the meeting to order at 10:15 a.m.

In addition to Chair Altizer, other committee members present were Trustees Joseph Conte, Rick Cardenas, Stephen King, Daniella Lopez and Caryl McAlpin. Board of Trustees Chair Alex Martins and Trustees Michael Okaty and Bill Christy also joined the meeting. Chair Altizer welcomed Trustee Cardenas to the Academic Excellence and Student Success Committee.

**MEETING MINUTES**

Trustee King motioned to approve, and Trustee McAlpin seconded. The Academic and Student Success Committee unanimously approved the meeting minutes of November 16, 2022.

**REPORTS**

**Provost Update (DISC-1)**

In his update, Provost Michael Johnson addressed the following topics: state requests and new legislation, strategic plan implementation and accolades.

**State Requests and New Legislation**

State universities received requests for information about diversity, equity and inclusion activities from the governor's office and from the Speaker of the House of Representatives. UCF has complied. As a result of new state legislation last year requiring a post-tenure review process, a new version of a proposed post-tenure review regulation was posted to the Board of Governors' site for public comment. UCF has had a post-tenure review for years; the new regulation will likely require it to be strengthened.

**Strategic Plan Implementation**

The Strategic Plan Council will oversee progress on carrying out the implementation of UCF's strategic plan. The provost said university leaders have been selected to oversee each major component and its associated metrics. Also identified are supporting groups and a process for reporting out to the council.

**Accolades**

Provost Johnson recognized Pegasus Professors Peter Delfyett and Ronald DeMara for their election as fellows of the American Association for the Advancement of Science (AAAS), the world's largest multidisciplinary scientific society. Their admission to the AAAS, which is among the most distinguished recognitions in the scientific community, brings the number of AAAS fellows among UCF faculty to 16.



## **ACTION**

### **Conferral of Degrees (AESC-1)**

Provost Johnson presented the conferral of degrees and said that UCF preliminarily projects to award 8,817 degrees during the Spring 2023 commencement ceremonies on May 5-6, 2023. Of the degrees being awarded, 7,549 are baccalaureate, 1,124 master's, and 144 are doctoral and specialist.

The motion for the Conferral of Degrees for the Spring 2023 commencement ceremonies was unanimously recommended for approval.

### **Tenure with Hire (AESC-2)**

Provost Johnson sought tenure with hire approval for two highly qualified incoming professors to the College of Optics and Photonics who underwent extensive review before being presented to the committee: Andrea Blanco-Redondo and Darren Hudson.

The provost said hiring outstanding faculty is essential to fulfilling UCF's mission as a major metropolitan research university. The hiring of the two faculty members will advance research excellence and productivity in alignment with the goals of UCF's strategic plan.

Trustee Conte motioned and Trustee McAlpin seconded. Tenure with hire for the faculty members was unanimously recommended for approval.

### **Path to Preeminence: UCF 5-Year Benchmarking Plan (AESC-3)**

Dr. Paige Borden, chief analytics officer, presented UCF's Path to Preeminence: Five-Year Benchmarking Plan for achieving full preeminence status. The plan, submitted to the Board of Governors, matches the benchmarks and targets that align with the strategic plan and the previously approved 2022 UCF Accountability Plan. UCF has attained eight of the 12 preeminence metrics. Dr. Borden highlighted increases in the current reporting cycle for the four remaining preeminence metrics. The four-year graduation rate has increased from 50 percent to 54.6 percent, an indicator that UCF is on path to meet the 60 percent preeminent threshold and the 65 percent strategic plan goal. Science and engineering research expenditures have increased from \$182 million to \$186 million. The number of post-doctoral appointees has increased from 142 to 162. The endowment size also increased from \$201 million to \$215 million.

Trustee McAlpin motioned and Trustee King seconded. The Path to Preeminence: UCF 5-Year Benchmarking Plan was unanimously recommended for approval.

## **DISCUSSION**

### **Enrollment Strategy: Access for Success (DISC-2)**

Dr. Paul Dosal, senior vice president for student success, presented on UCF's enrollment strategy, which focuses on access for success. The university has initiated a strategic enrollment planning process, led by the Council on Strategic Enrollment Policy and with input from various stakeholders. It is designed to develop long-term enrollment goals and bring greater stability and purpose to undergraduate and graduate student recruitment and enrollment. Dr. Dosal explained the approach includes a comprehensive, institution-wide plan that leverages assets, focuses on the entire student population and is tied to and informed by related work in areas like housing, facilities, academic planning, budgeting and marketing. He also stated the plan will need continuous review to monitor performance and targets.

Dr. Dosal expanded on the 10 tentative strategic objectives associated with this work and sought input from trustees. The trustees asked about transfer student major readiness. Drs. Dosal and Borden shared information about ongoing efforts to ensure advising intervention occurs early in a student's path at DirectConnect® partner colleges. Trustees also asked about student enrollment type fluctuations as they relate to total enrollment. Drs. Dosal and Dr. Borden said that UCF will continue to monitor headcount by enrollment



type to account for fluctuations and maintain total student enrollment. This may require looking at additional enrollment terms to provide access. President Alexander Cartwright added that looking at graduate enrollment aligns with UCF's strategic plan metrics to increase research expenditures since much of the research is done using graduate students. With an increase in research expenditures, UCF should expect to see a growth in graduate enrollment that can support this work.

There was discussion about the importance of ensuring UCF's infrastructure can support student enrollment. Trustee Lopez added more on-campus housing is needed to meet the student demand for housing. A needs assessment is underway to better understand the needs of UCF's different campuses and to determine where student housing is needed. Also noted was the need to ensure more faculty are added to continue improving UCF's student-to-faculty ratio.

Looking at the next steps, Dr. Dosal said that he and Dr. Borden are beginning to explore numbers to project the feasibility of the objectives. Chair Altizer noted it was important to understand the resources needed so the plan can be implemented successfully.

**INFORMATION**

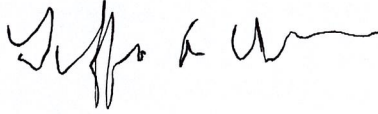
Two information items were included in the committee's meeting materials: 1) Accountability Plan Review (INFO-1) and 2) Accreditation Quarterly Update (INFO-2). Trustees were instructed to direct any questions on these items to Dr. Paige Borden.

**NEW BUSINESS**

N/A

**ADJOURNMENT**


Chair Altizer adjourned the Academic Excellence and Student Success Committee meeting of February 23, 2023, at 11:19 a.m.



Tiffany Altizer  
07/11/2023 14:55 EDT

Reviewed by: \_\_\_\_\_  
Tiffany Altizer  
Chair, Academic Excellence and Student Success Committee

\_\_\_\_\_  
Date

Submitted by: \_\_\_\_\_  
  
Michael A. Kilbride  
Associate Corporate Secretary

7/12/2023  
Date