



**Collective Impact
Strategic Planning
Update**

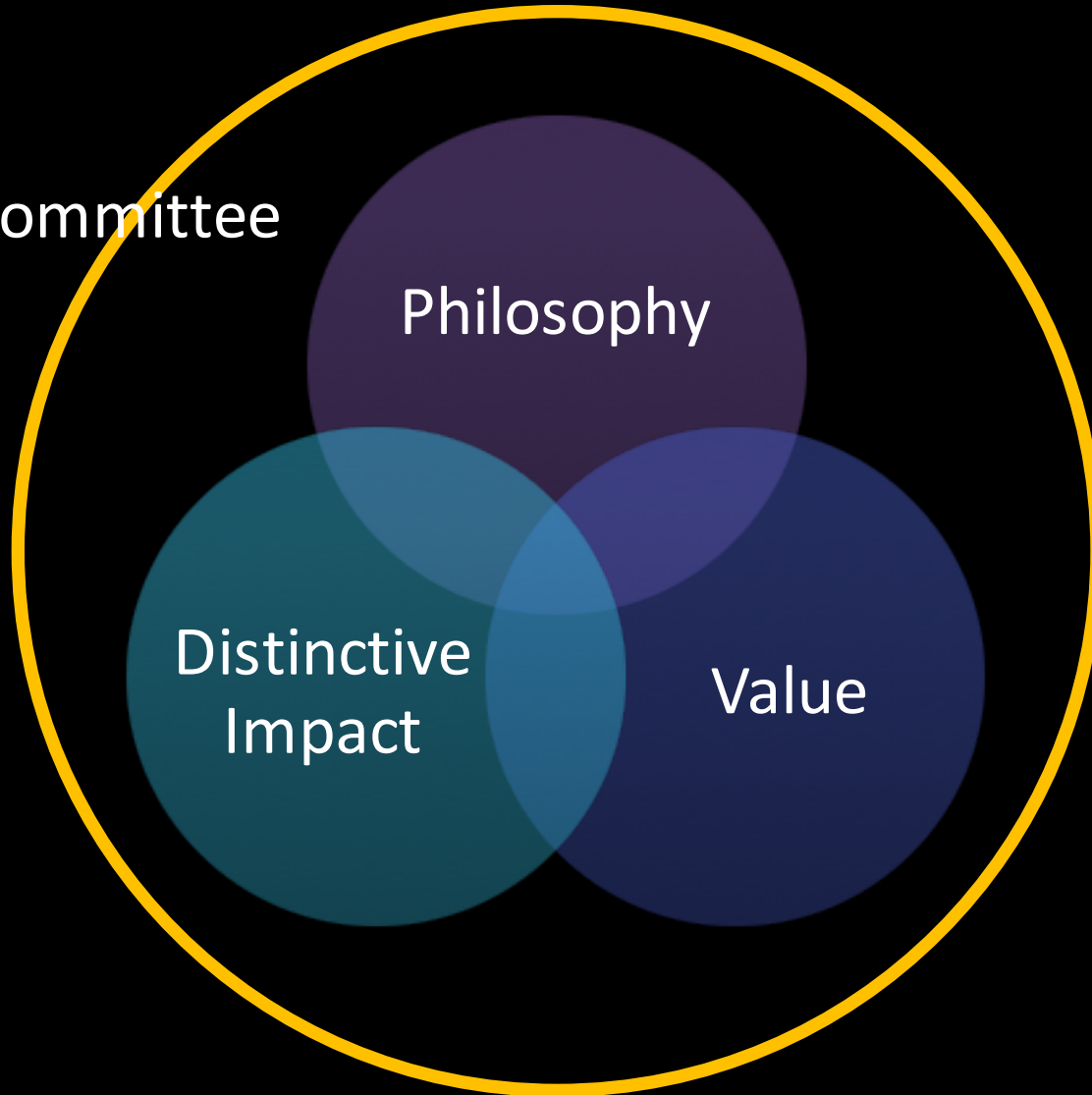
24 March 2016

Collective Impact Strategic Planning Purpose

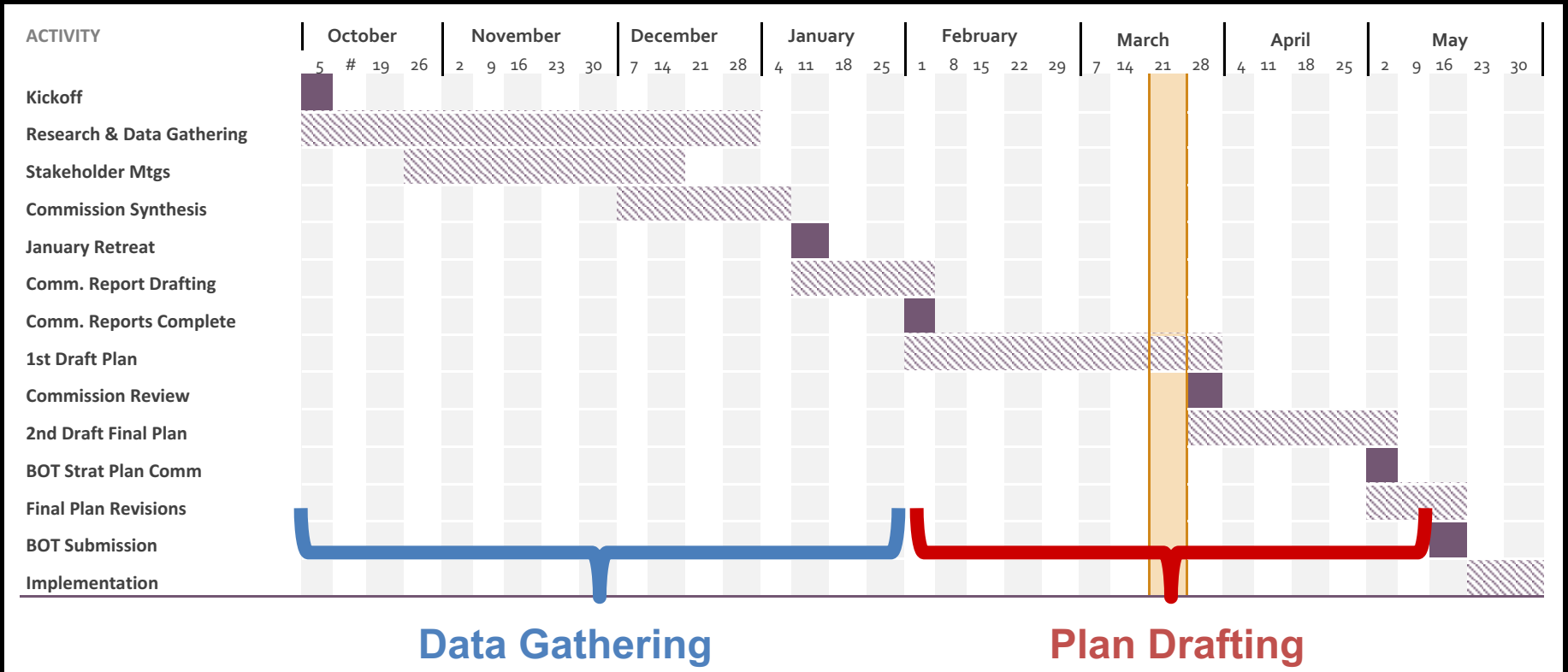
To set the university's trajectory for the next 20 years, define unique areas of opportunity to have a greater positive impact on lives and livelihoods throughout the region, and provide a significant return on investment of personal and institutional resources from the collective impact of those engaged.

Organizing Framework

Steering Committee



Timeline



Data Gathering Summary

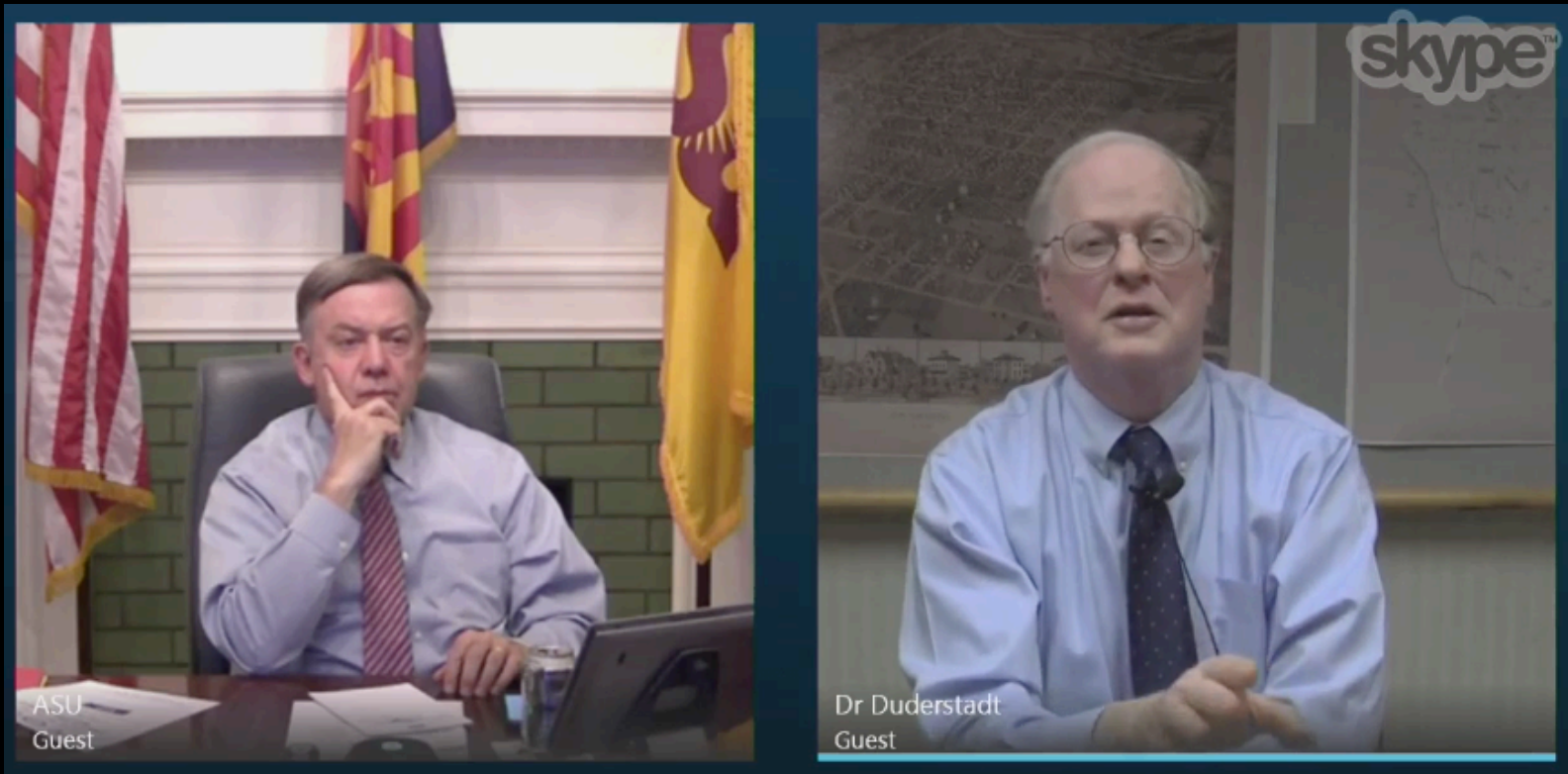
- 8** Stakeholder Meetings
- 600+** Participants
- 3,334** Student Survey Responses
- 30+** Data Requests Fulfilled
- 1** City Mayor and staff
- 1** County Mayor and staff
- 1** EDC Board Chair, CEO, and Team



Consistent Themes

- Strong community pride in UCF
- Enthusiasm about UCF's future
- Pride in Direct Connect and commitment to access
- Understanding of economic impact (present and future)
- Desire by alumni to increase engagement
- A lot of focus on innovation and UCF's critical role
- Desire to have UCF more widely recognized for its strengths
- Strong community focus on career readiness of graduates
- Recognition of importance of strong faculty to success

Innovators Conversation



10 December 2015

Don't replicate!

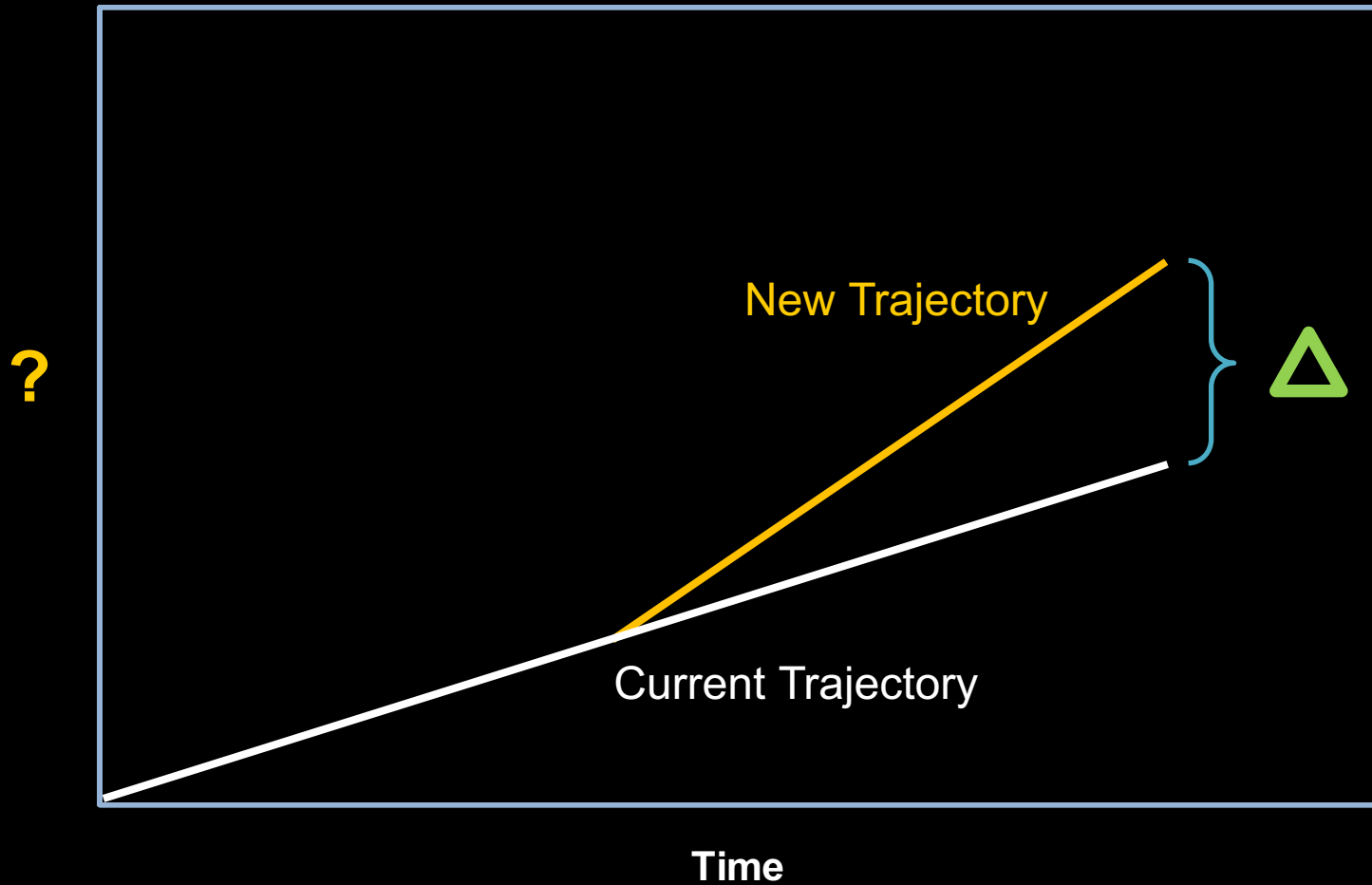
Historical Context

Five Waves of American Higher Education

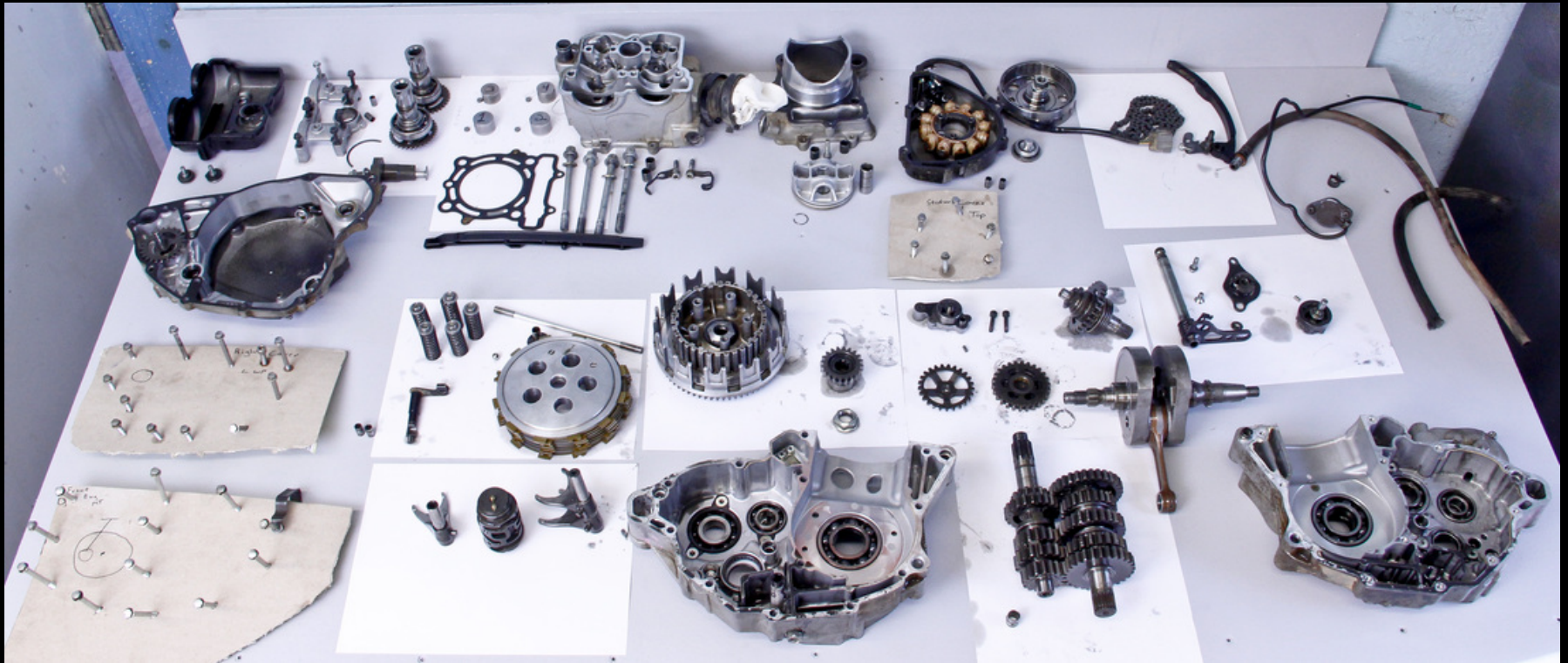
Wave

- 1 Colonial colleges
- 2 State public colleges (18th-19th centuries)
- 3 Land grant universities (applied research)
- 4 Top 100 research-intensive universities
- 5 New 21st century model

Aspiration Calibration



February Status



Assembling the Components

- **Define your current self**
- **Define the self you aspire to be**
- **Define and measure how you will get there**

Access

Scale

Innovation

Partnership

Leadership

Speed and energy

New

Research Quality

Local and global impact

Faculty excellence

Undergraduate experience

Graduate student experience

Interdisciplinary

Alumni engagement

Economic model

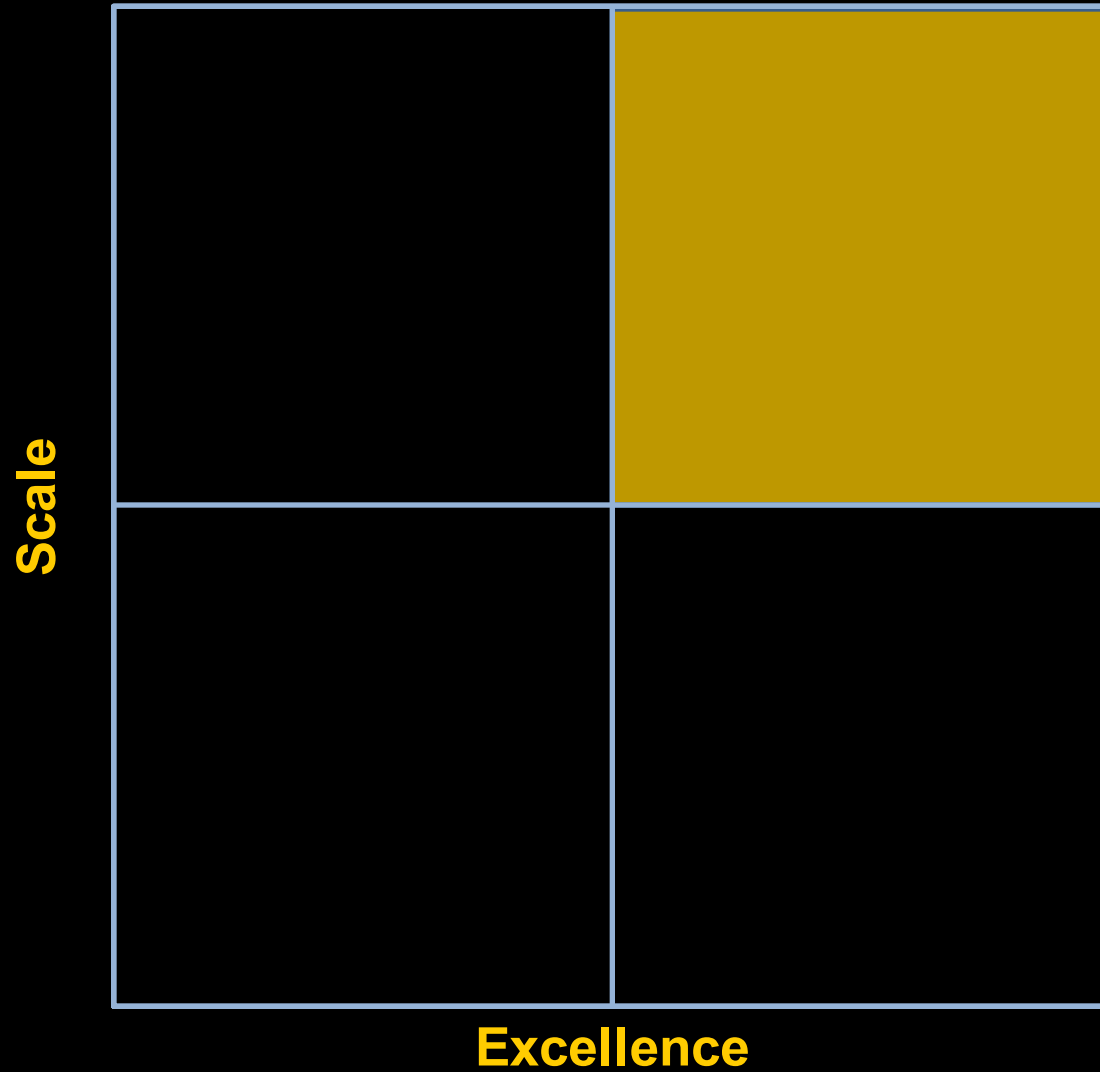
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Impact

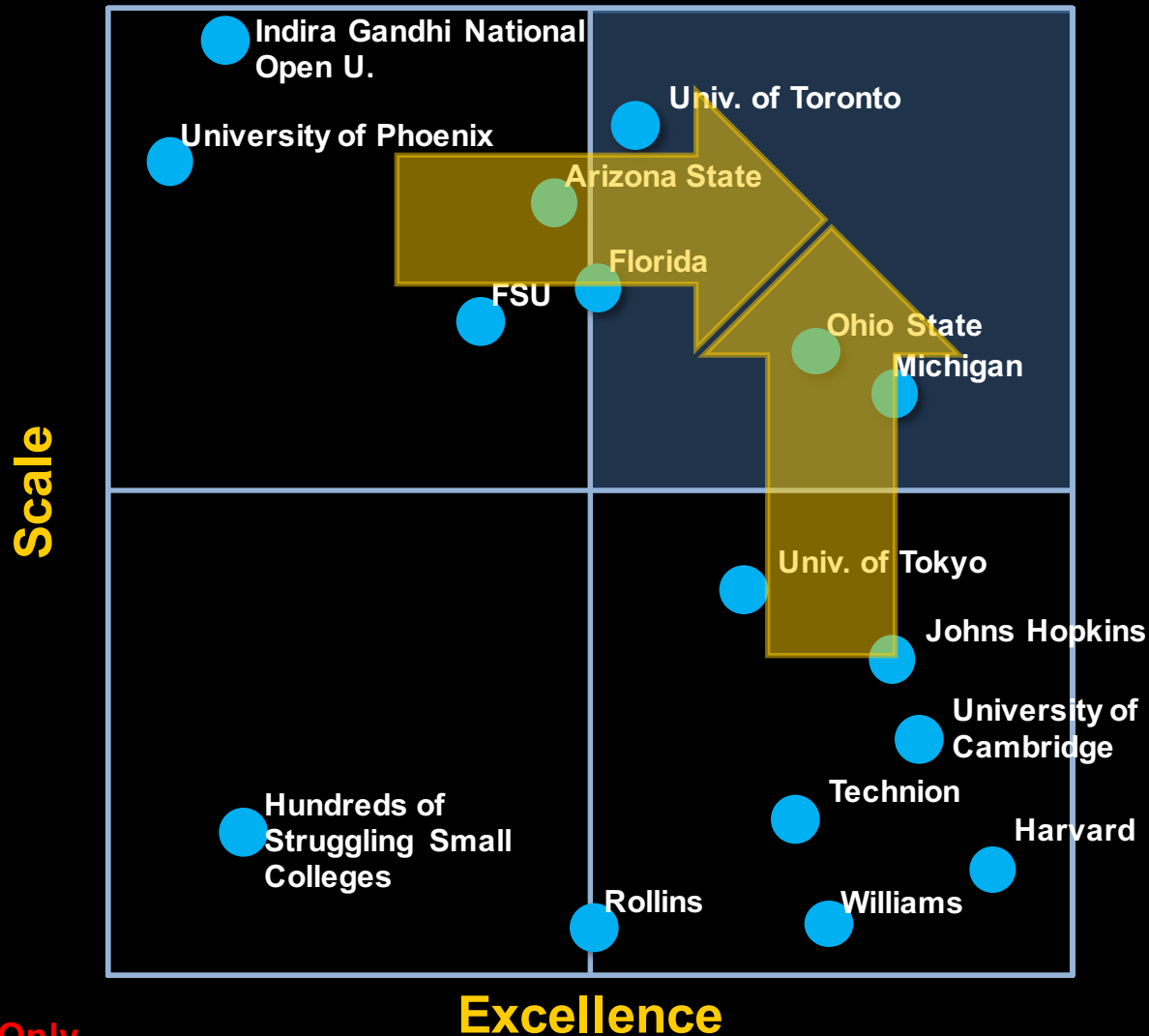
Impact Drivers

Scale x Excellence = Impact

Impact Matrix

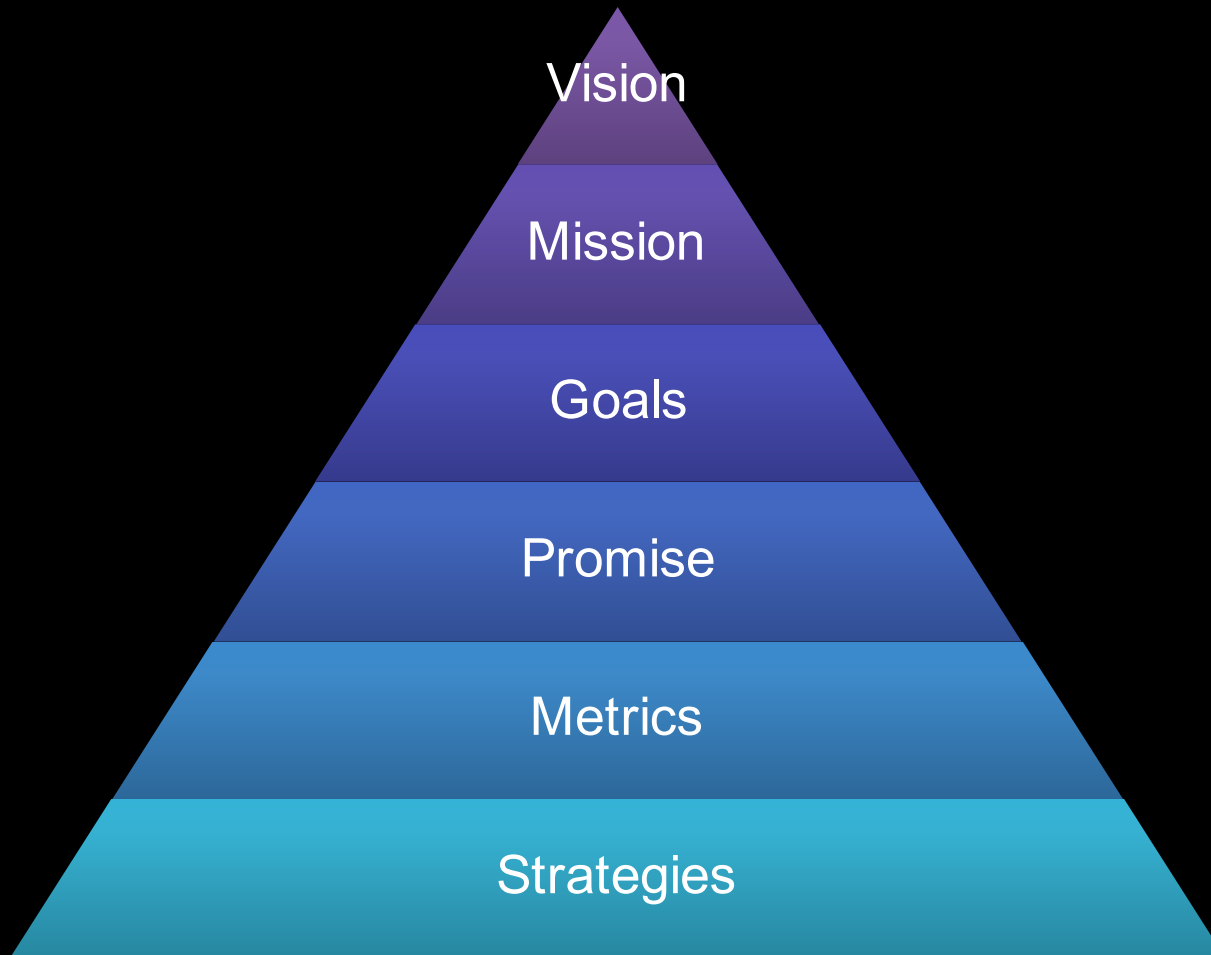


Impact Matrix Higher Education



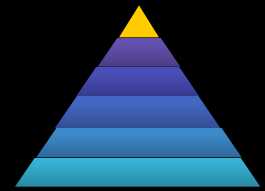
Scale x Excellence = Impact

Planning Hierarchy



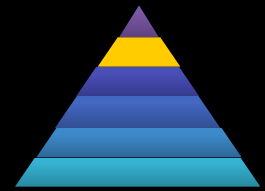
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Our Impact



We are here to make a better future for our students and society. We use the power of scale and the pursuit of excellence to solve tomorrow's greatest challenges. Through discovery, learning and partnerships, we transform lives and livelihoods.

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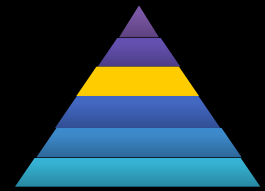


Our Mission

Through a new model embracing scale and excellence, UCF will be:

- the catalyst for students of all backgrounds to be knowledge entrepreneurs building a better world;
- the home for exceptional faculty challenging the boundaries of traditional disciplines;
- the innovative partner driving economic, social and cultural vitality;
- the research leader leveraging our distinctive strengths to solve local and global challenges.

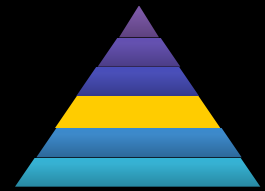
Our Goals



- Goal 1** Offer the best undergraduate education available in Florida
- Goal 2** Achieve international prominence in key programs of graduate study and research
- Goal 3** Provide international focus to our curricula and research programs
- Goal 4** Become more inclusive and diverse
- Goal 5** Be America's leading partnership university

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Our Promise



- Harness the power of scale to transform lives and livelihoods.
- Deploy our distinctive assets to solve our greatest challenges.
- Create partnerships at every level that amplify our impact and reputation.
- Attract and cultivate exceptional faculty, students and staff whose collective differences strengthen us.
- Innovate operational and financial models to transform higher education.

Review Process

Approach:

- Iterative, with multiple drafts
- Key milestone reviews
- No surprises

Updates and Reviews

- University Senior Leadership (3/22)
- Faculty Senate Strategic Planning Council (3/25)
- Faculty Senate (3/31)
- Dean's Council (4/8)
- Collective Impact Commissions (4/19)
- BOT Strategic Planning Committee (5/2)
- Board of Trustees (5/26)



UCF