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 STATE UNIVERSITY SYSTEM OF FLORIDA  
 BOARD OF GOVERNORS  
 BY TELEPHONE CONFERENCE CALL  
 TALLAHASSEE, FL  
 MARCH 25, 2020

*Video or audio archives of the meetings of the Board of Governors  
 and its Committees are accessible at <http://www.flbog.edu/>.*

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1. Call to Order

On March 25, 2020, Chair Sydney Kitson convened the telephone conference meeting at 10:57 a.m. with the following members present and answering roll call: Vice Chair Brian Lamb; Tim Cerio; Aubrey Edge; Shawn Felton; Patricia Frost, H. Wayne Huizenga, Jr.; Zenani Johnson; Darlene Jordan; Charles Lydecker; Steven Scott; Eric Silagy; Kent Stermon and Norman Tripp.

Chair Kitson thanked the Board Members, boards of trustees, Chancellor Criser, presidents, and collective staff for rapidly adjusting to dire circumstances in regards to COVID-19. Chair Kitson acknowledged the tremendous amount of effort across all fronts to try to contain the spread of the virus.

Chair Kitson then welcomed newly appointed Board member, Mr. Aubrey Edge. Mr. Edge is President and CEO of First Coast Energy, LLP, one of the larger distributors of Shell gasoline in the United States, with an extensive network of approximately 200 stations in Florida and North Carolina. Mr. Edge was presented the Industry Leader award by JaxUSA and the Ultimate CEO award by the Jacksonville Business Journal. Mr. Edge currently sits on the Board of Directors of St. Vincent's Hospital, The Players Championship Council, the Parent development board of Auburn University and the Bolles School Board of Trustees.

2. Chair's Report to the Board of Governors

Chair Kitson thanked everyone for participating in the conference call given the difficult circumstances and for their ongoing commitment to the State University System, and the 345,000 students who had their academic year upended. He noted the 2020 legislative session had recently concluded and thanked Governor DeSantis, Speaker Oliva, and President Galvano for their continued focus on higher education. Without their support, Florida would not be number one in higher education three years in a row. He indicated at the next in-person meeting, there would be an overview of the 2020 legislative session but provided the following highlights:

Senate Bill 72 on Postsecondary Education contains a number of important policies including recognizing the Universities of Distinction program and modifying the Bright Futures Medallion Award from 75 percent to 100 percent if students initially attend a state college and then transfer to a state university. Performance-based funding metrics were amended to measure graduation rates for students who transfer to the State

University System with an Associates of Arts Degree and to measure the six-year graduation rate for Pell recipients. The bill also authorizes state universities and colleges to set aside reserved funds to prepare for natural disasters and for other emergencies, and for the termination of employees who violate university conflict of interest policies by a failure to disclose outside activities or financial interests that could impact the integrity of a university. It also created the Florida Institute for Politics at Florida State University and established a similar institute at Florida International University to be known as the Adam Smith Center for the Study of Economic Freedom.

Chair Kitson stated the Legislature continues to show its support as illustrated by the appropriation of funds for Universities of Distinction, National Rankings, Performance Funding, additional operational funding for six universities, and capital outlay funds for seven PECO projects. He thanked Board members for advocating for these initiatives as well as the presidents and trustees. He also thanked Chancellor Criser for his leadership and Board staff who helped make session successful, especially Ms. Kristin Whitaker and Ms. Renee' Fargason. He noted session was extended due to budget negotiations and COVID-19, which has dramatically impacted the way business is done on campuses and within our communities.

He expressed appreciation to Governor DeSantis for the heightened level of communication between the Governor, his staff, and the Board office, and the continued focus on keeping students, faculty and staff safe. He remarked on the ongoing collaboration among the 12 presidents, the Board chairs, university trustees, and university staff who are working tirelessly to implement the changes needed to swiftly respond to COVID-19. These changes include requiring remote instruction for the remainder of the spring term, postponing or establishing new delivery methods for Spring commencement, encouraging students to return home and remain off campus, and establishing plans for providing a refund, rebate or credit for students who can no longer utilize university residence hall and/or dining contracts. He also acknowledged that as more decisions are required to be made, more questions will arise and while there may be unintended consequences, the main priority is the safety of the students and citizens of our state.

Chair Kitson acknowledged the valuable lessons learned in responding to COVID-19, and his expectation the System will be better prepared if this should ever happen again. He believes universities will be at the forefront of helping the economy recover from the damage caused by COVID-19. He reminded everyone to heed health warnings and take precautions, but not act in fear as there is a continued responsibility on everyone's part to act responsibly as we move through these difficult times. He conveyed his thanks to Board members for their service and passion to the System; and to the presidents, boards of trustees, board chairs, and university administrators for their continued efforts to lead the universities in bold and meaningful ways. He also extended a special thank you to Chancellor Criser for his steady hand and strong leadership, as well as to the students of the State University System.

3. Minutes of the Board of Governors

A. Board of Governors Meeting held on January 30, 2020

Ms. Jordan moved approval of the Minutes of the meeting held on January 30, 2020, as presented. Mr. Silagy seconded the motion, and the members concurred unanimously.

4. Chancellor's Report

Chancellor Criser thanked Board members for their valuable insights through this process. He stated the universities have been working closely on developing strategies to assist students in managing their academic workload during this time of extraordinary transition. One of these strategies includes the option of taking courses on a satisfactory/unsatisfactory or pass/fail basis versus receiving a traditional grade. He explained a key element will be student information and student choice, recognizing that a student's individual decision may depend on a student's major, whether the student attends on a full or part-time basis, and the requirements of financial aid programs. Chancellor Criser stressed this will be a time of informed choice and commended university staff who are working closely with Board staff to address the issues raised in this challenging time.

5. Public Comment

Chair Kitson asked the Board's General Counsel Vikki Shirley if there were any requests for public comment for items on the Board's agenda. Ms. Shirley stated no requests for public comment had been received.

6. Confirmation of Appointment of the President for The University of Central Florida

Chair Kitson stated Ms. Beverly Seay, Chair of the University of Central Florida Board of Trustees, submitted a request for confirmation of Dr. Alexander Cartwright as the next president of the University of Central Florida. Chair Kitson then recognized Ms. Seay.

Ms. Seay thanked Chair Kitson and the Board and provided an overview of the presidential search process that began in October 2019. The Presidential Search Committee was comprised of students, faculty, community leaders, trustees, as well as Mr. Cerio as the Board of Governors' representative. The Search Committee received a charge to recommend to the University of Central Florida Board of Trustees, no later than spring 2020, an unranked list of three to five individuals who met the robust list of qualifications that were in place for leading UCF as its next president. She explained the Search Committee was asked to base its recommendation upon the Leadership Statement adopted by the Board of Trustees.

Ms. Seay said the Search Committee hired Storbeck/Pimentel & Associates to assist with the recruitment of candidates. Following that hire, the Search Committee commenced a series of more than 20 listening sessions and open forums held across UCF's campuses with students, faculty, staff, alumni, community members and business leaders. After conducting a rigorous recruitment phase during January and February, 2020, and an extensive review of the applicant pool, on March 5 the committee invited seven semi-finalists to interview on campus. These seven individuals represented an extraordinary breadth and depth of academic scholarship and professional achievement.

Those interviewed included candidates with membership in the prestigious National Academy of Medicine and National Academy of Engineering. Candidates also had affiliation with institutions in the Association of American Universities, which represents the country's leading research universities. Out of this pool, three candidates were advanced for the Board of Trustees' consideration.

Ms. Seay stated in mid-March, the committee was faced with the unique and challenging circumstances presented by the rapidly evolving Coronavirus situation. The Board of Trustees made the decision to move the search forward. They made the necessary accommodations for the candidates and stakeholders to participate via virtual platforms to meet the March deadline. She said the Coronavirus situation served to underscore the importance of getting the right leader on board at UCF.

Ms. Seay noted there were over 1,000 views on the open forums and extensive campus engagement, with over 200 questions submitted for the forum and more than 550 survey responses. Although two individuals from the original finalist pool decided to withdraw, the Search Committee met its requirement to provide a slate of candidates and the Board of Trustees was pleased to consider the two remaining finalists on March 20, 2020.

Ms. Seay then introduced the President-elect, Dr. Alexander N. Cartwright, for confirmation and discussed why he was selected by the Board of Trustees to serve as the next president of the University of Central Florida. Dr. Cartwright came from the University of Missouri, where he has served as chancellor since 2017 and has achieved a significant record of accomplishments in research, fundraising, enrollment management, and legislative affairs. But long before those accomplishments, Dr. Cartwright's own higher education journey began when he moved with his mother from the Bahamas to Iowa where he earned a GED and attended community college while working to defray the cost of classes.

After transferring to the University of Iowa, Dr. Cartwright earned a bachelor's degree and a doctorate in electrical and computer engineering and held a joint appointment as a professor in the Electrical Engineering and Computer Science Department. Before joining the University of Missouri, he served as provost and executive vice chancellor at the State University of New York, a system with 64 campuses and 1.3 million students. There, he introduced policies to boost recruitment and retention of students and faculty while improving diversity and inclusion. His changes resulted in installing a chief diversity officer

at every campus, expanding candidate pools for new hires, and implementing cultural competency training.

As chancellor at the University of Missouri's flagship campus in Columbia, Dr. Cartwright arrived when the institution was experiencing challenging times. The president of the state's university system and the campus chancellor had resigned following protests focused on race relations. As an advocate for student success initiatives, Dr. Cartwright pushed for a more equitable and diverse environment.

Dr. Cartwright also led the university through strategic enrollment and research growth, and in 2018 developed a five-year blueprint called the "Flagship of the Future," which set the groundwork for innovation and growth. In addition, he successfully led the conclusion of the University of Missouri's \$1.3 billion fundraising campaign.

One of his proudest accomplishments has been the launch of the Missouri Land Grant program, which helps Pell Grant-eligible students by covering their tuition and fees. Dr. Cartwright also launched programs to improve retention and graduation rates and post-graduation outcomes.

Dr. Cartwright is an internationally recognized scholar in optical sensors, and his lifetime awards and accomplishments - for research, innovation, scholarship and professional achievement, are too numerous to list but include the American Association for the Advancement of Science and the National Academy of Inventors.

In closing, Ms. Seay stated Dr. Cartwright impressed the Search Committee and the Board of Trustees with his keen understanding of the role that a metropolitan public research university can have in advancing not just new knowledge, but also in becoming an economic engine for the state. Ms. Seay respectfully requested the Board to confirm Dr. Cartwright as the next president of the University of Central Florida.

Chair Kitson called on Mr. Cerio for his remarks as the Board's representative to the Search Committee. Mr. Cerio expressed his thanks to Ms. Seay for her leadership in guiding the Search Committee and the Board of Trustees through a successful process in an unprecedented time of challenge for the state and the nation. Throughout this process, he was reminded of just how critical their roles are in safeguarding and stewarding the commitment to public education for the future of Florida and beyond. Mr. Cerio said it was an honor to have that responsibility, and one that was taken very seriously.

Mr. Cerio applauded the leadership and courage of UCF's leaders to soldier on, despite the adversities. He then detailed why he believes Dr. Cartwright is the right choice for UCF and the State University System. Dr. Cartwright is an outstanding, immensely qualified leader in higher education who has the proven track record of taking on great challenges, restoring trust and confidence in institutions, and setting them on successful pathways to greater achievements and outcomes. He also found Dr. Cartwright to be a man of integrity with a moral compass heading true north and heartily endorsed Dr. Cartwright to serve as the next president of UCF.

Chair Kitson next called on Dr. Cartwright. Dr. Cartwright thanked Chair Kitson, Vice Chair Lamb, the Board members, and Chancellor Criser. He also thanked Mr. Cerio for his dedication, valuable insight, and guidance he provided during the search process and to himself personally. He next thanked the UCF Board of Trustees, members of the Search Committee, and everyone who participated in the process. Dr. Cartwright stressed that he was there to serve all students, graduate and undergraduate, and felt that every student deserves an opportunity.

Dr. Cartwright said he was excited about coming to UCF due to the tremendous capacity for impact at the university and the university's Programs of Distinction, which he believes can retain the highest caliber faculty and serve regionally relevant needs with nationally recognized expertise. He was also influenced by how nimble and innovative UCF has been in key efforts ranging from Medical City to the Downtown campus. And he was impressed with Florida's ranking by *U.S. News & World Report* as being number one in higher education for three consecutive years – a fact he attributed to the tireless commitment of the Board of Governors, in partnership with Governor DeSantis and the Legislature to keep higher education affordable, efficient, and of the highest quality.

Dr. Cartwright described himself as a consensus builder; developing relationships across multiple constituencies. He sees opportunities where others may see obstacles and is looking forward to working with the other State University System presidents. Dr. Cartwright next outlined some of his goals. He will work with the Board of Trustees to assess strategic priorities and capacity and to expand UCF's research portfolio and funding, fostering key relationships with stakeholders from business, industry, the legislature, as well as the alumni and benefactor base. He will understand and fully leverage UCF's great academic experience for its students through a supportive culture, with a focus on student welfare and strong interaction with faculty.

Dr. Cartwright said he believes in keeping students at the heart of everything the university does, and expressed a strong commitment to continuous improvements in student outcomes, including 4-year graduation rates. He will foster strategies to ensure post-graduate success by working with students on their paths forward, knowing that UCF's job placement and internship rates are already strong, but expanding on these efforts. He will work with the trustees and stakeholders to expand revenue generation efforts through fundraising and other means, to increase support of students, faculty and programs at all levels. He plans to develop new initiatives and strengthen those supporting UCF's role as an economic driver in the region. He will also be focused on both institutional and personal performance standards, including established performance-based funding metrics to measure progress. Finally, he expects the university to bring an updated strategic plan to the Board of Governors that is in full alignment with the goals of Board of Governors' Strategic Plan.

In closing, Dr. Cartwright stated if he is confirmed, it will be his privilege to work with the Board of Governors and the Board of Trustees in the months and years ahead to make UCF the best version of UCF that it can be.



Chair Kitson thanked Dr. Cartwright and asked him to talk about challenges he encountered upon his arrival at the University of Missouri. Dr. Cartwright said one of the most important aspects to addressing the challenges at the University of Missouri was how to win back the confidence and trust in the organization. He explained there were many conversations around this and the role of a research university and what it means to serve a state in providing world class education and research. He credited the collaboration between students, faculty, staff, alumni, friends, and the community as being key to helping the university restore the public trust.

Mr. Silagy inquired if Dr. Cartwright has experience with ensuring workforce alignment with university academic programs, and how he views the role of a president and a university with regard to economic development. Dr. Cartwright responded when he was the Vice President of Research at the University of Buffalo, he was also the Vice President of Economic Development. During this time, he engaged with the state on a new concept called "Buffalo Billion". Dr. Cartwright and his team worked diligently to persuade companies in New York, both public and private, to build partnerships between the university and the business industry. Similarly, he views Orlando as a region that is ripe with opportunities for workforce and academic alignment.

Chair Kitson turned to the various funding models, including Pillars of Excellence, Universities of Distinction, Preeminence, National Ranking and Performance-based funding. He asked Dr. Cartwright about his experience with performance-based funding and his thoughts on the concept of focusing funding on university areas of expertise. Dr. Cartwright described a similar model in place at the University of Missouri that uses academic analytics to measure contributions on a larger scale but that also illustrates the strengths of the campuses. Dr. Cartwright stressed the importance of building on the strengths of the campuses and hire not across the board, but in those areas of strength. He said he is looking forward to focusing on the strengths at UCF with the goal of achieving preeminence status.

There being no further questions, Mr. Cerio moved approval of the confirmation of Dr. Alexander Cartwright as the President of the University of Central Florida. Ms. Jordan seconded the motion, and the members concurred unanimously.

#### 7. Consent Agenda Items

Mr. Tripp moved approval of the slate of items on the Consent Agenda. Ms. Frost seconded the motion, and the members concurred unanimously.

#### 8. Concluding Remarks and Adjournment

Chair Kitson announced the next in-person meeting of the Board will be held on June 23-25, 2020 at the University of Central Florida. Having no further business, the meeting was adjourned at 11:50 a.m. on March 25, 2020.

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Sydney Kitson, Chair

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Vikki Shirley,  
Corporate Secretary