



UNIVERSITY OF CENTRAL FLORIDA

**Minutes  
Board of Trustees Retreat  
University of Central Florida  
September 6, 2024**

Chair Alex Martins called the Board of Trustees Retreat to order at 9:02 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.

Carmen Jarquin, Director for Governance Operations, called the roll and determined a quorum was present.

The following board members attended the meeting: Chair Alex Martins, Vice Chair Michael Okaty, Trustee Tiffany Altizer, Trustee Rick Cardenas, Trustee Bill Christy, Trustee Joseph Conte, Trustee Danny Gaekwad, Trustee Stephen King, Trustee Bryce Lister, and Trustee John Miklos.

Trustee Jeff Condello and Trustee Caryl McAlpin were not in attendance.

**DISCUSSION**

**DISC-1      Reckoning with Relevance: 2024 Higher Education State of the Section**

Vashe Dickson, Senior Director for EAB Strategic Research, led a discussion on the current state of the higher education sector, covering topics such as the impact of artificial intelligence, public perception of higher education, and the importance of differentiation and addressing student readiness.

**DISC-2      Emerging Issues and Trends in Higher Education**

Dr. Laurence Barton, Distinguished Professor of Crisis Management and Public Safety at the University of Central Florida, moderated a discussion on crisis management and public safety in higher education.

**DISC-3      Measuring Progress: UCF Strategic Planning Metrics Update**

Dr. M. Paige Borden, Chief Analytics Officer, provided an update on UCF's strategic planning metrics. Martins facilitated a robust discussion centering on future strategic priorities, such as integrating artificial intelligence into the curriculum, optimizing resource allocations, enhancing areas of distinction, and fostering industry partnerships.

**ADJOURNMENT**

Martins adjourned the board retreat at 4:14 p.m.

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

Respectfully submitted: \_\_\_\_\_ Date: \_\_\_\_\_  
Michael A. Kilbride,  
Associate Corporate Secretary

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