PRESIDENTIAL SEARCH

THIS IS BIG.
The University of Central Florida’s Board of Trustees views the search for our next visionary leader as an opportunity to continue the trajectory established by Dr. John C. Hitt.

Dr. Hitt’s 26-year tenure as president has seen UCF grow from a sleepy commuter school to one of the largest and best universities in the country.

U.S. News & World Report ranks UCF among the nation’s most innovative universities along with Harvard, Stanford and Duke. The Washington Post credits UCF with leading a “national insurgency that aims to demolish the popular belief that exclusivity is a virtue in higher education.”

UCF’s trajectory is based on the belief that our scale and constant pursuit of excellence make a better future for our students and society. Our strategic plan distills this approach to a simple formula:

**Scale x Excellence = Impact**

The university’s Collective Impact Strategic Plan calls for UCF to become the recognized leader among 21st-century universities for transformational impact, which will be measured in 5- and 20-year objectives:

1. Lead large Florida metropolitan areas in percentage of bachelor’s degree attainment in five years, reaching the top quartile nationally by 2035.
2. Double national and international recognition of faculty and student excellence by 2021, and quadruple recognition by 2035.
3. Double research awards in five years and become a top 50 research university by 2035.
4. Generate $10 billion in economic, social and cultural impact, growing to $25 billion by 2035.
5. Attract $100 million in new funding from sources other than students, families and taxpayers, becoming 20 percent of total educational funding by 2035.

“The Board of Trustees welcomes applications from those with the integrity, vision and commitment to be the fifth president of this remarkable institution.”

*Marcos R. Marchena*
Chairman
UCF Board of Trustees
SCALE × EXCELLENCE = IMPACT

Amplifying excellence through scale means that we will have a greater impact on the students and community we serve. We believe in harnessing the strength of our size — our resources, our student body, our technology, our educational pathways and more — with a constant pursuit of excellence to create a positive, lasting benefit that resonates on a global scale.

COLLECTIVE IMPACT

UCF is a model for higher education in the 21st century, poised to make a better future for our students and society. Focused on the next 20 years, we’re setting the course for our university and our community with a bold, strategic plan that will transform the way we teach, learn and engage. Based on the idea that bigger is better, we are challenging long-held assumptions about the role and scope of higher education. This means setting big goals — and working together — to achieve our Collective Impact.

OUR PROMISES

The powerful combination of these values has guided UCF’s mission since its founding in 1963, and it will lead us into the next 20 years. We are an institution that proves big can be good — and become even better.

Harness the power of scale to transform lives and livelihoods.

Attract and cultivate exceptional and diverse faculty, students and staff whose collective contributions strengthen us.

Deploy our distinctive assets to solve society’s greatest challenges.

Create partnerships at every level that amplify our academic, economic, social and cultural impact and reputation.

Innovate academic, operational and financial models to transform higher education.
OUR BIGGER IS BETTER

UCF is breaking the mold of exclusivity in higher education by proving that bigger can, indeed, be better. Check out our growth in size and excellence over the past two decades.
We think differently. We are not bound by tradition. We have a fresh perspective on higher education. We challenge what has been by pioneering what’s next.

WE’RE A NEW KIND OF UNIVERSITY

We are a 21st-century university. We believe everyone has potential. And when more people unleash their full potential anything is possible.

WE BELIEVE:

Success can only happen when we expand opportunity and excellence.

Innovation comes from the meeting of diverse viewpoints.

None of us is smarter than all of us.

If there’s a better way, we should do it.

As a community of thinkers, helpers and makers, UCF pushes boundaries and shifts paradigms to solve big problems that change the world.

It’s a big job. It requires a big university. It requires UCF.
With more than 12,000 staff and faculty representing 36 countries, UCF is one of Central Florida’s largest — and most inclusive — employers.
THE BUSINESS OF BIG

UCF is a thriving research university located in metropolitan Orlando, one of the fastest-growing regions in the country. Our university benefits from a diverse staff and faculty who create a welcoming environment, a high quality of life, and opportunities to grow, learn and succeed.

OFFICE OF THE PRESIDENT

PRESIDENT

Marcos Marchena
Chairman
UCF Board of Trustees

Dr. A. Dale Whittaker
Provost
and Executive Vice President

Dr. Deborah C. German
Vice President for Medical Affairs
and Dean of the College of Medicine

Dr. Maribeth Ehasz
Vice President for Student Development
and Enrollment Services

Dr. Joel Hartman
Vice President
and Chief Information Officer

Dr. Elizabeth Klonoff
Vice President for Research
and Dean of the College of Graduate Studies

OPERATING BUDGETS

Total ........................................ $1,730,700,334
Education/General - Main ................ $637,790,240
Education/General - Med School ...... $42,213,225
Auxiliary Enterprises ................. $275,887,508
Contracts/Grants ....................... $163,703,000
Local Funds ............................. $602,419,075
Faculty Practice (Med School) ...... $8,687,286

STRENGTH IN NUMBERS

Faculty/Staff ............................... 12,733
Teaching Faculty/Adjuncts ............. 2,481
Executive, Administrative/Managerial ... 740
Other Professional ..................... 1,841
Support Professional .................. 1,022
Graduate Assistants ................... 1,899
Postdoctoral/Research Associates .... 388
OPS Hourly .............................. 4,362

Information as of December 2017 per UCF Institutional Knowledge Management
"Diversity is a necessary but not sufficient condition for inclusivity. We would be just as diverse if we hated one another, but we could never be inclusive. Inclusivity means that people feel they have a stakeholder status in an institution and that’s what we’re really after."

— John C. Hitt, UCF President
At UCF, we want to be known for who we include, not who we exclude. Our mission to offer life-changing college degrees to as many qualified students as possible has been core to our growth — but not at the expense of quality.

For fall 2017, our freshman class is the most accomplished in our history, with an average GPA of 4.06 and an average SAT score of 1318. This year we enrolled a record 315 National Merit Scholars, ranking us No. 11 among U.S. public universities.

UCF’s national-model DirectConnect to UCF program guarantees access to graduates from six nearby state colleges.

STUDENT PROFILE
Total Students ..................66,183
Undergraduate .................56,972
Freshman ...................... 6,964
Transfer ........................8,147
Graduate ....................... 8,726
Medical Professional ..........485

MOST POPULAR UNDERGRADUATE MAJORS
1. Health Sciences-Pre-Clinical
2. Psychology
3. Biomedical Sciences
4. Nursing
5. Mechanical Engineering
6. Integrated Business
7. Computer Science
8. Biology
9. Finance
10. Hospitality Management

Our student body is not only talented, but also diverse. Students come from all 50 states and more than 150 countries.
THIRTEEN COLLEGES.
UNLIMITED POSSIBILITIES.

ARTS AND HUMANITIES
Empowering passion for personal expression to fill hearts and change minds

BURNETT HONORS
Fueling the desire to reach beyond campus and expand the experience of learning

BUSINESS ADMINISTRATION
Driving the future of business to the next frontier for more than just profit

EDUCATION AND HUMAN PERFORMANCE
Answering a noble call to ignite the spark of knowledge in others through teaching

ENGINEERING AND COMPUTER SCIENCE
Leveraging the need to know how and why things work — and make them work better

GRADUATE STUDIES
Charging a culture of academic excellence through groundbreaking research

MEDICINE
Saving lives, curing diseases and making discoveries at the forefront of biotechnology

NURSING
Connecting compassion and skill through innovative patient care

OPTICS AND PHOTONICS
Advancing the technology of light and lasers to the next level

ROSEN COLLEGE OF HOSPITALITY MANAGEMENT
Creating memorable experiences that celebrate cultures, commerce and community

SCIENCES
Investigating the mysteries of the world to discover the keys to its survival

UNDERGRADUATE STUDIES
Encouraging intellectual exploration spanning the educational spectrum

HEALTH AND PUBLIC AFFAIRS
Serving humanity and improving the future — one challenge at a time

DIGITAL LEARNING
Since the 1990s, UCF has innovated online education systems that serve students where, when and how they learn best. On any given day at UCF, more than 50,000 students are learning online in mixed-mode courses in all 13 colleges and fully-online programs through UCF Online. And our innovation is being recognized by the Bill & Melinda Gates Foundation, Brookings Institution and others. UCF is ranked as one of the nation’s most innovative colleges by U.S. News & World Report — and is the only school in Florida to hold this accolade.

216 DEGREE PROGRAMS:
95 Bachelor’s
87 Master’s
28 Doctoral
3 Professional
3 Specialist
CURIOSITY LEADS THE WAY

UCF researchers drive intellectual capital and innovation to solve today’s most pressing problems. As an emerging preeminent university, we promote economic development in the region by aiding in the transfer of technology and other discoveries between university and industry to create next-generation ideas and products. From nanoscience to optics, from simulation to forensic science, UCF researchers work together to have real-world impact, improving the lives of our students and community.

FACULTY CLUSTER INITIATIVE

By leveraging our existing strengths and fostering the development of strong, interdisciplinary teams, UCF is focused on solving tough scientific and societal challenges through teaching and research. The power of this initiative comes from faculty depth, the ability to translate this depth across disciplines and the collaboration of faculty and academic administrators in every college throughout the university.

RESEARCH CLUSTERS
- Cyber Security and Privacy
- Disability, Aging and Technology (DAT)
- Energy Conversion and Propulsion
- Genomics and Bioinformatics
- Learning Sciences
- Prosthetic Interfaces
- Renewable Energy Systems
- Sustainable Coastal Systems
- Violence Against Women

FUELING INNOVATION

UCF ranks among the top 25 universities in the nation alongside Columbia, MIT and Carnegie Mellon for pioneering research that leads to innovative new technology and launches job-creating companies, according to the Milken Institute, a nonprofit think tank.

LEADING IN PATENTS

The National Academy of Inventors ranks UCF in the top 25 U.S. public research universities — along with MIT, Stanford, Caltech and Johns Hopkins — for number of patents issued in 2016.

SOLVING BIG PROBLEMS

UCF was designated as a university with “highest research activity” by the Carnegie Foundation for the Advancement of Teaching. Researchers have earned more than $1 billion in external grants and contracts during the past decade.

FUNDING BIG BREAKTHROUGHS

For more than a decade, UCF researchers have attracted more than $1 billion in funding annually. Last year, $136 million came from federal, state and industry partners.
At UCF, we believe innovation comes from the meeting of diverse viewpoints inspired by an entrepreneurial culture that empowers our students to test their bold ideas and realize their ambitions. Interdisciplinary collaborations spark across campus, encouraging new solutions to problems too big and complicated for a single-discipline approach.

The result is student startup successes like **Limbless Solutions**, a team of volunteers who recognized a need for affordable prosthetics that could grow with children and used ingenuity, passion and 3-D printers to build an answer. Today, they’ve donated more than 20 personalized bionic arms to kids in need around the world and continue to evolve their enterprise to tackle new challenges.

**TEXAS INSTRUMENTS INNOVATION LAB**
With 3-D printers, laser cutters and other rapid prototyping equipment, students transform creative ideas into marketable innovations — from consumer products to technology solutions — at this collaborative maker space.

**CENTER FOR ENTREPRENEURIAL LEADERSHIP**
Students of all academic disciplines access classes, advising sessions, meetups, workshops and competitions at this creative hive designed to build their entrepreneurial leadership skills and fuel their future success.

**BLACKSTONE LAUNCHPAD**
In the heart of the Student Union, this hub of entrepreneurship invites students to attend startup workshops, interface with local industry leaders, collaborate with business coaches, and network with other UCF starters.
AMERICA’S PARTNERSHIP UNIVERSITY

Strong relationships and a shared vision lead to successful partnerships. UCF collaborations with government, agencies, universities and industry have resulted in game-changing innovations, from technology to education, simulation, health care and beyond. And the best is yet to come.

BRIDG

BRIDG, a consortium led by UCF, Osceola County and the Florida High Tech Corridor Council, offers the opportunity to share equipment and conduct research needed to profitably access the next-generation smart sensor economy — an area where UCF is positioned to lead Florida and the nation.

UCF’s Rosen College of Hospitality Management opened in 2004 as the largest purpose-built facility in the United States. Leveraging strong industry partnerships is key to providing a top ranked hospitality education in the heart of one of the world’s most popular tourism destinations.

Partnerships were key to the formation of many of UCF’s top research centers, including the world-famous Center for Research and Education in Optics and Lasers, and the Institute for Simulation and Training.

These partnerships and others bring revenue and jobs to the region and the state while creating more opportunities for the university’s students, faculty, alumni and community members.

$1 BILLION

UCF’s Rosen College of Hospitality Management opened in 2004 as the largest purpose-built facility in the United States. Leveraging strong industry partnerships is key to providing a top ranked hospitality education in the heart of one of the world’s most popular tourism destinations.

UNIVERSITY INNOVATION ALLIANCE

Partnerships with national organizations include the University Innovation Alliance where 11 universities work together to increase the rate at which students from low-income and minority backgrounds graduate.
SETTING AN ANCHOR
For more than a decade, the UCF College of Medicine has been an anchor of Lake Nona Medical City, Orlando’s 650-acre health and life sciences park that’s home to Sanford Burnham Prebys Medical Discovery Institute, VA Medical Center, Nemours Children’s Hospital and MD Anderson Orlando Cancer Research Institute.

THE COLLEGE OF MEDICINE
— which celebrated its 10th anniversary in 2016 — employs high-tech learning tools and a pioneering spirit to educate young doctors and scientists in innovative ways to serve 21st-century needs. And the adjacent Burnett School of Biomedical Sciences is nationally known for innovative research in fields from Alzheimer’s disease to cancer and heart disease.

BUILDING A MEDICAL CENTER
In 2019, UCF and HCA’s North Florida Division will begin construction on a new hospital next to the College of Medicine in Lake Nona. The 100-bed facility will serve Central Florida residents, train UCF M.D. students and become a living-learning lab for medical, nursing, physical therapy, pharmacy and social work students.

UCF is the intellectual catalyst for an emerging industry cluster in Central Florida.
DEVELOPING A DOWNTOWN HUB

A 21st-century city needs a 21st-century campus — a place where new ideas can flourish from a foundation built on innovation. One that will transform lives and communities for decades to come. A game-changing education nexus in the heart of our great city.

UCF’s downtown Orlando campus, in partnership with Valencia College, will create new opportunities for more than 7,000 students to live, study and work in the core of the city’s entrepreneurial, high-tech and creative economy. Already home to UCF’s Florida Interactive Entertainment Academy — one of the nation’s top video-gaming graduate schools — the new campus will bring students downtown to study degree programs that align with emerging industries in the city’s center. It will provide innovative curriculum for high-demand fields that integrate with local businesses and place thousands of students within walking distance of jobs and internships — connecting highly skilled talent with industry needs, neighborhood synergies and growing opportunities.

“The fact that UCF is considering growing in downtown is an absolute game-changer for our urban core.”

— Buddy Dyer, City of Orlando Mayor
To fulfill UCF’s vast potential in an era of flat or declining state funding, we turn to philanthropy as our margin of excellence. Through IGNITE: The Campaign for UCF, we channel our collective energies and resources into a strategic effort to infuse UCF with $500 million in mission-critical support by 2019.

**IGNITING THE FUTURE**

That goal will be divided among three broad priority areas:

**STUDENT SUCCESS: $200 MILLION**
By expanding access through alternative pathways, we make a UCF education affordable to all deserving students through financial aid and by enriching the student experience through programs that prepare them for success after graduation.

**ACADEMIC EXCELLENCE: $200 MILLION**
By attracting and retaining top faculty members and supporting the work of interdisciplinary faculty clusters, we fund critical research and provide the most advanced learning facilities and technologies to bolster UCF’s already burgeoning reputation for rigorous academics and innovative research.

**A BETTER FUTURE: $100 MILLION**
By leveraging existing strengths, seeking strategic partnerships, and pursuing new opportunities — including UCF’s presence in downtown Orlando — we promote interdisciplinary endeavors to develop innovative healthcare solutions, contribute to a healthier environment, and expand global initiatives to lift lives and livelihoods across Central Florida and beyond.
Knights are champions on and off the field. “Orlando’s Hometown Team” has earned landmark victories on state and national stages — from conference titles to FBS bowl wins and AP Top 10 rankings. Every touchdown, 3-point shot, home run, goal and award our student-athletes achieve scores points for the reputation and pride of UCF.

For 2017, UCF student-athletes have an overall Graduation Success Rate (GSR) of 94 percent — higher than any other NCAA Division 1 FBS public institution for the fourth consecutive year.

“I’ve always been excited about the prospect of building something, and there’s no ceiling to where we can take UCF Athletics.”

— Danny White, Vice President and Director of Athletics

POINTS THAT REALLY COUNT

Leading the Nation
For GSR in 2017, Knights trail only private institutions Notre Dame, Stanford, Northwestern, Duke, Vanderbilt and Boston College.

Winning in the Classroom
UCF student-athletes have earned an average GPA of 3.0 or better for 19 consecutive semesters.

Getting the Grades
UCF has earned a departmentwide, four-year average Academic Progress Rate (APR) of 978 (perfect APR is 1000).

Winning the Conference
UCF placed 215 student-athletes on the 2016-17 American Athletic Conference All-Academic Team.

Building a Village
Currently in development, the Kenneth G. Dixon Athletics Village will create a cutting-edge environment for student-athletes, including centers for leadership, nutrition, recovery and beyond.
A GREAT PLACE TO WORK AND LIVE
Orlando has seen rapid growth and economic expansion in recent years and is a center for the life sciences, medical innovation and technology development. Plus, the sunshine and warm climate create a perfect environment to live, work and explore.

NO. 1 IN THE U.S. FOR JOB GROWTH

NO. 4 BEST CITIES FOR FUTURE JOB GROWTH
— Forbes 2015

NO. 13 FOR FASTEST-GROWING CITIES IN THE U.S.
— Forbes 2015

NO. 2 COLLEGE TOWN IN THE U.S.
— Forbes 2018

“BEST CITIES FOR INNOVATION”
— Fast Company 2008
Our 1,415-acre main campus provides modern facilities with 600 acres set aside for lakes, woodlands and an arboretum. We believe that a university campus should not only be a place to learn, but a pleasant place to work with resources to help make our students, faculty and staff successful.
COLLEGES
13

NATIONAL MERIT SCHOLARS ENROLLED
315

STUDENTS
66,183

RANKED AMONG
TOP 25
UNIVERSITIES IN THE WORLD
FOR THE NUMBER OF PATENTS AWARDED

UCF IS RANKED AS ONE OF THE NATION’S MOST
INNOVATIVE
COLLEGES BY U.S. NEWS & WORLD REPORT,
AND IS THE ONLY SCHOOL IN FLORIDA
TO HOLD THIS ACCOLADE

DEGREES
AWARDED ANNUALLY
15,000+

Forbes and Kiplinger’s ranked a UCF education as one of the nation’s best values.
“[UCF is] in the vanguard of an insurgency that aims to demolish the popular belief that exclusivity is a virtue in higher education.”

— The Washington Post

“Central Florida’s institutions of higher learning are creating a seamless pipeline of social mobility.”

— Politico Magazine

“Closing college attainment gaps by race and income means increasing student success without limiting access. It can be done, and UCF is committed to doing that. And they’ve used approaches that could serve as a blueprint for other institutions.”

— Allan Golston, Bill & Melinda Gates Foundation

BUILDING LADDERS
The Brookings Institution analysis of the nation’s 342 selective, four-year, nonmission-oriented public universities put UCF among the select 20 percent of institutions that were successful both as ladders of social mobility and laboratories for research in the public interest.

RECOGNIZING QUALITY
UCF ranks among the nation’s most innovative universities along with Harvard, Stanford and Duke, according to the U.S. News & World Report’s Best Colleges of 2018 guide. UCF is the only school in Florida to make the coveted list.

IMPROVING SOCIAL MOBILITY
A New York Times analysis on higher education and social mobility put UCF in the top 10 percent of selective public colleges when considering the share of students from the bottom fifth of incomes who moved to the top fifth as alumni.
With more than 66,000 students, the University of Central Florida is one of the biggest and best universities in the nation, challenging long-held assumptions about the role and scope of higher education.

U.S. News & World Report ranks UCF among the nation’s most innovative universities along with Harvard, Stanford and Duke (we are the only school in Florida on the list), The Washington Post credits UCF with leading a “national insurgency that aims to demolish the popular belief that exclusivity is a virtue in higher education.”

**UCF is big because we believe in access and opportunity. We’re big because we believe lifting the lives and livelihoods of more people results in a stronger community and a stronger society.**

Our strategic plan distills our approach to a simple formula:

**SCALE X EXCELLENCE = IMPACT**

The power of scale and the pursuit of excellence make a better future for our students and society:

This fall, the average GPA of incoming freshmen is a school-record 4.06. UCF also welcomed a school-record 88 National Merit Scholars to campus and ranks 11th among U.S. public universities for enrolling National Merit Scholars.

UCF and our 13 colleges offer more than 215 degrees from UCF’s main campus, hospitality campus, health sciences campus, online and through its 10 regional locations. The university offers 95 bachelor’s and 87 master’s degrees, 28 research doctorates, three professional doctorates and three specialist degree programs.

Regional campuses are located throughout Central Florida. UCF also includes a fully accredited College of Medicine in the Medical City at Lake Nona and, in 2017, UCF received state approval for a university hospital adjacent to the medical school.

In partnership with Valencia College, UCF has broken ground on a campus in downtown Orlando that will be home to 7,700 students when it opens in 2019. UCF’s fully online programs include bachelor’s degrees, graduate degrees, graduate certificates and more.

UCF holds the Carnegie Foundation’s highest designation in two categories: community engagement and very high research activity. Kiplinger ranks us a national best-value university. At UCF, 44 percent of students graduate without any educational debt. Nationally, 34 percent of students graduate debt-free.

More than 11,000 students live on UCF’s 1,415-acre main residential campus, 13 miles east of downtown Orlando, and in UCF-affiliated or UCF-managed housing next to the campus. The campus is adjacent to one of the top research parks in the nation and anchors the state’s nearly $5 billion modeling and simulation industry.

The Knights’ 16 athletic teams have earned landmark victories on national stages—from American Athletic Conference titles to BCS football bowl wins. In the classroom, UCF has been the No. 1 public university in the nation for student-athlete graduation success rate for four consecutive years.

UCF employs more than 12,000 people and operates on a budget of $1.7 billion. In FY 2017, UCF earned $136 million in research funding.

As of December 2017, donors have helped the university raise more than $330 million toward IGNITE: The Campaign for UCF’s $500 million fundraising goal. The campaign, focused on student success, academic excellence, and growth and opportunity, concludes in 2019. The UCF Foundation manages an endowment of more than $155 million, as of December 2017.

**Leadership Statement**

In 2017, the UCF Board of Trustees developed the following characteristics for the university’s next president:

- A high level of integrity
- A strong personal and professional academic background
- A sense of commitment to undergraduate education, as well as a dedication to and understanding of graduate and professional education and research
- A respect and concern for students
- A commitment to inclusion and diversity
- A commitment to student success in all areas of the collegiate experience
- An understanding and respect for the roles and responsibilities of the faculty
- A demonstrated record of building, nurturing and working with a high-caliber leadership team
- A demonstrated record of partnership and spirit of entrepreneurship
- A willingness to make strategic choices, timely decisions and responsive actions
- The ability to acquire resources from a variety of sources, including fundraising
- The ability to work with a variety of governmental agencies
- A keen understanding of our unique mission and the ability to lead a multisite metropolitan research university
- A desire and ability to support access and inclusion
- An appreciation for the significant role of intercollegiate athletics in the life of the university

**Nominations and Applications** The Search Committee invites letters of nomination, applications (letter of interest, full resume/CV and contact information of at least five references), or expressions of interest to be submitted to the search firm assisting UCF. Review of materials will begin immediately and continue until the appointment is made. For additional information, please contact:

Laurie C. Wilder, President
Porsha L. Williams, Vice President
770-804-1996 ext. 109
pwilliams@parkersearch.com
lwilder@parkersearch.com

UCF is an equal opportunity/affirmative action employer. All qualified applicants are encouraged to apply, including minorities, women, veterans and individuals with disabilities. As a Florida public university, UCF makes all application materials and selection procedures available to the public upon request.