



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Strategic Planning Committee Meeting  
July 20, 2017, 11:30am-12:00pm  
Live Oak Center  
Conference Call-In Phone #1-800-442-5794, passcode 463796**

**AGENDA**

- |   |  |
|---|--|
| <b>I. CALL TO ORDER</b>   | Clarence Brown<br><i>Chair, Strategic Planning Committee</i>                               |
| <b>II. ROLL CALL</b>  | Ashley Connors<br><i>Coordinator, Administrative Services</i>                              |
| <b>III. MEETING MINUTES</b>   | Chair Brown  |
| <ul style="list-style-type: none"><li>• <a href="#">Approval of the April 7, 2017, Strategic Planning Committee meeting minutes</a></li></ul> |  |
| <b>IV. NEW BUSINESS</b>   |  |
| <ul style="list-style-type: none"><li>• Opening Remarks</li></ul>   | A. Dale Whittaker<br><i>Provost and Executive Vice President</i>                           |
| <ul style="list-style-type: none"><li>• UCF Collective Impact Five-Year Institutionalization Plan response <a href="#">(INFO-1)</a></li></ul> | Lisa Jones<br><i>Associate Provost for Strategy and Special Assistant to the President</i> |
| <ul style="list-style-type: none"><li>• Remarks</li></ul>   | Chair Brown  |
| <ul style="list-style-type: none"><li>• Closing Remarks</li></ul>   | Provost Whittaker  |



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Strategic Planning Committee Meeting  
April 7, 2017  
President's Board Room**

**MINUTES**

**CALL TO ORDER**

Trustee Clarence Brown, chair of the Strategic Planning Committee, called the meeting to order at 3:00 p.m. Vice Chair Conte, Trustees Clemente and Koons were present.

**MINUTES**

The minutes from the May 31, 2016, meeting were approved as submitted.

**NEW BUSINESS**

Lisa Jones, Associate Provost for Strategy and Special Assistant to the President, and A. Dale Whittaker, Provost and Executive Vice President, presented the UCF Collective Impact Institutionalization Update, the UCF Collective Impact Five-Year Institutionalization Plan Outline Draft, and the UCF Collective Impact Institutionalization Phase 2 Timeline. Vice Chair Conte commended the proposed Institutionalization Plan, suggesting it was extremely comprehensive. Lisa Jones and A. Dale Whittaker thanked the Board for its engagement.

Chair Brown adjourned the Strategic Planning Committee meeting at 3:40 p.m.

Respectfully submitted: \_\_\_\_\_

A. Dale Whittaker  
Provost and Executive Vice President

\_\_\_\_\_  
Date

**ITEM: INFO-1**

**University of Central Florida  
Board of Trustees  
Strategic Planning Committee**

**SUBJECT:** UCF Collective Impact Five-Year Institutionalization Plan response

**DATE:** July 20, 2017

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**PROPOSED COMMITTEE ACTION**

For information only.

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**Supporting documentation:** Attachment A: UCF Collective Impact Five-Year  
Institutionalization Plan

**Prepared by:** Lisa Jones, Associate Provost for Strategy and Special Assistant to the President,  
UCF

**Submitted by:** A. Dale Whittaker, Provost and Executive Vice President and Lisa Jones,  
Associate Provost for Strategy and Special Assistant to the President, UCF



UCF

# UCF COLLECTIVE IMPACT

FIVE-YEAR INSTITUTIONALIZATION PLAN





UCF is a **model for higher education** in the 21st century, poised to make a better future for our students and society.

Based on the idea that **bigger is better**, we are challenging long-held assumptions about the role and scope of higher education. We're setting big goals – and working together – to achieve **our collective 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 with a constant pursuit of excellence to create a positive, lasting benefit that resonates on a global scale.



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A handwritten signature in black ink, appearing to read 'Marcos R. Marchena'.

**Marcos R. Marchena**  
Chairman



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A handwritten signature in black ink, appearing to read "John C. Hitt".

**John C. Hitt**  
UCF President

# WHO WE ASPIRE TO BE

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## OVERVIEW

In Fall 2015, university and community leaders launched a strategic planning process to set UCF's trajectory for the next 20 years. In doing so, we will shape how we can have a greater impact on lives and livelihoods at UCF, across our region, and beyond.

Our planning process, aptly named Collective Impact because it involved both internal stakeholders and members from the community, included more than 800 people from across Central Florida – business leaders, public officials, educators, and alumni, as well as UCF faculty, staff, and students – all working together to answer the question, “Who does UCF aspire to be?”

Guiding our efforts is a strong foundation that helped set the course for our future. The UCF Board of Trustees and President John C. Hitt charged a Strategic Planning Commission with delivering a road map that defines a 20-year vision and a five-year path. To do so, they asked the commission to explore UCF's role in the community through the three dimensions of *Philosophy*, *Value*, and *Distinctive Impact*.

Taken together, these dimensions considered our purpose, the value offered by our institution, and areas of excellence that distinguish UCF from other institutions nationally and internationally. The commission also examined how UCF should define its role within the state's educational landscape and across the country.

## A NEW WAVE IN HIGHER EDUCATION

As American higher education's purpose in our nation has evolved from elite colonial schools to land grant institutions to research-intensive economic drivers, we are entering a new phase – dubbed “Wave 5” by Arizona State University President Michael Crow – that focuses on a combination of innovation and scale to meet society's growing demands.

With an emphasis on access and our capacity as one of the nation's largest public universities, UCF has the potential to lead a new wave in higher education – one that we have developed over years of providing pathways to education through partnership such as our 2+2 DirectConnect to UCF program with six Florida State College institutions, or our growing online education offerings. It is because of these scalable innovations that Ithaka S+R in 2015 claimed we had broken the Iron Triangle “by reducing cost, improving quality, and enhancing access simultaneously.” Like our peer innovators at ASU and other members of the University Innovation Alliance, UCF chooses to be known for whom it includes, rather than whom it excludes.

## SCALE AND EXCELLENCE

These are the values that will help us embark on the next 20 years. While other universities can claim to provide high-quality, intimate education at high costs, or convenient distance education without access to student support services, UCF chooses to be an institution that proves big can be good, and even better. And it is this combination of attributes that allows us to have the largest impact on our students and the community we serve. As our Collective Impact plan took shape, we began to express this relationship as:

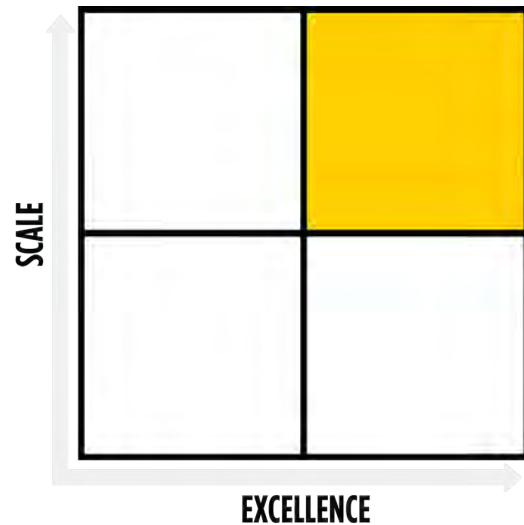
$$\text{Scale} \times \text{Excellence} = \text{Impact}$$

With this framework, we believe we can harness the strength of our size – our resources, our student body, our technology, our educational pathways, and more – with a constant pursuit of excellence that manifests in record SAT and GPAs for our incoming freshman class, record numbers of international scholars, nationally ranked academic programs, and cutting-edge research. Taken together as “scale x excellence,” the result of this multiplier is “impact” across our community, nation, and the world.

Whether it is tens of thousands of community service hours or interdisciplinary teams of faculty members working through our greatest scientific and societal challenges, UCF believes that using scale and excellence will leave the greatest mark on students and society.

It is much easier to scale quickly, providing mass goods or serving a large number of people, without a high measure of quality. It is equally possible to be a small institution that attracts only the best and brightest among us.

But the hardest path is finding a way to be both big and good, and in doing so offering a new model for unleashing previously untapped potential and providing pathways for those who want to succeed.



UCF's Collective Impact Strategic Plan is built on the equation of "Scale x Excellence = Impact," with a belief that organizations can harness the power of their scale and a constant pursuit of excellence to have the greatest impact.





# OUR IMPACT

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

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# OUR PROMISE

**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 CHARGE

UCF will become **the recognized leader** among 21st-century universities whose transformational impact is measured by these five- and 20-year objectives:

- **Lead** large Florida metropolitan areas in percentage of bachelor's degree attainment, reaching **top quartile** nationally by 2035
- **Double** national and international recognition of faculty and student excellence, and **quadruple** recognition by 2035
- **Double** research awards, becoming a **top 50** research university by 2035
- Generate **\$10 billion** in economic, social, and cultural impact, growing to **\$25 billion** by 2035
- Attract **\$100 million** in new funding from sources other than students, families, and taxpayers, becoming 20% of total educational funding by 2035

# OVERVIEW

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## INSTITUTIONALIZATION OF THE COLLECTIVE IMPACT STRATEGIC PLAN

UCF is one of the great success stories in higher education, having transitioned from a commuter school serving the technological industry to a comprehensive metropolitan research university in its short, 54-year history. As President Hitt says, “the best is yet to come.”

Under the leadership of the UCF Board of Trustees, President Hitt, and Provost A. Dale Whittaker, UCF is on a trajectory to become one of the state’s – and nation’s – preeminent institutions.

However, UCF desires to do more than achieve excellence. More so, we want to elevate the surrounding community. With the goal to be “preeminent with a purpose,” UCF will transform lives and livelihoods by leveraging our scale and our constant pursuit of excellence to create greater cultural, economic, environmental, and social impact for our students, community, region, and beyond.

**This pursuit is reflected in  
“Scale x Excellence = Impact.”**

With this equation, UCF is setting a new course toward achieving greater impact and transforming higher education in the 21st century. The Collective Impact Strategic Plan is the road map that will get us there, through deliberate metrics and bold strategies developed to achieve them. But, without execution, strategy is useless.

As President Hitt states, “UCF did not develop a strategic plan to be tossed on a shelf and forgotten.” We are as deliberate, intentional, and purposeful about execution as we were about developing the strategic plan. Shortly after the UCF Board of Trustees approved the Collective Impact Strategic Plan in May 2016, the university launched institutionalization efforts to weave the plan into the fabric of the institution.

Institutionalization, in very broad terms, means identifying and embedding changes that will help ensure the institution’s long-term success. Fully institutionalizing the new Collective Impact Strategic Plan means making changes in what we do and how we do it, to ensure we are creating the greatest impact for our students and society. To achieve this, we must be bold and innovative – and ready to make changes to what already exists while simultaneously identifying new ways to move us forward.

Leaders at all levels are important in this process because of changes they can make within their own spheres of influence. Institutionalization means individual decisions are guided by the Collective Impact Strategic Plan. It works when each person considers how their contributions will help achieve university goals, and when we take those actions every day.

This raises a lot of questions. What specifically must we change? What specific actions must we take and what resources are needed to carry out those actions? What outcomes should we expect? When will our changes create impact? Action planning addresses these questions and more – which makes it an important part of the institutionalization process.

The end product is this UCF Collective Impact Five-Year Institutionalization Plan, which will highlight our efforts to weave the plan into UCF’s fabric, provide specific action plans to achieve strategic goals, and describe how we will track and share progress.

The success of our institutionalization effort is contingent upon all of us – the entire university community and our partners. We must bring our unique knowledge base, skill sets, and expertise together in collective ownership of the goals outlined in the strategic plan to create large-scale impacts.



## GUIDING PRINCIPLES

The vast majority of strategies fail due to poor execution. Therefore, UCF is focused on institutionalizing and executing its new strategic plan by:

1. creating **alignment** and seamless integration of the strategic plan
2. fostering a culture of **shared ownership** of the plan
3. engaging the campus community in **collective thinking** around action planning and execution strategies
4. implementing **collective actions** to achieve greater impacts
5. monitoring, tracking, and reporting progress for enhanced **accountability and transparency**

# Strategic Alignment

“WHEN WE ALL LEAN IN THE SAME DIRECTION, IT RESULTS IN REMARKABLE IMPACT.”

**A. Dale Whittaker**

*UCF Provost and Executive Vice President*

UCF is aligning and integrating the Collective Impact Strategic Plan across the institution. We are aligning procedures, systems, and structures to support and advance strategic priorities from the strategic plan. We are ensuring strong connections in operations and decision-making at the executive, managerial, and functional levels that align with the strategic plan.

We are making tough decisions and trade-offs to invest and deploy finite resources in ways that advance the strategic plan. We are catalyzing change and leveraging our resources, talents, and time. In essence, we are aligning what we do and how we do it around our common vision of collective impact in the region and beyond.

**Below are a few examples of how we have aligned with the strategic plan.**

## NEW BUDGET MODEL

The university's new budget model enables funding allocations for strategic investments that will help advance the priority metrics in the strategic plan.

## CHALLENGE 2020

Colleges have set annual targets through the year 2020 to help meet metrics centered on student success, faculty excellence, research, and philanthropy – all of which echo the Collective Impact Strategic Plan.

## DIVISION STRATEGIC PLANS

We are working with divisions to align their plans to the Collective Impact Strategic Plan. As an example, the new UCF Athletics Strategic Plan and Communications and Marketing plan align with Collective Impact.

## DEPARTMENTAL STRATEGIC PLANS

We are providing training and consulting with department chairs and directors to assist them in understanding how departments can influence Collective Impact Strategic Plan metrics and the importance of aligning their own efforts with the plan.

A Departmental Strategic Planning Template now assists departments in developing new strategic plans or revising existing plans to align with the Collective Impact Strategic Plan. The template guides departments through the key steps of strategic planning and focuses on developing actions to achieve Challenge 2020 goals, as well as other Collective Impact metrics.

## INFORMATION TECHNOLOGY PROJECT MANAGEMENT

A new project management system has been developed to prioritize and manage university-wide IT projects based on strategic drivers. We have aligned a prioritization point system – and subsequently funding decisions – for IT projects with the Collective Impact Strategic Plan. More than one-third of the total points are tied to how the proposed project addresses priority metrics in the plan. Other points

will be awarded for projects that enhance security, compliance, and similar issues.

## **FACILITIES PLANNING**

UCF Facilities and Safety has aligned its facilities planning and project prioritization to advance Collective Impact. For example, new criteria were added to project request forms to indicate how projects would help move the needle on Collective Impact metrics.

Projects that provide the strongest rationale will receive higher priority after those related to safety and basic needs. Also, projects that support Collective Impact will now receive priority for an internal \$1.5 million dollar matching grant program.

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We will continue to seek ways to align with the Collective Impact Strategic Plan. Collective Impact is not in addition to our mission; rather, it is what we do. Achieving it means an ongoing cultural shift that better poises our institution to have the greatest impact.



# Fostering Shared Ownership and Connectivity

“TOGETHER, WE WILL INVENT THE FUTURE OF FLORIDA’S MOST POPULAR UNIVERSITY.”

**John C. Hitt**  
*UCF President*

Our bold Collective Impact Strategic Plan sets a new course for our university, our community, and the region. Through enhanced learning, discovery, and partnerships, our plan positions UCF to transform lives and livelihoods like never before. The university community is inspired, mobilized, and committed to making it happen. But it will not happen through sheer desire. All of us must work together more than ever to create the greatest impact for our students and society.

We are working toward increased coordination, collaboration, and integration for greater impacts. Like the strategic plan, this institutionalization plan cannot live in a silo; it must connect with other efforts and initiatives taking place across the university. The institutionalization plan also will connect with the community through partner organizations because collaboration is essential to executing the actions and achieving many of the metrics.

**Here are some of the ways we are fostering shared ownership of the strategic plan and enhanced connectivity and collaboration across the institution.**

## PROVOST RETREATS

The Provost holds half-day retreats with senior leadership and strategic plan leaders from across the university whose initiatives have helped solicit input on how to advance efforts to meet strategic plan

metrics and goals. Topics have included strategic plan institutionalization, performance and preeminence funding and budget, UCF Downtown, and international recruitment and retention.

## PROVOST FORUMS

New in 2016-17, these forums provide a platform to update the university community on progress toward strategic plan metrics and highlight specific initiatives that can be scaled for greater impact. The forums create excitement and energy as we recognize what we are doing, and build momentum for what else is possible. Forums are held annually to cover four separate topics: Research and Graduate Studies, Faculty Excellence and Prominence, Student Success, and Funding and Philanthropy.

## PROVOST’S COLLEGE VISITS

Also new in 2016-17, the Provost conducted half-day visits with each college to connect with faculty, staff, and students, and discuss the value of each college’s contributions toward the goals of the Collective Impact Strategic Plan.

## INSTITUTIONALIZATION TEAM

A new team of 25 senior leaders and mid-level drivers of change at UCF serve as change leaders in their units, sharing information, encouraging engagement, and monitoring how their unit is contributing to overall collective impact. To help create an ongoing culture of co-ownership, collective action, and

accountability, this team will hold annual retreats to engage in high-level strategic discussions.

More specifically, we will review annual progress reports, evaluate outcomes, and discuss contributing or causal factors and potential solutions for improvement. We also will hold discussions about enhanced ways for leaders to collaborate in a continuing quest for more shared ownership and connectivity.

### **COLLECTIVE IMPACT PRESENTATIONS**

Presentations, initiated in 2016-17, were made to several key groups, such as the Faculty Senate, the Faculty Center for Teaching and Learning Winter and Summer Faculty Development conferences, and Chairs and Directors Excellence Program.

These presentations foster co-ownership, solicit valuable insights on how to better generate collective action around achieving the goals outlined in the strategic plan, and gather recommendations for increasing faculty and staff engagement. We have reached more than 150 faculty and staff members to date.

Presentations also were made in strategic planning and organizational development student courses to share Collective Impact strategic planning and institutionalization processes and emphasize the important role students play in helping the institution achieve its goals while reinforcing concepts the students are learning in class. Personal visits and meetings with key leaders and administrators at all levels, including student leaders, help continue conversations about the specific role each unit plays in achieving Collective Impact.

We will continue to hold retreats, forums, visits, and presentations throughout the next academic year. At the “heart” of these efforts is promoting each of our individual responsibilities and our collective roles in creating impact outlined in the strategic plan.

# Collective Thinking

“OUR BEST COLLECTIVE THINKING EMERGES FROM ELICITING IDEAS FROM ACROSS OUR CAMPUS COMMUNITY.”

**Lisa Guion Jones**

*Associate Provost for Strategy and Special Assistant to the President*

We have been very intentional in engaging the campus community in generating ideas that drive the institution toward achieving priorities from the Collective Impact Strategic Plan.

**Here are some of the ways we tapped the ideas, insights, and expertise from a diverse array of faculty, staff, and students from across the institution.**

## ACTION PLANNING FRAMEWORK AND PLANNING TOOLS

An overarching, multi-level, multi-faceted framework was developed to guide UCF’s Collective Impact Institutionalization. Four action planning tools were developed to facilitate moving from strategy to execution, including a detailed Institutionalization Guidebook that outlines the process step-by-step, as well as an Action Plan Template, Action Step Prioritization Tool, and institutionalization timeline.

The guidebook is available on the UCF Collective Impact website ([www.ucf.edu/strategic-plan](http://www.ucf.edu/strategic-plan)), and the timeline is included in this plan.

## PAN-UNIVERSITY THEMATIC TEAMS

Faculty and staff are integral to the development, institutionalization, and success of our strategic plan. Change is unlikely to occur without significant faculty input and buy-in of implementation-level details.

Therefore, 104 UCF faculty and staff were involved across **five thematic teams**:

1. Increasing Student Access, Success, and Prominence
2. Strengthening our Faculty and Staff
3. Growing our Research and Graduate Programs
4. Creating Community Impacts through Partnerships
5. Leading Innovation in Higher Education

These cross-functional teams worked for five months to develop action plans related to different priority metrics in each thematic area. Additionally, nearly 30 other faculty and staff served as “consultants” to the teams based upon their specific areas of expertise.

**Taken together, more than 130 faculty and staff** have a vested interest and sense of ownership in the action plans and will play an important role in executing the plans moving forward.

## METRIC LEADERS

Twelve Metric Leaders, who were identified as primary leads in the strategic plan, were involved in supporting, advising, and providing resources to the thematic teams. Their key role also included reviewing and providing feedback on the team’s draft action plans. Metric Leaders also met to share ideas, discuss synergies, and seek opportunities for collaboration.

The Metric Leaders refined and submitted final drafts of the action plans, which are included in this



document. Moving forward, the Metric Leaders will provide overall leadership to executing the actions, as well as monitoring, tracking, and reporting the outcomes and impacts.

### COLLECTIVE IMPACT STUDENT SURVEY

At UCF, students are at the center of all that we do. We believe that students have an important role to play in collective thinking, as well. A survey to obtain ideas, input, and insights from students on how to best achieve the metrics related to student access, success, and prominence was conducted in 2016.

Of the 849 students who completed the survey, 46.2 percent were First Time in College (FTIC) students, 47.6 percent were transfer students, and 6.2 percent did not indicate their path to UCF.

More than 60 percent of the respondents were female, and the ethnic and racial breakdown of respondents mirrored UCF's undergraduate student population. Results were shared with the thematic team focused on increasing student access, success, and prominence to inform their action planning.

### MARCHIOLI COLLECTIVE IMPACT IDEATION COMPETITION

UCF launched a competition, named for Nelson Marchioli, alumnus and chair of the UCF Foundation Board, to crowd-source new and innovative ideas from faculty and staff to help reach UCF's strategic goals and metrics. Nearly 70 ideas were shared with the thematic teams to inform and support their action planning.

### IDEATION SESSION

Ideation is the creative process of generating, developing, and communicating new ideas. Ideation, which is an important precursor to innovation, is also an important aspect of Collective Impact.

The three winners of the Marchioli Collective Impact Ideation Competition made presentations during the UCF Summer Faculty Development conference. The awardees shared how they conceptualized their ideas and how they can bring those ideas to fruition.

## IDEATION COMPETITION WINNERS

1<sup>st</sup>

Dr. David Mealor

*Professor and Associate Vice President  
UCF Sanford/Lake Mary and UCF Altamonte Springs*

Dr. Mealor suggested a way to develop a **comprehensive degree attainment and job placement program** in collaboration with DirectConnect to UCF, UCF's College of Education and Human Performance, Seminole County Public Schools, and Seminole State College.

2<sup>nd</sup>

Ms. Ann Marie Palmer

*Associate Director  
Office of Student Rights and Responsibilities*

Ms. Palmer's idea to develop a **Homeless Support Network** at UCF would provide a streamlined and seamless suite of services for this vulnerable population of students.

3<sup>rd</sup>

Ms. Renetta Guinn

*Associate Director of Graduate Programs  
College of Health and Public Affairs*

Ms. Guinn's idea suggests we **"grow our own" diverse pool of faculty** using an undergraduate cohort program model – an innovative way to increase faculty diversity in the long term.

### MARCHIOLI COLLECTIVE IMPACT INNOVATION AWARD

Each fall and spring semester over the next three years, a \$5,000 award will be given to an individual faculty or staff member or a team that has developed and is implementing innovative initiatives, programs, or projects that help UCF achieve our priority metrics. This award not only recognizes and celebrates contributions, but also is intended to inspire others to design and test innovative ideas.

There were 29 submissions for the inaugural award from 15 colleges and units across campus. The 11-member selection committee was comprised of Pegasus Professors, distinguished faculty, and staff who have won prestigious employee awards.

### DRIVING INNOVATION SEMINAR SERIES

Each Marchioli Collective Impact Innovation Award recipient will hold an interactive seminar for the campus community to help others gain strategies for taking a novel idea, or a great idea for improvement, from conceptualization to innovation. The awardee will share their strategies for building partnerships, securing funding, gaining national recognition for the project or program, documenting outcomes and impact, and many other best practices.

### ENGAGING KEY FACULTY AND STAFF GROUPS

Several small-group discussion sessions were held with select faculty and staff groups to solicit valuable insights on achieving the goals outlined in the strategic plan, as well as to garner recommendations for increasing overall faculty and staff input, involvement, and engagement.

For example, a session was held with the Faculty Senate's Strategic Planning Council each semester, and a "Think Tank" was held during the Winter Faculty Development Conference. To date, more than 50 additional faculty and staff have been reached.

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## SPRING 2017 MARCHIOLI COLLECTIVE IMPACT INNOVATION AWARD WINNER

### Jennifer Kent-Walsh

*Professor, ASHA Fellow, FFAST Center Director*

The desire to help brought Dr. Jennifer Kent-Walsh to UCF in 2003, and is also what made her the winner of UCF's first award based on the new Collective Impact Strategic Plan, which is designed to recognize and reward ideas that help advance the university through innovation.

By founding the Florida Alliance for Assistive Services and Technology (FFAST) Center at UCF, Kent-Walsh has made the simple dream of communicating a reality for many with significant speech impairments. The clinic, which has an overarching goal of academic and clinical teaching, research and service, is able to help community members gain a "voice," while training the next generation of speech-language pathologists.



# Collective Action Plans

“ROOTED IN THE SPACE  
BETWEEN THINKING  
AND DOING, COLLECTIVE  
ACTION BLOOMS.”

**Michael Morsberger**  
*Vice President for Advancement*

When an organization fails to deliver on promises in its strategic plan, usually it is not for a lack of vision or will. In most organizations, it is due to a failure to translate broad strategies into specific actions. Strategic planning is absolutely necessary to set forward-thinking vision, goals, and broad strategies.

However, it is not the strategic plan that creates the transformation; rather, it involves focused actions and changes that an organization undertakes to create transformative impacts. Action plans serve to translate a strategic vision into specific and deliberate actions that produce desired outcomes and impacts.

Developing and executing action plans also keeps organizations focused on strategic priorities, instead of being distracted by lower-level tasks or day-to-day issues.

All Collective Impact priority metrics were categorized into five thematic areas, with action plans developed for each. Metric Leaders provide overall leadership and accountability for the metrics in their area of focus:

## THEMATIC TEAM 1

*Student Access, Success, and Prominence*

**Maribeth Ehasz**, Vice President  
*Student Development and Enrollment Services*

**Elizabeth Dooley**, Vice Provost and Dean  
*Teaching and Learning*  
*College of Undergraduate Studies*

**Jeff Jones**, Vice Provost  
*UCF Connect*

## THEMATIC TEAM 2

*Strengthening our Faculty and Staff*

**Cynthia Y. Young**, Vice Provost  
*Faculty Excellence and UCF Global*

## THEMATIC TEAM 3

*Growing Our Research and Graduate Programs*

**Elizabeth Klonoff**, Vice President and Dean  
*Research and Commercialization*  
*College of Graduate Studies*

## THEMATIC TEAM 4

*Creating Community Impact through Partnerships*

**Thad Seymour, Jr.**, Vice Provost  
*UCF Downtown*

**Mike Frumkin**, Dean  
*College of Health and Public Affairs*

**Jeff Moore**, Dean  
*College of Arts and Humanities*

**Lisa Jones**, Associate Provost  
*Strategy and Special Assistant to the President*

## THEMATIC TEAM 5

*Leading Innovation in Higher Education*

**Mike Morsberger**, Vice President and CEO  
*UCF Foundation*

**Joel Hartman**, Vice President  
*Information Technologies and Resources*

**William Merck**, Vice President and CFO  
*Administration and Finance*

The action plans developed for each thematic area are on the following pages.

# INCREASING STUDENT ACCESS, SUCCESS, AND PROMINENCE

## Thematic Team One

### DEGREE ATTAINMENT

**METRICS:** Lead Florida metropolitan areas and achieve top 5 ranking among Orlando Economic Partnership (OEP) peer regions in the percentage of the population with a bachelor's degree or higher



#### STRATEGY

Develop comprehensive strategy with public schools and DirectConnect to UCF partners in Orlando metropolitan area



#### ACTION

1. Accelerate and prioritize recruitment in Metro Orlando, which includes Lake, Orange, Osceola, and Seminole counties:
  - Embed metro recruiter in schools
  - Enhance K-12 and DirectConnect to UCF partnerships
  - Increase FTIC and transfer student scholarships for Metro Orlando students
2. Increase career opportunities in Metro Orlando:
  - Enhance Career Services for Metro Orlando
  - Advance potential employer partnerships in Metro Orlando
3. Increase career services and experiential learning programming in Metro Orlando
4. Advance a marketing campaign to increase understanding of the financial and well-being value of higher education

Develop comprehensive strategy with OEP and employers in Orlando metropolitan area to increase degree attainment in fields aligned with current and future regional growth needs

1. Increase access to underserved, non-traditional, adult and place-bound learners:
  - Scale Transfer Pathway program and innovate
  - Enhance relationship with Florida College Access Network
  - Strengthen college completion activities
  - Develop new initiatives with adult learners using best practices recommended by the Council for Adult Experiential Learning
2. Align 2+2+2 programs with regional industry needs:
  - Leverage UCF Online and UCF Downtown to attract students living in Metro Orlando to enroll in accessible degree programs
  - Encourage businesses to create financial support and/or incentives that encourage employees to pursue and complete post-secondary education
  - Market programs with high employment opportunities throughout Metro Orlando
  - Focus on industry growth and downtown programs of study

#### OUTCOMES

**Short-term Outcomes:** Current baseline: 28.8% of the Orlando metropolitan area currently has a degree, 3<sup>rd</sup> in the state, and 10<sup>th</sup> among peer regions

**Mid-range Outcomes:** Increase to 29.5%, 2<sup>nd</sup> in the state, and 9<sup>th</sup> among peer regions

**Five-year Impact:** Increase to 30.5%, 1<sup>st</sup> in the state, and 8<sup>th</sup> among peer regions

#### LEADS

- Vice Provost for Division of Teaching and Learning
- Vice President for Student Development and Enrollment Services
- Vice Provost for UCF Connect

#### COLLABORATORS

- College of Arts and Humanities
- College of Education and Human Performance
- College of Health and Public Affairs
- UCF Economic Development
- UCF Foundation



## INCREASING STUDENT ACCESS, SUCCESS, AND PROMINENCE

### Thematic Team One

#### ACCESS

**METRICS:** Enroll students who reflect family income and demographic distribution of the region



#### STRATEGY

Establish baseline income and demographic data for the First Time In College (FTIC) and transfer populations

Identify and address access and success gaps for FTIC and transfer students by various demographic and socioeconomic characteristics

Create and unify activities that support UCF's future designation as a Hispanic-serving institution



#### ACTION

1. Utilize student financial aid data to understand needs and impacts for FTIC and transfer students in the region
2. Work with UCF Institutional Knowledge Management to identify access and success trends and establish valid projections

1. Improve financial aid resources for under-represented populations
2. Expand outreach and marketing campaigns to students, parents, and community members across the region emphasizing the value and opportunities associated with higher education
3. Expand interventions that increase access of under-represented populations of the region

1. Build university-wide strategic task force to institutionalize our commitment to equity in excellence and outcomes
2. Advance pathways to access and success with regional college partners

#### OUTCOMES

**Short-term Outcomes:** Determine which sets of data are viable to assist in accomplishing this metric

**Mid-range Outcomes:** TBD

**Five-year Impact:** TBD

#### LEADS

- Chief Diversity Officer, Office of Diversity and Inclusion
- Vice President for Student Development and Enrollment Services
- Vice Provost for UCF Connect

#### COLLABORATORS

UCF Foundation

## INCREASING STUDENT ACCESS, SUCCESS, AND PROMINENCE

### Thematic Team One

#### UNDERGRADUATE STUDENT SUCCESS

**METRICS:** Achieve FTIC 92% retention, 4-year graduation rate of 60%, and 6-year graduation rate of 75%



#### STRATEGY

Enhance access to academic progress information for all FTIC and transfer students maximizing the latest technology



#### ACTION

1. Leverage myKnight STAR (Success, Tool, and Advising Resources), a predictive analytics tool and continuum of care system, to establish early and preventative actions that enhance undergraduate student success
2. Leverage Pegasus Path—a dynamic, personalized, and comprehensive student-facing mapping tool that integrates academic program requirements, high-impact signature practices, and co-curricular learning into an optimal pathway to success
3. Utilize the latest technology to maximize registration and course enrollment
4. Advance early and continuous career development interventions to improve career readiness and post-graduate success
5. Improve communication strategies

Review and enhance university academic advising and coaching systems to maximize latest technology

1. Create an inventory of academic advising and success coaching systems across the university
2. Establish assessment and accountability measures for academic advising at all levels connected to undergraduate student success metrics
3. Identify academic advising models that maximize the latest technology and advance undergraduate student success metrics
4. Enhance academic advising and success coaching across the university, including college connection transitions
5. Examine and explore strategies to advance and enhance academic advising

## INCREASING STUDENT ACCESS, SUCCESS, AND PROMINENCE

### Thematic Team One

#### UNDERGRADUATE STUDENT SUCCESS (CONT.)

**METRICS:** Achieve FTIC retention of 92%, 4-year graduation rate of 60% and 6-year graduation rate of 75%



#### STRATEGY

Leverage existing and new opportunities to connect students with opportunities that will lead to post-baccalaureate success in career, graduate, or professional school

Expand innovation in pedagogy and support services

Increase student engagement



#### ACTION

1. Maximize Quality Enhancement Program (QEP) initiatives
2. Engage early career development and graduate or professional school expectations for new FTIC and transfer students

1. Explore opportunities to expand adaptive learning platform
2. Advance new delivery models to academic support services that maximize the latest technology
3. Incentivize integrated learning through the development of programs such as Knights of Distinction

1. Expand high-impact practices curricular pathway
2. Advance co-curricular learning opportunities
3. Enhance and expand learning communities and environments

#### OUTCOMES

**Short-term Outcomes:** Improve first-year FTIC retention to 90%, 4-year graduation to 45%, 6-year graduation to 70%

**Mid-range Outcomes:** Increase first-year FTIC retention to 91%, 4-year graduation to 52%, 6-year graduation to 73%

**Five-year Impact:** Increase first-year FTIC retention to 92%, 4-year graduation to 60%, 6-year graduation to 75%

#### LEADS

- Vice President for Student Development and Enrollment Services
- Vice Provost for Division of Teaching and Learning

#### COLLABORATORS

- Academic Colleges
- Center for Distributed Learning
- College of Undergraduate Studies
- Communications and Marketing
- UCF Connect

# INCREASING STUDENT ACCESS, SUCCESS, AND PROMINENCE

## Thematic Team One

### UNDERGRADUATE STUDENT SUCCESS

**METRICS:** Achieve 75% graduation rate for transfer students



#### STRATEGY

Advance development of the Transfer Alliance to institutionalize Foundations of Excellence findings and priorities



#### ACTION

1. Transfer student communication:
  - Elevate and advance Transfer Student Philosophy statement
  - Design and launch virtual web-based, one-stop-shop Transfer Hub
  - Establish transfer student communication plan to streamline and reduce redundancies in messages
2. Credit evaluation:
  - Expedite, enhance, and streamline transfer credit process
  - Implement external-facing portal of transfer equivalency information for prospective students
3. Transfer student engagement:
  - Expand pre-admission, in transit, and post-admission engagement programs
  - Strengthen the DirectConnect to UCF pathway, Successful Early Exploration, and other pre-admission pathways to engage with and prepare students earlier in the transfer process
  - Enhance the transfer student orientation experience utilizing latest technology and integrating career readiness activities
  - Create a first-year transfer engagement program
4. Academic connections (advising, curriculum alignment, faculty):
  - Continue to strengthen curriculum alignment efforts
  - Coordinate academic advising efforts and redesign operating procedures to provide a streamlined and uniform student advising experience
  - Design mechanisms for awareness and engagement of faculty

#### OUTCOMES

**Short-term Outcomes:** 6-year graduation rate of 70%

**Mid-range Outcomes:** 6-year graduation rate of 73%

**Five-year Impact:** 6-year graduation rate of 75%

#### LEADS

- Vice President for Student Development and Enrollment Services
- Vice Provost for Division of Teaching and Learning
- Vice Provost for UCF Connect

#### COLLABORATORS

- Academic Colleges
- DirectConnect to UCF Partners



## INCREASING STUDENT ACCESS, SUCCESS, AND PROMINENCE

### Thematic Team One

#### STUDENT PROMINENCE

**METRICS:** Achieve average GPA of 4.0 and SAT of 1870 for incoming fall FTIC, achieve top 25 ranking among all colleges and universities and top 10 ranking among public universities for the numbers of National Merit Scholars, and enroll 30 National Hispanic Scholars



#### STRATEGY

Advance and enhance a comprehensive strategy for identifying and recruiting academically talented students



#### ACTION

1. Utilize best practices to identify and nurture prospects early in their educational journeys
2. Develop peer mentor and alumni networks to build relationships with prospects
3. Explore and advance development of a summer academic enrichment experience for middle and high school academically talented students
4. Provide competitive financial aid and engagement packages
5. Build and promote opportunities to engage in high-impact practices and co-curricular learning opportunities

Market distinctive programs of study, high-impact practices, and co-curricular learning experiences that give talented students a competitive advantage for post-baccalaureate success (job market, graduate and professional schools)

1. Expand accelerated degree programs
2. Promote Knights of Distinction, a program to incentivize integrative learning, high-impact practices, and co-curricular learning experiences

#### OUTCOMES

**Short-term Outcomes:** Average GPA remains at or above 4.0 and average SAT reaches 1860; UCF ranked in top 20 overall, top 10 for publics in National Merit Scholars, and enroll 25 National Hispanic Scholars

**Mid-range Outcomes:** Average GPA remains at or above 4.0 and average SAT reaches 1865; UCF ranked in top 22 overall, top 10 publics in National Merit Scholars, and enroll 30 National Hispanic Scholars

**Five-year Impact:** Average GPA remains at or above 4.0, average SAT reaches 1875; UCF ranked in top 25 overall

#### LEADS

- Dean of The Burnett Honors College
- Vice President for Student Development and Enrollment Services
- Vice Provost for Division of Teaching and Learning

#### COLLABORATORS

- Academic Colleges
- College of Graduate Studies
- Metropolitan Region

## STRENGTHENING OUR FACULTY AND STAFF

### Thematic Team Two

#### FACULTY PROMINENCE

**METRICS:** Reach 1,200 full-time tenured and tenure-track faculty members



#### STRATEGY

Develop a proactive and inclusive strategy for faculty recruitment and retention, which includes faculty support and development, awards, and recognition



#### ACTION

1. Collect comprehensive analytics and data during the recruitment process; collect data on why faculty applicants do not select UCF
2. Leverage alumni connections for partner hire opportunities
3. Represent UCF at major recruiting events and leverage our size for subscription-based advertising
4. Organize support systems around retention to create a sense of community, including mentoring, and personalized invitations or contact immediately following hire
5. Develop an online faculty toolkit (orientation, mission, vision, resources and college-specific information)

Develop and improve data-gathering methods to gain a comprehensive understanding of career progression and paths (by gender, ethnicity)

1. Obtain a new talent acquisition system to provide real-time data throughout the recruitment and hiring process, as well as a flexible yet consistent on-boarding process; connect this system with new Faculty Activity Reporting system and PeopleSoft modules
2. Collect and analyze data to better understand barriers and opportunities through faculty exit interviews
3. Gain a better understanding of retirements
4. Encourage realistic previews of university during interview; be transparent throughout process
5. Re-administer COACHE survey in 2018

## STRENGTHENING OUR FACULTY AND STAFF

### Thematic Team Two

#### FACULTY PROMINENCE (CONT.)

**METRICS:** Reach 1,200 full-time tenured and tenure-track faculty members



#### STRATEGY

Incentivize hiring of tenured and tenure-track faculty members



#### ACTION

Provide financial incentives to deans to hire tenured and tenure-track faculty

#### OUTCOMES

##### **Short-term Outcomes:**

- Acquire and implement new talent acquisition system
- Develop online faculty toolkit
- Identify database system to allow for accurate information on all faculty

##### **Mid-range Outcomes:**

- Actively use data to guide decisions on effective recruitment strategies, retain positive strategies and eliminate ineffective strategies; develop evidence-based programming to encourage successful career progression
- Understand where faculty stop progressing to reduce attrition rate

**Five-year Impact:** Reach 1,200 full time tenured and tenure-track faculty members

#### LEADS

- Deans and Unit Leaders
- Vice Provost for Faculty Excellence and UCF Global

#### COLLABORATORS

- Academic Colleges
- Faculty Center for Teaching and Learning
- Faculty Excellence
- Human Resources
- Information Technologies and Resources
- Institutional Knowledge Management
- UCF Alumni

## STRENGTHENING OUR FACULTY AND STAFF

### Thematic Team Two

#### FACULTY PROMINENCE

**METRICS:** At least 65% of all faculty members with assigned instructional duties are tenured or tenure-track



#### STRATEGY

Prioritize hiring faculty, particularly tenured or tenure-track faculty

Incentivize teaching excellence and innovation to increase efficiency

Increase number of teaching assistants (graduate and undergraduate)

Consider promotional path for lecturers to move into tenure-earning positions



#### ACTION

1. Continue cluster hires
2. Create budget incentives for hiring tenured or tenure-track faculty
3. Bolster philanthropic activities

Continue and enhance recognitions for teaching excellence and innovation (TIPs, other teaching awards)

1. Increase the number of graduate students to assist faculty in the classroom
2. Develop training for advanced undergraduate students to assist faculty in the classroom

1. Investigate peer institutions that have been successful in developing promotional pathways from lecturer to tenure-earning positions
2. Assess if the model promotional pathways identified could be implemented at UCF

#### OUTCOMES

##### **Short-term Outcomes:**

- Priority for hiring tenured or tenure-track faculty
- Development of financial incentives to hire tenure-earning and tenure-track faculty
- Research possibility of promotional paths for lecturers

**Mid-range Outcomes:** Demonstrated progress in the direction of the goal

**Five-year Impact:** 65% of all faculty members with assigned instructional duties are tenured or tenure-track

#### LEADS

- Deans and Unit Leaders
- Vice Provost for Faculty Excellence and UCF Global

#### COLLABORATORS

- Academic Colleges
- College of Graduate Studies
- College of Undergraduate Studies
- Faculty Center for Teaching and Learning
- Faculty Cluster Initiative
- Faculty Senate
- Office of the Provost
- University Budget Committee



## STRENGTHENING OUR FACULTY AND STAFF

### Thematic Team Two

#### FACULTY PROMINENCE

**METRICS:** Increase the number of philanthropically endowed professorships and chairs from 64 to 80



#### STRATEGY

Assess existing endowments and goals for professorship needs by college and university-wide



#### ACTION

1. Review existing endowment records, gift agreements, and fund sizes in Advancement, Finance, and other university records to make recommendations on unspent and underfunded endowments
2. Work with college leadership to compile and understand specific endowed faculty needs to set priorities with logical fundraising analysis
3. Work with the Office of the Provost to understand needs for endowed faculty positions where multiple appointments are required

Implement education opportunities on endowment fundraising for staff, volunteers, faculty, and administrators, focusing on impact of these positions

1. Develop and implement educational and training program for deeper understanding of endowment versus current use of dollars
2. Map out meetings, venues, and other forums for interactive exchange of information

Develop a communications plan to enhance internal and external understanding of the importance of endowed faculty positions

1. Interview and meet with various stakeholders to initiate content and mechanisms for a communications plan
2. Craft five-year quarterly road map for professorship messaging using print, electronic, and event opportunities

Create a university-wide stewardship/recognition standard that helps establish traditions to recognize and celebrate endowed professorships and chairs

Create signature events honoring selected endowed faculty and donors

## STRENGTHENING OUR FACULTY AND STAFF

### Thematic Team Two

#### FACULTY PROMINENCE (CONT.)

**METRICS:** Increase the number of philanthropically endowed professorships and chairs from 64 to 80



#### STRATEGY

Explore potential changes in professorship and chair nomenclature and endowment price points



#### ACTION

Partner with Advancement to review existing language around supporting professorships and chairs with the Office of the Provost and deans for input and guidance in altering price points and language

#### OUTCOMES

##### **Short-term Outcomes:**

- Professorship/chair nomenclature and price points set
- Goals for specific colleges and university-wide professorships set
- Case for support developed and staff awareness ongoing

**Mid-range Outcomes:** Measurable increase in annual commitments and installation of newly endowed professorships

**Five-year Impact:** Increase the number of philanthropically endowed professorships and chairs from 64 to 80

#### LEADS

- Provost
- Vice President for Advancement and CEO of UCF Foundation
- Vice Provost for Faculty Excellence and UCF Global

#### COLLABORATORS

- Advancement
- Communications and Marketing
- Deans and Unit Leaders
- Donor volunteers

## STRENGTHENING OUR FACULTY AND STAFF

### Thematic Team Two

#### WORK ENVIRONMENT

**METRICS:** Rank in the top 10% of large Orlando employers as a best place to work



#### STRATEGY

Understand the engagement and concerns of staff



#### ACTION

1. Establish a benchmarking survey (e.g., Gallup)
2. Develop “quality of life check-ins” to reconnect employees with resources and opportunities
3. Learn from other local large employers who are consistently ranked as a best place to work (workplace flexibility, career opportunities, communication with the organization, diverse workforce, intentional efforts to develop and recognize employees, childcare)

Improve onboarding to better meet needs of incoming staff

1. Redesign New Employee Orientation to include nuts-and-bolts information as well as professional development information and on-demand options for pre-employment orientation components
2. Develop comprehensive, global on-boarding checklist that can be customized at the department or unit level

Provide supervisors with training and development opportunities to hone supervisory and management skills

1. Redesign leadership development training, including training for Principal Investigators
2. Develop mentoring program

## STRENGTHENING OUR FACULTY AND STAFF

### Thematic Team Two

#### WORK ENVIRONMENT (CONT.)

**METRICS:** Rank in the top 10% of large Orlando employers as a best place to work



#### STRATEGY

Create and maintain an inviting and educational environment for current and potential employees



#### ACTION

1. Redesign Human Resources website to be more attractive and informative with same look and feel of UCF, including professional development opportunities and benefits
2. Expand on existing Leadership Empowerment Program from the Office of Diversity and Inclusion
3. Expand on ideas such as Student Development and Enrollment Services' commitment to healthy well-being
4. Include "Careers at UCF" link on main UCF website

#### OUTCOMES

##### **Short-term Outcomes:**

- Analyzing survey data to understand engagement and concerns of staff and conduct process similar to post-COACHE administration (develop priorities, strategies)
- Engage in changing new HR website
- Use new talent acquisition system to improve onboarding
- Develop, communicate, and implement new trainings

##### **Mid-range Outcomes:**

- All current supervisors will participate in training and provide feedback
- Administer follow-up survey and compare results to benchmark
- Document impact of changes

**Five-year Impact:** Rank in the top 10% of large Orlando employers as a best place to work

#### LEADS

- Associate Vice President for Human Resources
- Vice Provost for Faculty Excellence and UCF Global

#### COLLABORATORS

- All Colleges and Units
- Communications and Marketing
- Information Technologies and Resources
- Institutional Knowledge Management
- Human Resources
- Office of Diversity and Inclusion
- Office of the President
- Office of Research and Commercialization
- Student Development and Enrollment Services
- USPS Staff Council



## STRENGTHENING OUR FACULTY AND STAFF

### Thematic Team Two

#### DIVERSITY AND INCLUSIVENESS

**METRICS:** Achieve 25% in employment of under-represented groups among full-time faculty and administrative and professional new hires who are retained five or more years



#### STRATEGY

Develop a proactive and inclusive strategy for faculty and staff recruitment and retention



#### ACTION

1. Gather comprehensive analytics and data during the recruitment process
2. Obtain a new talent acquisition system to provide real-time data throughout the recruitment and hiring process and provide resources for targeted recruitment
3. Review position announcements and recruitment plans for inclusiveness and require/revise training for search committees prior to search
4. Develop faculty fellows to focus on engagement of faculty of color

Develop connections and sense of belonging among faculty and staff

1. Enhance mentoring programs
2. Improve supervisory training and coaching
3. Distribute personal invitations to workshops and trainings

Provide professional development opportunities for career and personal advancement

Provide internal and external development opportunities with the message that we will not let you fail

## STRENGTHENING OUR FACULTY AND STAFF

### Thematic Team Two

#### DIVERSITY AND INCLUSIVENESS (CONT.)

**METRICS:** Achieve 25% in employment of under-represented groups among full-time faculty and administrative and professional new hires who are retained five or more years



#### STRATEGY

Develop supportive environment



#### ACTION

Encourage supervisors to conduct stay interviews to understand employees' needs and create a sense of belonging

#### OUTCOMES

##### **Short-term Outcomes:**

- Implement new talent acquisition system
- Institutionalize position and hiring plan review
- Develop and implement new search committee training
- Receive feedback from faculty fellows
- Institutionalize stay interviews

**Mid-range Outcomes:** See measurable increases in under-represented groups among full-time faculty and administrative and professional new hires

**Five-year Impact:** Achieve 25% in employment of under-represented groups among full-time faculty and administrative and professional new hires who are retained five or more years

#### LEADS

- Deans and Unit Leaders
- Vice Provost for Faculty Excellence and UCF Global

#### COLLABORATORS

- Office of Provost
- Office of Diversity and Inclusion
- All Colleges and Units
- Faculty Excellence
- Black Faculty and Staff Association
- Latino Faculty and Staff Association
- Pride Faculty and Staff Association
- Faculty Center for Teaching and Learning
- Human Resources
- Office of Institutional Equity
- Communications and Marketing
- Institutional Knowledge Management
- Information Technologies and Resources

## GROWING OUR RESEARCH AND GRADUATE PROGRAMS

### Thematic Team Three

#### RESEARCH AND COMMERCIALIZATION COMMITMENT

**METRICS:** Reach at least 200 postdoctoral research appointees



#### STRATEGY

Develop comprehensive postdoctoral recruitment, training, and retention strategies



#### ACTION

1. Define who are postdocs; assimilate data on current status, distribution, funding sources, and future needs
2. Collect information and assess the deterrents of hiring new postdocs
3. Create an advisory board and hire part-time staff who will run a virtual Postdoctoral Office with primary goal of organizing hiring and communicating training and professional growth activities, working with the colleges to create an enrichment program, and enhancing mentoring opportunities
4. Develop interdisciplinary, group hiring, and intercollegiate programs for postdocs and train them in instrumentation and management skills for directing core services
5. Develop teaching opportunities for postdocs to expand their capacity for employment in non-research, academic institutions
6. Invest in mentoring postdocs as future scientists in areas including grant-writing and manuscript development

Improve faculty funding (grants) to recruit postdocs

1. Identify potential funding sources for postdocs
2. Encourage grant applications to include postdoctoral fellows
3. Develop plans for supplementing Principal Investigators who hire postdocs with incentives (both monetary and others)

Develop UCF-funded and -supported postdocs

1. Create teaching positions that could use postdocs
2. Create UCF owned/co-owned/collaborative industries that would use postdocs as employees and mature them from trainees to full employees
3. Train postdoctoral fellows in other forms of jobs, including grant and research management, National Institutes of Health and other funding agency jobs, positions in publication and service industry, etc.

Encourage postdoc hiring by multiple Principal Investigators, as well as across colleges and disciplines

1. Continue the new Preeminent Postdoctoral Program to catalyze a surge in UCF postdoctoral scholars to more completely fulfill the institution's research mission, enhance its academic and research culture, and reach the 2021 preeminent metric of 200 postdoctoral scholars
2. Reward and recognize Principal Investigators for successful cross-hiring and collaboration

## GROWING OUR RESEARCH AND GRADUATE PROGRAMS

### Thematic Team Three

#### RESEARCH AND COMMERCIALIZATION COMMITMENT (CONT.)

**METRICS:** Reach at least 200 postdoctoral research appointees



#### STRATEGY

Set up mechanisms by which postdocs will be involved in teaching, training, managing, and supervising activities

Identify new funding sources for hiring postdoctoral fellows and assist them in developing instructional programs and their own independent projects

Provide lab management training for postdoctoral fellows, so they can become long-term managers for laboratories

Allocate time, resources, and space to postdocs in their fourth year to help develop them as successful teachers, trainers, and researchers



#### ACTION

1. Identify Research Associates and others who are serving as postdocs, and being trained similar to postdocs, but do not have correct designation as postdoc
2. Create instructional tutorials for postdocs and provide support

Obtain funding to develop programs and raise postdoc salaries

Create lab management training programs for postdoc candidates

1. Identify and distribute funding to Principal Investigators to alleviate postdocs' schedule in order to work on their research and provide instruction
2. Create a postdoctoral fellow enrichment program or allow postdocs in some Assistant Professor training

#### OUTCOMES

**Short-term Outcomes:** At least 100 postdoctoral candidates hired by December 2017

**Mid-range Outcomes:** At least 150 postdoctoral candidates

**Five-year Impact:** A least 200 postdoctoral candidates

#### LEADS

- Vice President for Research and Dean of the College of Graduate Studies

#### COLLABORATORS

- Academic Colleges
- College of Graduate Studies
- Faculty Excellence
- Faculty Principal Investigators
- Office of Research and Commercialization

## GROWING OUR RESEARCH AND GRADUATE PROGRAMS

### Thematic Team Three

#### RESEARCH ENGAGEMENT

**METRICS:** Achieve 300 Ph.D. and M.F.A degrees annually by 2021



#### STRATEGY

Provide competitive assistantship stipends to Ph.D. students

Increase the number of faculty who can supervise Ph.D. students

Implement new Ph.D. programs

Provide training for Graduate Research Assistants (GRAs)



#### ACTION

1. Planning has begun to increase stipends for Ph.D. students; continue this effort
2. Implement Bridge Program to provide funding for students who are currently paid through a funded grant during “intermissions” in faculty funding

1. Implement Research Clusters, hire senior faculty researchers into UCF-funded Research Clusters
2. Hire new faculty members at tenure-earning or tenured levels

Bring in discipline-specific leaders to design, develop, and implement new program(s)

Implement discipline-specific training for GRAs

#### OUTCOMES

**Short-term Outcomes:** Increase the number of Ph.D. students by 5%

**Mid-range Outcomes:** Increase the number of Ph.D. students by 10%

**Five-year Impact:** Increase the number of Ph.D. students by 20%

#### LEADS

- Vice President for Research and Dean of the College of Graduate Studies

#### COLLABORATORS

- Academic Colleges
- College of Graduate Studies
- Faculty Principal Investigators
- Office of Research and Commercialization

## GROWING OUR RESEARCH AND GRADUATE PROGRAMS

### Thematic Team Three

#### RESEARCH AWARDS

**METRICS:** Double research awards from \$133 million to \$250 million



#### STRATEGY

Fund infrastructure development by investing in equipment that could be shared or used in human development (clinical, cognitive, large animal research facility, and others), and provide seed money for promising research

Streamline research proposal submissions process with timely and appropriate identification of funding resources to improve the quality of submitted proposals and transparency in pre- and post-grant support, encourage team research, and identify future growth opportunities

Encourage interdisciplinary research and develop “team science” incentives



#### ACTION

1. Use portion of the Office of Research and Commercialization facilities and administrative percentage of indirect cost to fund new buildings
2. Identify industry partners to share equipment, research, and knowledge
3. Lobby Legislature to bring back the state match program
4. Identify new philanthropic opportunities for equipment purchase or use

1. Develop a policy to streamline the submittal process
2. Create and fund college grant writing staff to assist with proposals
3. Increase grant proposal submissions in strategic areas
4. Identify obstacles and separate issues of risk versus compliance
5. Identify (and potentially reevaluate) the university's risk tolerance
6. Request deans and chairs provide editorial and peer review to improve quality of proposals
7. Develop a strategic communications plan for faculty to ensure they receive necessary information

1. Implement comprehensive research policies that distinguish between applied and basic research, and abandon unproductive research topics
2. Collectively manage grant credits for shared excellence among faculty, and distribute grant credits and funding to senior and junior researchers
3. Develop rules for dividing indirect costs among collaborators and address implications for tenure and promotion
4. Initiate an incentive program (salary, tenure, recognition) for researchers who collaborate
5. Collaborate on a master's in Public Health program (College of Medicine and College of Health and Public Affairs)



## GROWING OUR RESEARCH AND GRADUATE PROGRAMS

### Thematic Team Three

#### RESEARCH AWARDS (CONT.)

**METRICS:** Double research awards from \$133 million to \$250 million



#### STRATEGY

Review, analyze, and modify Office of Research and Commercialization accounting methods and processes for greater transparency



#### ACTION

1. Create a report that shows how much money has been returned to grant agencies because funds weren't spent by researchers
2. Hire accounting staff to provide support to Principal Investigators and manage grant accounts
3. Expedite grant entries and updates into the Office of Research and Commercialization database in a timely and accurate fashion
4. Implement consultants' recommendations to improve processing of contracts and grants

Recruit, retain, motivate, and recognize top scientists and researchers

1. Recruit researchers who are in the top of their field and are interested in collaborative opportunities
2. Reward existing faculty with major research accomplishments and recognize them personally
3. Create additional awards for high-level, prestigious recognitions
4. Review faculty satisfaction feedback (e.g., COACHE survey) to identify which areas need most improvement
5. Recruit under-represented undergraduate students to target additional funding from federal grants and hire under-represented faculty
6. Market UCF's programs that are strong in research
7. Invest in additional named and endowed professorships
8. Develop collective groups across campus with like-minded researchers (e.g., Health Science Research, Technology and Applied Research, Arts and Humanities)
9. Expand existing outreach programs to ensure faculty are prepared to pursue large funding opportunities

## GROWING OUR RESEARCH AND GRADUATE PROGRAMS

### Thematic Team Three

#### RESEARCH AWARDS (CONT.)

**METRICS:** Double research awards from \$133 million to \$250 million



#### STRATEGY

Develop campus-wide reporting system for researchers



#### ACTION

1. Develop a database of researchers' specialties
2. Utilize Academic Analytics software
3. Investigate return on investment on researchers' work
4. Encourage data sharing among the colleges, UCF Foundation, and the Office of Research and Commercialization

Focus on research with generic labs (e.g., computational, arts and humanities, social sciences)

1. Explore opportunities to integrate the arts and humanities into other areas of research
2. Increase applied research
3. Identify research areas with promising growth that require non-wet lab space
4. Construct and renovate facilities capable of serving multiple types of researchers

Create new partnership and fellowship opportunities and an entrepreneurial track for researchers

1. Create a strong Intellectual Property office
2. Expand internal mentoring programs
3. Provide third- and fourth-year postdoc research development training, and less teaching
4. Provide professionally related consulting services to grow partnerships and connections with industry
5. Increase relationships with foundations, state agencies, and private industry
6. Seek international investment
7. Pursue new partners for seeding biomedical research

Increase collaboration between the UCF Foundation and colleges

1. Identify fundraising opportunities with overlap in research and student engagement
2. Encourage UCF Foundation to purchase real estate in strategic locations and areas that will bring in funds to support other facilities
3. Look for real estate donations

## GROWING OUR RESEARCH AND GRADUATE PROGRAMS

### Thematic Team Three

#### RESEARCH AWARDS (CONT.)

**METRICS:** Double research awards from \$133 million to \$250 million



#### STRATEGY

Identify new areas of growth



#### ACTION

1. Perform a gap analysis of existing and potential research areas
2. Look at peer institutions to explore successful emerging research areas
3. Address societal challenges through research

#### OUTCOMES

**Short-term Outcomes:** Ensure mechanisms are in place (policies, procedures, financial resources, human resources, and capital) to meet the goals described

**Mid-range Outcomes:** Ensure mechanisms are in place (policies, procedures, financial resources, human resources, and capital) to meet the goals described

**Five-year Impact:**

- Increase research awards to \$200 million
- Construct new research facility
- Gain 3-5 new business partners sharing research and equipment

#### LEADS

- Vice President for Research and Dean of the College of Graduate Studies

#### COLLABORATORS

- All Colleges
- Communications and Marketing
- Faculty Excellence
- Finance and Accounting
- Office of Research and Commercialization
- Office of the Provost
- UCF Global

## GROWING OUR RESEARCH AND GRADUATE PROGRAMS

### Thematic Team Three

#### GRADUATE STUDENT PROMINENCE

**METRICS:** Expand to 10,000 graduate students



#### STRATEGY

Continue to expand and strengthen our financial and travel support for graduate students to conduct and present their research, as well as to maintain and develop new awards for graduate students who conduct preeminent research



#### ACTION

1. Increase the number of UCF graduate fellowships, scholarships, and assistantships, and increase the stipend for Graduate Teaching Assistants
2. Establish additional incentives for graduate students, such as tuition waivers for all Graduate Research Assistants
3. Encourage faculty and programs to nominate their best students to external fellowships, such as the NSF Graduate Research Fellowship
4. Encourage faculty and programs to apply for large fellowship grants, such as the NSF Research Traineeship program

Encourage joint degree programs with other universities and exchange of students from/to international universities, initially focusing on University Innovation Alliance partners

1. Establish memorandums of understanding with select international universities for joint master and Ph.D. degree programs
2. Establish formal agreements for pipeline programs from other institutions, particularly Hispanic-serving institutions, Historically Black Colleges and Universities, and minority-serving institutions
3. Work collaboratively with UCF Global to establish cooperative agreements with international universities to facilitate the enrollment of their students in UCF graduate programs
4. Encourage recruiting students supported by Fulbright fellowships

Support the development of new graduate programs around Faculty Cluster Initiative multidisciplinary areas and utilize analysis of graduate data to further determine programs that show potential for enrollment increases; build recruitment and enrollment efforts to support this focused programmatic growth

1. Establish new professional master degrees in emerging areas, especially multidisciplinary master's degrees
2. Establish new research Ph.D. and MS degrees in areas of strategic emphasis
3. Encourage existing accelerated BS to MS degree programs and offer these accelerated programs to more majors whenever appropriate
4. Establish and promote online-only tracks for appropriate existing master's and doctoral programs
5. Develop joint degree programs across colleges that develop skills to address complex problems valued in the marketplace and industry

## GROWING OUR RESEARCH AND GRADUATE PROGRAMS

### Thematic Team Three

#### GRADUATE STUDENT PROMINENCE (CONT.)

**METRICS:** Expand to 10,000 graduate students



#### STRATEGY

Develop a comprehensive graduate recruiting strategy, and enhance wraparound services for graduate students to improve student success, career placement, professional development, and student support (including new housing opportunities)



#### ACTION

1. Communicate UCF's brand for graduate programs via marketing collateral, such as recruiting brochures, videos, recruiting presentations, faculty profiles, web, and social media
2. Organize physical and virtual graduate fairs, and encourage visitation recruitment programs
3. Provide a good living environment for graduate students, including housing, child care, and health care
4. Provide better office, study space, and lab space for graduate students
5. Maintain and strengthen graduate student services with the Graduate Student Center, Pathways to Success Program, and Graduate Career and Professional Development

#### OUTCOMES

##### **Short-term Outcomes:**

- Increase the number of students receiving fellowships by an additional 150 students
- Increase the number of graduate students to 8,600

##### **Mid-range Outcomes:**

- Add new professional programs that attract 200 students
- Increase the number of graduate students to 9,250

**Five-year Impact:** Increase the number of graduate students to at least 10,000 by 2021

#### LEADS

- Vice President for Research and Dean of the College of Graduate Studies

#### COLLABORATORS

- Academic Colleges
- College of Graduate Studies
- Industry Partners
- Office of Student Financial Assistance
- UCF Alumni
- UCF Foundation
- UCF Global
- UCF Online

## GROWING OUR RESEARCH AND GRADUATE PROGRAMS

### Thematic Team Three

#### RESEARCH AND COMMERCIALIZATION COMMITMENT

**METRICS:** Achieve 200 patents awarded over three years



#### STRATEGY

Identify opportunities and set targets based upon the entrepreneurial talents at UCF, patents awarded and commercialized during the past five years, expectations from the colleges (including faculty and Intellectual Property staff), and current deterrents for commercialization



#### ACTION

1. Collect data as described above, including total revenue from patents and opportunities in region, state, and country
2. Develop a report to summarize data

Develop comprehensive strategy to help achieve these targets

Develop a plan that achieves the following:

- Provide industry immersion opportunities for faculty (summer or sabbaticals) and cost share with industry
- Involve faculty who have had entrepreneurial experience and expertise in a university-wide committee and encourage an entrepreneurial culture by creating an entrepreneurial track of scientists
- Develop and provide clear guidelines for Intellectual Property
- Develop theme-oriented technology offices, including needed biomedical technology
- Bring more startup industries by encouraging faculty to collaborate or commercialize with industries, and provide and communicate clear policies to faculty (e.g., conflict of interest policies)
- Create clear policies on when and how to transfer rights to the Intellectual Property owner
- Set targets for Technology Transfer office for patents and for commercialization, including annual expected number of commercialized patents and number of patents filed
- Invest in UCF-sponsored commercial activities for faculty and colleges, and explore in-house wet and dry commercial labs (for UCF faculty commercialized industries)
- Develop ways to minimize the amount of paperwork and establish incentives that provide a direct benefit to faculty

#### OUTCOMES

##### **Short-term Outcomes:**

- All key actions will be completed
- 50 patents will be awarded

**Mid-range Outcomes:** 125 patents will be awarded

**Five-year Impact:** 200 patents will be awarded

#### LEADS

- Vice President for Research and Dean of the College of Graduate Studies

#### COLLABORATORS

- Academic Colleges
- Office of Research and Commercialization
- Vice President and General Counsel



## CREATING COMMUNITY IMPACT THROUGH PARTNERSHIPS

### Thematic Team Four

#### ARTS AND CULTURE IMPACT

**METRICS:** Develop a comprehensive arts and culture community engagement plan that defines qualitative goals that convey cultural impact on the community by June 30, 2017



#### STRATEGY

Be the educational destination for technology- and innovation-focused students in the arts and humanities



#### ACTION

1. Build a center for creativity, innovation, and discovery focused on the performing arts on the main campus
2. Have all programs and departments within the College of Arts and Humanities participate in at least one technology-focused initiative
3. Increase financial support for the College of Arts and Humanities through sponsorship, campaigns, grants, partnerships, and private donations by 6% annually
4. Create a unified arts patron database

Integrate arts, culture, and humanities into the fabric of UCF by being a hub for collaborative projects

1. Create a University Arts and Humanities Council
2. Develop a reward for interdisciplinary activities with other UCF colleges
3. Include the College of Arts and Humanities' faculty in UCF cluster initiatives
4. Increase graduate enrollment in the College of Arts and Humanities

Leverage the expertise, strengths, and distinctive assets of the College of Arts and Humanities to enrich the community

1. Develop UCF Downtown arts and culture district
2. Take arts and culture programs to targeted populations and areas that are not easily accessible to the UCF main campus
3. Identify, build, and activate the arts and humanities alumni base

Develop an arts and culture community engagement measurement system

1. Collaborate with the Center for Public and Nonprofit Management to implement return-on-engagement studies for five key programs within the College of Arts and Humanities
2. Develop a long-term plan to track community engagement at UCF

OUTCOMES	LEADS	COLLABORATORS
<p><b>Short-term Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Vision and goals for center are determined and lead donors identified</li> <li>• Compatible database system and processes identified</li> <li>• Council members identified and council is established</li> <li>• Evaluations and tenure structure revised to reward faculty and staff for collaborative and technology-focused initiatives</li> <li>• Conversations held with Provost to explore best way to increase diversity within disciplines for cluster initiative</li> <li>• Graduate recruitment strategies identified and implementation begun</li> <li>• Plans developed for UCF Downtown arts and culture district</li> <li>• Target areas and priority of targeted populations identified</li> <li>• Arts and humanities alumni base identified, built, and activated</li> <li>• Work group on community engagement measurement system developed</li> </ul>	<ul style="list-style-type: none"> <li>• Dean of the College of Arts and Humanities</li> <li>• Vice President for Advancement and CEO of UCF Foundation</li> <li>• Vice Provost for UCF Connect</li> <li>• Vice President for Community Relations</li> <li>• Vice Provost for UCF Downtown</li> </ul>	<ul style="list-style-type: none"> <li>• Administration and Finance</li> <li>• All Colleges and Units</li> <li>• Communications and Marketing</li> <li>• Information Technologies and Resources</li> <li>• Office of the Provost</li> <li>• UCF Advancement</li> </ul>
<p><b>Mid-range Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Principle naming gifts made for the center</li> <li>• All departments have a technology-focused initiative</li> <li>• New database is operational</li> <li>• University Arts and Humanities Council is active</li> <li>• Increase in interdisciplinary activities by 25%</li> <li>• 50% of new clusters have at least one faculty from the arts or humanities</li> <li>• UCF Downtown arts and culture district is active with programming</li> <li>• At least one substantial arts and culture activity of impact completed within each demographic</li> <li>• 10% increase in alumni participation</li> <li>• Five studies completed and baseline for engagement established</li> </ul>		
<p><b>Five-year Impact:</b></p> <ul style="list-style-type: none"> <li>• Ground is broken on center</li> <li>• Technology-focused collaborations increased by 10%</li> <li>• Increase scholarships and faculty incentives for technology and innovation-focused initiatives</li> <li>• Attendance and engagement by community and alumni 5% annually</li> <li>• Awareness and engagement of university arts and humanities has increased by 20%</li> <li>• Increase in interdisciplinary activities by 65%</li> <li>• Productivity from research group is more diverse in grants, publications, presentations, and course offerings</li> <li>• Increase in enrollment in graduate programs</li> <li>• Increase in new audiences by 20%</li> <li>• 10% increase in alumni donations</li> <li>• New programs implemented and ineffective ones discontinued</li> <li>• Long-term measurement of engagement shows increase</li> </ul>		

## CREATING COMMUNITY IMPACT THROUGH PARTNERSHIPS

### Thematic Team Four

#### COMMUNITY ENGAGEMENT

**METRICS:** Define by Dec. 31, 2016 and launch at least one major regional initiative that achieves measurable improvement in a significant community challenge (such as hunger, homelessness, quality of life, public health) and achieve a defined set of annual metrics that demonstrate meaningful progress



#### STRATEGY

Build an infrastructure to strengthen community engagement at UCF to achieve even greater community impact



#### ACTION

1. Create a Center for the Scholarship of Engagement at UCF to foster enhanced scholarship and rigor in engagement work and develop UCF Scholarship of Engagement
2. Engage with the College of Undergraduate Studies to explore ways to weave service learning into the general education experience for all UCF students
3. Explore ways to make community engagement a distinctive asset for UCF students, including certificates, workshops, minors, etc.
4. Provide training and development to build the capacity of faculty and staff to engage in authentic community engagement work
5. Increase support and recognition for faculty and staff involved in engagement scholarship and practice
6. Increase national visibility for UCF community engagement efforts
7. Develop definitions of key terms associated with engagement and operationalize them for consistent application across UCF

Convene a University Community Engagement Committee to foster collaboration and the development of more in-depth, interdisciplinary, and comprehensive engagement initiatives, programs, and projects

1. Assemble a pan-university community engagement committee to foster collaboration and the development of more in-depth, interdisciplinary, and comprehensive engagement initiatives, programs, and projects
2. Identify list of key terms associated with engagement, outreach, and service

Create an electronic data bank of engagement initiatives, programs, and projects at UCF

1. Identify all internal sources of data regarding engagement work at UCF
2. Create website or other communication mechanism and organizational framework for entering and retrieving data regarding levels and impact of engagement work at UCF
3. Report aggregate data on engagement work by unit, college, and university over time

## CREATING COMMUNITY IMPACT THROUGH PARTNERSHIPS

### Thematic Team Four

#### COMMUNITY ENGAGEMENT (CONT.)

**METRICS:** Define by Dec. 31, 2016 and launch at least one major regional initiative that achieves measurable improvement in a significant community challenge (such as hunger, homelessness, quality of life, public health) and achieve a defined set of annual metrics that demonstrate meaningful progress



#### STRATEGY

Address a significant community challenge(s) through UCF Downtown that transforms lives of Parramore residents



#### ACTION

1. Create increased employment and training opportunities in Parramore
2. Develop and implement a population health and healthy community strategic plan to enhance health outcomes in Parramore
3. Create a seamless path from preschool to post-secondary education for residents of Parramore
4. Create a safer environment where residents of Parramore can maximize their community environments
5. Maintain affordable housing in Parramore to reflect its current culture and heritage by creating and developing a community land trust and securing affordable options in rental and home ownership in perpetuity

Develop a process to identify and select a community challenge beyond UCF Downtown

Develop a university-wide process, selection criteria, and selection committee

OUTCOMES	LEADS	COLLABORATORS
<p><b>Short-term Outcomes:</b></p> <ul style="list-style-type: none"> <li>Center for the Scholarship of Engagement established with a Project Director and operational budget</li> <li>Conversations held with Dean of the College of Undergraduate Studies and her team</li> <li>Needs assessment conducted with faculty and staff, and training and development plan developed</li> <li>Definitions developed, vetted, and disseminated</li> <li>Electronic inventory of community engagement work at UCF developed</li> <li>Community engagement website developed with programs and projects searchable by topic, audience, and county served</li> <li>Increased institutional resources designated for engagement and outreach</li> <li>First report on community engagement at UCF completed</li> <li>Increased job skills, competency, education, and training opportunities available in Parramore</li> <li>Increased number of adults, children, and families who have primary medical care in Parramore</li> <li>Partnerships solidified that create pathway from preschool to post-secondary education</li> <li>Structured, collaborative effort between Parramore residents and responders (police, fire, neighborhood watch, etc.) created</li> <li>Develop and begin implementing plans for the creation of community land trust in Parramore</li> </ul>	<ul style="list-style-type: none"> <li>Associate Provost for Strategy and Special Assistant to the President</li> <li>Dean of the College of Health and Public Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Academic Colleges</li> <li>City of Orlando</li> <li>Communications and Marketing</li> <li>Economic and Real Estate Advisory Services</li> <li>Faculty Center for Teaching and Learning</li> <li>Orange County Health Department</li> <li>Orange County Public Schools</li> <li>Orlando Police Department</li> <li>Other Community Partners</li> <li>UCF Downtown</li> <li>Valencia College</li> <li>Workforce Central Florida</li> </ul>
<p><b>Mid-range Outcomes:</b></p> <ul style="list-style-type: none"> <li>Center for the Scholarship of Engagement offers training and development to faculty and staff of UCF based upon needs assessment</li> <li>Increased institutional resources designated for engagement and outreach</li> <li>Increased level of faculty, staff, and student involvement in engagement</li> <li>Community engagement reports used in the reapplication for Carnegie Community Engagement Classification</li> <li>Sustained and coordinated job access, assessment training, and placement</li> <li>Process and mechanism to track health outcomes in Parramore identified and reports shared</li> <li>Education integrated throughout the community and assimilated into residents' environments</li> <li>Community land trust established</li> </ul>		
<p><b>Five-year Impact:</b></p> <ul style="list-style-type: none"> <li>Increase in faculty and staff nationally recognized for their scholarship of engagement work</li> <li>Increase in resources and revenue opportunities generated through engagement activities</li> <li>UCF reclassified as Carnegie Community Engaged Institution</li> <li>Evaluation reveals improvements in outcomes (to be determined) as compared to baseline data in Parramore</li> </ul>		

## CREATING COMMUNITY IMPACT THROUGH PARTNERSHIPS

### Thematic Team Four

#### INTELLECTUAL ANCHOR FOR INDUSTRY CLUSTERS

**METRICS:** Actively engage in the region to generate \$10 billion in annual economic impact through ongoing university activities, partnerships in diversifying the region's economy, and industry cluster creation and growth



#### STRATEGY

Drive economic impact of UCF's planned growth by increasing the number of UCF graduates in the workforce while optimizing University Operations (\$1.5B additional by 2021)

Ensure success of UCF's major ongoing economic thrusts (\$1B additional by 2021)

Stimulate new growth to drive future economic impact (post-2021 impact)



#### ACTION

1. Increase workforce: Enhance graduation efficiency and workforce preparedness of UCF students by increasing matriculation percentage and decreasing mean time to degree, increasing access and success of first-generation students and diverse student cohorts, and enhancing employability by utilizing more project-based curricula and engaging more students in internships
  2. Leverage faculty and student population increase to grow university operations income
  3. Increase graduate school growth and research by graduate students and faculty
  4. Increase percentage of graduates staying in state through enhanced job creation and placement services
- 
1. Leverage BRIDG (Advanced Manufacturing Research Center) and related international partnerships
  2. Leverage College of Medicine's medical research, treatment centers, and commercial and government partnerships
  3. Leverage UCF Downtown and Creative Village community economic development
- 
1. Create stronger regional partnerships to enable and enhance emerging growth areas particularly related to Space Coast, Medical City, biotechnology and health care, and entertainment and tourism
  2. Expand UCF's role in cultivating the startup ecosystem in Central Florida
  3. Grow research initiatives, including increased research funding, spin-offs, and licensing
  4. Build the UCF brand nationally and internationally
  5. Generate social impact to create economic growth



OUTCOMES	LEADS	COLLABORATORS
<p><b>Short-term Outcomes:</b> In addition to planned growth, we will generate an incremental \$250 million per year in economic impact in the region</p> <p><b>Mid-range Outcomes:</b> In addition to planned growth, we will generate an incremental \$1.1 billion per year in economic impact in the region</p> <p><b>Five-year Impact:</b> In addition to planned growth, we will generate an incremental \$2.45 billion per year in economic impact in the region, achieving \$10 billion in annual economic impact by 2021</p>	<ul style="list-style-type: none"> <li>• BRIDG CEO</li> <li>• Provost</li> <li>• Vice President for Administration and Finance</li> <li>• Vice President for Communications and Marketing</li> <li>• Vice President for Medical Affairs and Dean of the College of Medicine</li> <li>• Vice President for Research and Dean of the College of Graduate Studies</li> <li>• Vice President for Student Development and Enrollment Services</li> <li>• Vice Provost for Teaching and Learning and Dean of the College of Undergraduate Studies</li> <li>• Vice Provost for UCF Connect</li> <li>• Vice Provost for UCF Downtown</li> </ul>	<ul style="list-style-type: none"> <li>• All UCF Divisions</li> <li>• Community Partners</li> </ul>

## LEADING INNOVATION IN HIGHER EDUCATION

### Thematic Team Five

#### FUNDING DIVERSIFICATION

**METRICS:** Build the UCF Foundation endowment to \$175 million



#### STRATEGY

Leverage the university's resources, as well as its alumni and donor base, to encourage growth of the endowment



#### ACTION

1. Develop a planned gift program
2. Provide ongoing educational opportunities to Advancement staff and colleges/units to better understand the impact and importance of endowment
3. Re-examine current endowment investment strategies and fees
4. Develop impact reporting for all endowment donors
5. Enhance the Advancement database to better track the endowment pipeline
6. Work with colleges and units to create a case for endowed chairs and professorships

#### OUTCOMES

##### **Short-term Outcomes:**

- Fiscal year operating plans and strategies for gift planning developed
- A series of educational opportunities regarding endowment
- Recommendations made for updated endowment investment strategies and fees
- Impact report templates implemented
- Advancement database equipped to better track pipeline being utilized
- Updated case for endowed chairs and professorships to be used on donor visits

##### **Mid-range Outcomes:**

- Increase in number of new planned gift intentions
- Increased campus-wide awareness of the importance and impact of endowment
- Updated endowment investment strategies and fees
- Increase in number of new endowed gifts
- Increase in number of gifts to existing endowments
- Accurate and up-to-date reports for tracking pipeline
- Increase in number of new endowed professorships and chairs

##### **Five-year Impact:**

- At least \$175 million in endowment
- At least 84 philanthropically endowed chairs and professorships

#### LEADS

- Associate Vice President for Principal Gifts
- Senior Associate Vice President for Advancement, Alumni Engagement and Annual Giving
- Senior Associate Vice President for Advancement, Administration
- Vice President for Advancement and CEO of UCF Foundation

#### COLLABORATORS

- All Colleges and Units
- Administration and Finance
- Communications and Marketing
- Office of the Provost
- Student Development and Enrollment Services
- UCF Advancement
- UCF Foundation Board of Directors

## LEADING INNOVATION IN HIGHER EDUCATION

### Thematic Team Five

#### ALUMNI ENGAGEMENT

**METRICS:** Increase annual alumni giving donors from approximately 15,000 to 30,000



#### STRATEGY

Build a culture of philanthropy among UCF alumni by highlighting the importance and impact of annual alumni participation



#### ACTION

1. Create annual Advancement operating plans and strategies focused on annual alumni giving
2. Expand the Senior Class Gift program, instilling the spirit of giving before graduation
3. Provide ongoing educational opportunities to Advancement staff and colleges/units to better understand the impact and importance of annual giving
4. Develop joint strategies among Advancement, Community Relations, and Athletics to leverage events and programs as annual giving opportunities

#### OUTCOMES

##### **Short-term Outcomes:**

- Fiscal year operational plans for Alumni Giving developed
- Increased numbers of Annual Giving staff to reach more alumni
- New programming offered across all four years to increase student giving
- A series of educational opportunities offered regarding alumni giving
- Initial strategies for collaboration among campus-wide partners developed

##### **Mid-range Outcomes:**

- Acquisition and reporting of at least 3,000 additional alumni donors per year
- Increase in student giving
- Increased campus-wide awareness of the importance and impact of alumni giving

**Five-year Impact:** At least 30,000 alumni with reportable annual giving to UCF

#### LEADS

- Senior Associate Vice President for Advancement, Alumni Engagement and Annual Giving
- Vice President for Advancement and CEO of UCF Foundation

#### COLLABORATORS

- Athletics
- All Colleges and Units
- Community Relations
- Key Individual and Organizational Partners
- Office of the President
- Office of the Provost
- UCF Advancement
- UCF Alumni Board

## LEADING INNOVATION IN HIGHER EDUCATION

### Thematic Team Five

#### ALUMNI ENGAGEMENT

**METRICS:** Increase alumni engagement from approximately 8,000 to 16,000



#### STRATEGY

Organize the university's collaborative outreach efforts in such a way that alumni feel compelled to engage and participate in meaningful ways



#### ACTION

1. Create annual Advancement operating plans and strategies focused on alumni engagement
2. Utilize Gallup and First Destination surveys to inform effective alumni engagement strategies
3. Develop joint strategies among Advancement, Community Relations, and Athletics to leverage events and programs as engagement tools
4. Provide ongoing educational opportunities to Advancement staff and colleges/units to better understand the impact and importance of alumni engagement
5. Develop and define a list of categories of engagement, and enhance the Advancement database to allow for easier capturing of campus-wide engagement activities

#### OUTCOMES

##### **Short-term Outcomes:**

- Fiscal year operating plans for Alumni Engagement developed
- Increased numbers of Alumni Engagement staff to reach more alumni
- New ideas for alumni engagement opportunities developed
- Initial strategies for collaboration among campus-wide partners developed
- A series of educational opportunities are offered regarding engagement
- Advancement database equipped to better track campus-wide engagement being utilized

##### **Mid-range Outcomes:**

- Acquisition and reporting of at least 1,600 additional engaged alumni per year
- Increased collaboration among campus-wide partners
- Increased campus-wide awareness of the importance and impact of alumni engagement
- Accurate and up-to-date reports created for tracking campus-wide engagement

**Five-year Impact:** At least 16,000 alumni with reportable annual engagement with UCF

#### LEADS

- Senior Associate Vice President for Advancement, Alumni Engagement and Annual Giving
- Senior Associate Vice President for Advancement, Administration
- Vice President for Advancement and CEO of UCF Foundation

#### COLLABORATORS

- All colleges and units
- Athletics
- Community Relations
- Key Individual and Organizational Partners
- Office of the President
- Office of the Provost
- UCF Advancement
- UCF Alumni Board

## LEADING INNOVATION IN HIGHER EDUCATION

### Thematic Team Five

#### FUNDING DIVERSIFICATION

**METRICS:** Increase new sources of funding by \$100 million



#### STRATEGY

Establish an entrepreneurial mindset within all colleges and units

Build revenue sources in established locations and ventures

Review and expand existing sources



#### ACTION

1. Train employees and provide resources
2. Identify possible areas for exploration
3. Incentivize great ideas and outcomes through recognition programs

Examine recent UCF additions for potential untapped revenue sources including, but not limited to:

- UCF Downtown
- Health Sciences Campus
- Knights Partnership Alliance (KPA) – University Corporate Sponsorships
- Global UCF
- On-campus hotel
- UCF Online
- BRIDG

1. Learn and apply best practices for revenue generation from other forward-thinking institutions of higher education
2. Benchmark revenue generation successes against other universities
3. Examine internal successes for expansion to other areas of the university including, but not limited to:
  - Commercialization of technology
  - Clinical revenues
  - Commissions or royalties
  - Investment income
  - Surplus property
  - Specialty master's programs
  - Increase Direct Support Organizations' contributions to UCF
  - Real Estate
  - Incubation of new talent
  - Centers of distinctive impact or expertise

## LEADING INNOVATION IN HIGHER EDUCATION

### Thematic Team Five

#### FUNDING DIVERSIFICATION (CONT.)

**METRICS:** Increase new sources of funding by \$100 million



#### STRATEGY

Create new revenue-generating enterprises



#### ACTION

Identify strategic opportunities and establish ownerships

#### OUTCOMES

##### **Short-term Outcomes:**

- Solidified reporting structure and internal benchmark analysis
- \$2.5 million goal attained

**Mid-range Outcomes:** Remain on schedule with Year 3 \$7.5 million goal attained

**Five-year Impact:** Remain on schedule and re-evaluate \$100 million goal trajectory

#### LEADS

- Assistant Vice President for Fiscal Innovation
- Vice President for Administration and Finance and CFO

#### COLLABORATORS

Committees convened by Assistant Vice President for Fiscal Innovation





## LEADING INNOVATION IN HIGHER EDUCATION

### Thematic Team Five

#### COST MANAGEMENT

**METRICS:** Develop outcomes for fiscal stewardship within each department and academic unit

 <b>STRATEGY</b>	 <b>ACTION</b>
Create and foster a culture of fiscal stewardship	<ol style="list-style-type: none"> <li>1. Survey, educate, and train employees on the definition of fiscal stewardship</li> <li>2. Create a strategy to reach all colleges and units through collaboration between Assistant Vice President for Fiscal Innovation and Human Resources</li> <li>3. Incentivize improved outcomes</li> <li>4. Celebrate success stories</li> </ol>
Examine existing unit practices or models and determine how to scale them	<ol style="list-style-type: none"> <li>1. Identify existing examples of fiscal stewardship and establish baseline for all units</li> <li>2. Investigate other institutions of higher education for applicable outcomes that can be adopted by UCF</li> </ol>
Establish a governance group for fiscal stewardship and integrate into the five-year budget plans	Include representatives from major units in the university
Evaluate current unit structures for proper alignment	Work in conjunction with the Assistant Vice President for Fiscal Innovation, Vice Presidents, and Human Resources on maximization of unit alignment and human capital

OUTCOMES	LEADS	COLLABORATORS
<p><b>Short-term Outcomes:</b> Initial meetings held between vice presidents, associate and assistant vice presidents, and vice provosts to initiate and establish a shared understanding of fiscal stewardship, establish university-wide goals, and plan for fiscal stewardship</p> <p><b>Mid-range Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Plan for fiscal stewardship integrated into five-year business plans for all colleges and units</li> <li>• Annual portfolio of success stories produced</li> </ul> <p><b>Five-year Impact:</b></p> <ul style="list-style-type: none"> <li>• Resources redeployed for increased efficiencies and possible cost savings</li> <li>• Survey results to document a significant impact and cultural shift toward enhanced fiscal stewardship within the university community</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Vice President for Fiscal Innovation</li> <li>• Vice President for Administration and Finance and CFO</li> </ul>	All Colleges and Units

## LEADING INNOVATION IN HIGHER EDUCATION

### Thematic Team Five

#### TECHNOLOGY INNOVATION

**METRICS:** Develop metrics for improvement of online programs



#### STRATEGY

Improve overall online course quality



#### ACTION

1. Expanded faculty development (e.g., IDL7000) and resources
2. Center for Distributed Learning (CDL) Quality Initiative
3. Align with statewide Florida Board of Governors online course quality activities

Improve online student success and retention

1. Student Performance Dashboard
2. Success Coaching
3. Data Analytics

Grow online headcount and Student Credit Hours

1. Expand current online offerings for on-campus students
2. Expand UCF Online initiative
3. Expand state college “enhanced partnerships” as part of UCF Online

Be recognized with external awards related to online and technology-based learning

Submit for awards, incentive publishing, and review outside CDL activities

## LEADING INNOVATION IN HIGHER EDUCATION

### Thematic Team Five

#### TECHNOLOGY INNOVATION (CONT.)

**METRICS:** Develop metrics for improvement of online programs



#### STRATEGY

Experiment with new models (adaptive learning, competency-based education, non-traditional terms, etc.)



#### ACTION

Grow adaptive learning and experiment with nontraditional terms

#### OUTCOMES

##### **Short-term Outcomes:**

- 10% of courses complete internal quality review
- 1,500 new UCF Online students; over 42% of total SCH online or blended
- Baseline established for UCF Online student retention and/or graduation
- Online FCS transfer same as regular FCS transfer
- Online and blended students continue historical success (ABC) rates

##### **Mid-range Outcomes:**

- 75% of courses complete internal quality review
- 2,000 new UCF Online students; 45% of total SCH online or blended
- UCF Online student retention and graduation rates improve on baseline and contribute to university goals
- Maintain leading success (ABC) of blended and maintain online equivalence with face-to-face

##### **Five-year Impact:**

- 100% of courses complete internal quality review
- 2,500 new UCF Online students; 48% of total SCH online or blended
- UCF Online student retention and graduation improve on prior measure and contribute to university goals

#### LEADS

- Associate Vice President for Center for Distributed Learning
- Associate Provost for Academic Program Quality and Associate Vice President for Institutional Knowledge Management
- Vice Provost for UCF Connect

#### COLLABORATORS

- Academic Colleges
- Communications and Marketing
- Faculty Center for Teaching and Learning
- Institutional Knowledge Management
- UCF Connect
- Vendors

## LEADING INNOVATION IN HIGHER EDUCATION

### Thematic Team Five

#### FACILITIES

**METRICS:** Develop a new standard for teaching facility design with measurable improvement in pedagogical effectiveness



#### STRATEGY

Develop and implement a dynamic, flexible, and sustainable model for learning spaces clearly aligned with student-learning outcomes

Better utilize existing spaces to meet instructional needs

Create and sustain a culture of learning space assessment across campus



#### ACTION

1. Create a research-based taxonomy of types of learning spaces needed on campus
2. Draw on quantitative and qualitative data to recommend proportions of types of new and remodeled spaces
3. Broaden current design planning processes to involve more instructors, Scholarship of Teaching and Learning (SoTL) researchers, and students through establishment of campus-wide learning space committee

1. Increase the utilization of existing classrooms through improved scheduling processes that take into account purposes and practices for room use
2. Target renovations to spaces that do not align with categories and needs
3. Increase faculty development opportunities to support teaching in and design of innovative spaces

1. Target future space redesign funding toward processes and practices that demonstrate measurable positive impacts on student outcomes
2. Increase support for new and innovative pedagogies and space designs (maker spaces, Sandbox, large-capacity active learning, etc.)
3. Increase research and publication on pedagogical effectiveness of UCF practices

OUTCOMES	LEADS	COLLABORATORS
<p><b>Short-term Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Conduct baseline research on faculty satisfaction with spaces in which they teach (based on surveys)</li> <li>• Office of Instructional Resources and Faculty Center will support at least three learning space research projects</li> <li>• Establish a standard of providing at least one faculty development event related to learning spaces each month</li> <li>• Design a comprehensive model for faculty development related to learning spaces</li> <li>• Design and build or renovate one space according to new models</li> <li>• Establish a program for certifying Faculty of Excellence in Active Learning to serve as campus leaders</li> <li>• Publish at least one peer-reviewed research papers or presentation about learning space research at UCF annually</li> </ul> <p><b>Mid-range Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Increase faculty satisfaction with learning spaces up to 3% from baseline</li> <li>• Increase classroom and lab utilization by 3% from baseline</li> <li>• Increase relevant faculty development opportunities by 3% from baseline</li> <li>• Train at least 50 faculty members to use and shape active learning classrooms</li> <li>• Design and build or renovate two additional spaces according to new models</li> <li>• Train and certify at least two Faculty of Excellence representatives from each college</li> <li>• Publish or present at least two peer-reviewed research papers or presentations about learning space research at UCF annually</li> </ul> <p><b>Five-year Impact:</b></p> <ul style="list-style-type: none"> <li>• Increase faculty satisfaction with learning spaces by 5% from baseline</li> <li>• At least five research projects will demonstrate increase in student learning outcomes in new or remodeled spaces</li> <li>• Increase classroom and lab utilization by 5% from baseline</li> <li>• Increase relevant faculty development opportunities by 5% from baseline</li> <li>• Train at least 100 faculty members to use and shape active learning classrooms</li> <li>• Design and build or renovate two additional spaces according to new models</li> <li>• Train and certify at total of five Faculty of Excellence representatives from each college</li> <li>• Publish or present at least one peer-reviewed research paper or presentation about learning space research at UCF annually</li> </ul>	<ul style="list-style-type: none"> <li>• Associate Vice President for the Center for Distributed Learning</li> <li>• Director of the Office of Instructional Resources</li> <li>• Executive Director of the Faculty Center for Teaching and Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Academic Colleges</li> <li>• Center for Distributed Learning</li> <li>• Facilities</li> <li>• Registrar's Office</li> <li>• Research Initiative for Teaching Effectiveness</li> <li>• UCF Connect</li> <li>• UCF Downtown</li> </ul>

## LEADING INNOVATION IN HIGHER EDUCATION

### Thematic Team Five

#### TECHNOLOGY INNOVATION

**METRICS:** Define and achieve metrics associated with the implementation of our online student success systems



#### STRATEGY

Utilize Education Advisory Board to integrate data insights and predictive analytics with existing UCF advising tools to inform strategies explicitly aimed at improving student success and progression in colleges and departments

Utilize Civitas Learning product to improve undergraduate persistence and success by gathering, analyzing, and reporting insights found

Develop integrated and individualized academic maps for students with use of appropriate online tool (iPass grant)



#### ACTION

1. Expand learning support functionality and calendar integration
2. Pilot and phase in faculty and department advisors
3. Incorporate more campus resources into the platform, “scale-up”, and introduce student-facing functionality

1. Identify and provide insights on pockets of at-risk students
2. Communicate results to identified areas to initiate appropriate interventions
3. Provide curriculum and course insights to improve alignment and promote seamless transitions

1. Collect degree maps with optimal course sequences, milestones, academic signature practices, and co-curricular activities
2. Pilot with four majors, assess, and “scale-up”
3. Implement in Spring 2017 with effective marketing and communications plan

## LEADING INNOVATION IN HIGHER EDUCATION

### Thematic Team Five

#### TECHNOLOGY INNOVATION (CONT.)

**METRICS:** Define and achieve metrics associated with the implementation of our online student success systems



#### STRATEGY

Implement College Scheduler to increase credit hour production



#### ACTION

1. Purchase and implement scheduler for Spring 2017 registration and assess
2. Modify, if necessary, for Summer and Fall 2018 registration
3. Assess registration data after year one to measure impact

#### OUTCOMES

##### **Short-term Outcomes:**

- Achieve 90% FTIC retention rate
- Increase by 1% the persistence rates of FTIC students in the three pilot majors: biology, digital media, and criminal justice
- Increase credit production by 25,000/term

##### **Mid-range Outcomes:**

- Achieve 91% FTIC retention rate
- Assess value of Civitas to determine if it can or should be scaled-up for greater impact
- Scale academic maps for use across campus
- Decrease time to degree

##### **Five-year Impact:**

- Achieve 92% FTIC retention rate and 75% FTIC 6-year graduation rate
- Reduce gap in transfer graduation rate in comparison to FTIC
- Reduce excess hours

#### LEADS

- Associate Provost for Academic Program Quality and Associate Vice President for Institutional Knowledge Management
- Registrar
- Vice President for Student Development and Enrollment Services
- Vice Provost for Teaching and Learning and Dean of the College of Undergraduate Studies

#### COLLABORATORS

- Academic Advising Council
- Academic Colleges
- Information Technologies and Resources
- Student Focus Groups
- Re-imagining the First Year in College Advisory Council



## LEADING INNOVATION IN HIGHER EDUCATION

### Thematic Team Five

#### OPERATIONAL EFFICIENCY

**METRICS:** Create and foster a principle-based culture for operational performance improvement and innovation



#### STRATEGY

Hold each department or unit accountable for an Annual Plan that outlines the department or unit's deliverables, improvement areas, and innovations



#### ACTION

1. Work with department and unit leaders to embed innovation into the culture of the everyday practices of their team
2. Redesign annual evaluation process to include innovation efforts
3. Support new innovation projects
4. Ensure that innovation projects and processes are tied to the Collective Impact Strategic Plan
5. Establish interdepartmental collaboration to share innovative practices

#### OUTCOMES

##### **Short-term Outcomes:**

- Have 100% participation from departments and units
- Have an up-to-date database of innovation practices at the university
- Communicate top innovations with the university community

**Mid-range Outcomes:** Increase innovative practices across the university

**Five-year Impact:** A sustained culture of innovation embedded in departments and units

#### LEADS

Center for Higher Education Innovation

#### COLLABORATORS

Departments and Units

## LEADING INNOVATION IN HIGHER EDUCATION

### Thematic Team Five

#### OPERATIONAL EFFICIENCY

**METRICS:** Create and foster a principle-based culture for operational performance improvement and innovation



#### STRATEGY

Create an Innovation Center as a vehicle to catalyze sustained innovation focused around the strategic plan and to equip and support all staff in the integration of innovative practices



#### ACTION

1. Create an interdepartmental innovation structure to drive innovation across all areas of campus including, not limited to:
  - Pedagogical Enrichment
  - Research Innovation
  - External Investment
  - Student Success
  - Fiscal Innovation
  - Technological Advancement
2. Develop a governance structure that sets the standard for collaboration and accountability
3. Define strategic outcomes and standards of evaluation
4. Leverage and integrate efforts across different innovation offices
5. Create strategic direction for university-wide innovation practices
6. Implement a culture of innovation throughout the campus
7. Communicate and celebrate innovation across the university

#### OUTCOMES

##### **Short-term Outcomes:**

- Facilitate interdepartmental collaboration
- Identify best practices and establish innovation goals

##### **Mid-range Outcomes:**

- Develop a sustained university-wide culture of innovation
- Communicate and celebrate innovation success stories

**Five-year Impact:** Execute major innovations that accomplish strategic initiatives

#### LEADS

Center for Higher  
Education Innovation

#### COLLABORATORS

Vice Presidents

# Accountability and Transparency

“WE ARE DEEPLY COMMITTED TO DISCIPLINED EXECUTION AND ONGOING TRACKING.”

**Marcos R. Marchena**

*UCF Board of Trustees Chairman*

## ACCOUNTABILITY

A strength of our Collective Impact Strategic Plan is its heavy reliance on quantitative metrics. We strongly believe that what gets tracked gets done. Because of that, 12 Metric Leaders are accountable for the execution of each action plan for their affiliated thematic focus area, and they are responsible for monitoring and tracking the progress of each action and associated metrics. These Metric Leaders are direct reports to the President or Provost.

On a dedicated basis, the full Institutionalization Team, consisting of 25 senior and mid-level leaders – which includes all Metric Leaders – will convene to review progress reports and assess progress on an annual basis. Additionally, we have established 18-month and three-year milestones that will serve as check-points for more in-depth analysis of progress and more rigorous assessment of contributing and causal factors.

These milestones also will trigger trend analysis and forecasting to determine if we are on target to achieve the five-year targets. In time of rapid change, this process will keep our institution's eyes on the internal and external environment so that we may note changes that could positively or adversely affect our plan execution. In the fifth year, the team will review progress and projection reports to determine whether we are on track to achieve the 20-year targets. Environmental scans will be done in each thematic area to recalibrate and revise our efforts over the next five years on our path toward the 20-year trajectory.

## TRANSPARENCY

Another strength of UCF's strategic plan is its inclusiveness of different voices with a stake in our university's success and its future. As part of this process, we have committed to updating these groups on the progress toward goals and any obstacles we face. These updates will be accomplished through a variety of communication and engagement tools, among them a dedicated website ([www.ucf.edu/strategic-plan](http://www.ucf.edu/strategic-plan)) with a progress dashboard, annual reporting, town hall face-to-face and virtual gatherings, and designated reporting periods.

## EVOLUTION

University leaders, as well as stakeholders and friends of the strategic plan, stressed the importance of a document that is living and able to adapt to changes in our economic, social, and political environment. Likewise, we are holding this institutionalization plan to the same standard. While holding leads and others accountable, we will allow for adjustments and evolving conditions as we strive to maximize our collective impact. Material changes to key metrics will continue to require approval from university leadership and the Board of Trustees, as stated in the Collective Impact Strategic Plan.

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A handwritten signature in black ink, appearing to read "A. Dale Whittaker".

**A. Dale Whittaker**

Provost and Executive Vice President

# APPENDICES

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priority metrics and strategies

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# Priority Metrics and Strategies

UCF's Collective Impact Strategic Plan outlines deliberate metrics accompanied by bold strategies to achieve our Promises and Charge. Reaching our goals means institutionalizing the plan across the entire campus and working with faculty, staff and students to help us meet benchmarks each year.

These goals and priority metrics are focused on the first 5-year period since the plan was approved by the university's Board of Trustees in May 2016. While the full plan offers more than 70 metrics to measure our success, these metrics were deemed priority by our Collective Impact Institutionalization team to further develop strategies and corresponding action plans.

## Increasing Student Access, Success, and Prominence Priority Metrics

Metrics	<ul style="list-style-type: none"> <li>• Lead large Florida metropolitan areas in the percentage of the population with a bachelor's degree</li> <li>• Achieve Top 5 ranking among Orlando Economic Partnership peer regions of the percentage of population with a bachelor's degree or higher</li> <li>• Enroll a student population whose family incomes reflect the distribution of the region</li> <li>• First-year retention of 92%</li> <li>• Six-year graduation rate of 75%</li> <li>• Average GPA of 4.0 and SAT of 1870 for incoming fall freshmen</li> <li>• Top 10 ranking among public universities for the number of National Merit Scholars</li> <li>• Enroll a student population that reflects the demographic distribution of the region</li> <li>• Transfer student graduation rate of 75%</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Develop and implement a comprehensive strategy with our DirectConnect partners and public school systems to achieve regional metrics, including both total degree attainment and demographic and socioeconomic composition of graduates</li> <li>• Develop strategies with Orlando Economic Partnership and the broader business and employer community that increase bachelor's and graduate degree attainment in fields aligned with current and future industry growth in the region</li> <li>• Develop partnerships with regional public school systems and DirectConnect institutions to provide effective pathways for economically and demographically diverse, and most at-risk populations</li> <li>• Develop a university-wide strategy to leverage the experience and resources offered by our size to ensure a high-quality, individualized student experience within a large institution and maximize the use of technology to support and enhance it</li> <li>• In collaboration with our college partners, implement the strategies defined in Foundations of Excellence to support the success of our transfer students</li> <li>• Develop an innovative undergraduate recruitment plan that achieves the incoming student metrics</li> <li>• Develop a student development and support strategy to achieve the recognition and prestigious national awards metrics</li> <li>• With our regional education partners, identify targeted professions and develop a deliberate strategy to enhance the diversity of our graduates who pursue careers in those fields</li> <li>• Enhance or refine student support programs using evidence-based practices and information from student assessment surveys</li> </ul>

## Strengthening Our Faculty and Staff

### Priority Metrics

Metrics	<ul style="list-style-type: none"> <li>• Increase the number of National Academy members on the faculty to six</li> <li>• Reach 1,200 full-time tenured and tenure-track faculty members</li> <li>• At least 65% of all faculty members with assigned instructional duties are tenured or tenure-track</li> <li>• Increase the number of philanthropically endowed professorships and chairs from 64 to 80</li> <li>• Achieve 25% in new hires of under-represented groups among tenured and tenure-track new hires</li> <li>• Rank in the top 10% of large Orlando employers as a best place to work</li> <li>• Achieve 25% in employment of under-represented groups among full-time administrative and professional new hires who are retained five or more years</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Expand upon current professional development and training opportunities to help faculty members become more successful in achieving tenure and promotion at UCF</li> <li>• Using external and internal data analytics, assess national and international faculty recognition</li> <li>• Identify key obstacles that affect retention and recruitment of highly prized faculty members and develop clear plans to minimize the impact of those obstacles</li> <li>• Develop a plan to ensure that eminent faculty members are given full consideration for membership by the national academy or equivalent body in their discipline</li> <li>• Develop a university-wide plan including mentoring and financial support for recruitment and retention to achieve metrics</li> <li>• Develop a strategy to identify and recruit partners or spouses of new hires and target high performers among new staff hires</li> <li>• Develop an internal mentoring process to develop and retain underrepresented postdoctoral scholars as a pipeline to earning faculty positions</li> </ul>

## Growing Our Research and Graduate Programs

### Priority Metrics

Metrics	<ul style="list-style-type: none"> <li>• Reach at least 200 postdoctoral research appointees</li> <li>• Double research awards from \$133 million to at least \$250 million</li> <li>• Achieve 200 patents awarded over three years</li> <li>• Expand to 10,000 graduate students</li> <li>• Achieve research-focused graduate degrees to 25%</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Include stipends for graduate students and postdoctoral scholars in all proposals</li> <li>• Continue to add research and entrepreneurial faculty members across the university who are funded by contracts and grants, consistent with a multi-year plan by department and program to achieve our research expenditures metric</li> <li>• Develop joint strategies between the Research Foundation and the UCF Foundation to increase collaboration on approaching philanthropic organizations for research support</li> <li>• Develop a proactive and inclusive strategy for graduate student support, awards, and recognition achievement, including a website with links to awards, new financial support strategies, faculty and peer mentoring, and other new initiatives</li> </ul>



## Creating Community Impacts Through Partnerships

### Priority Metrics

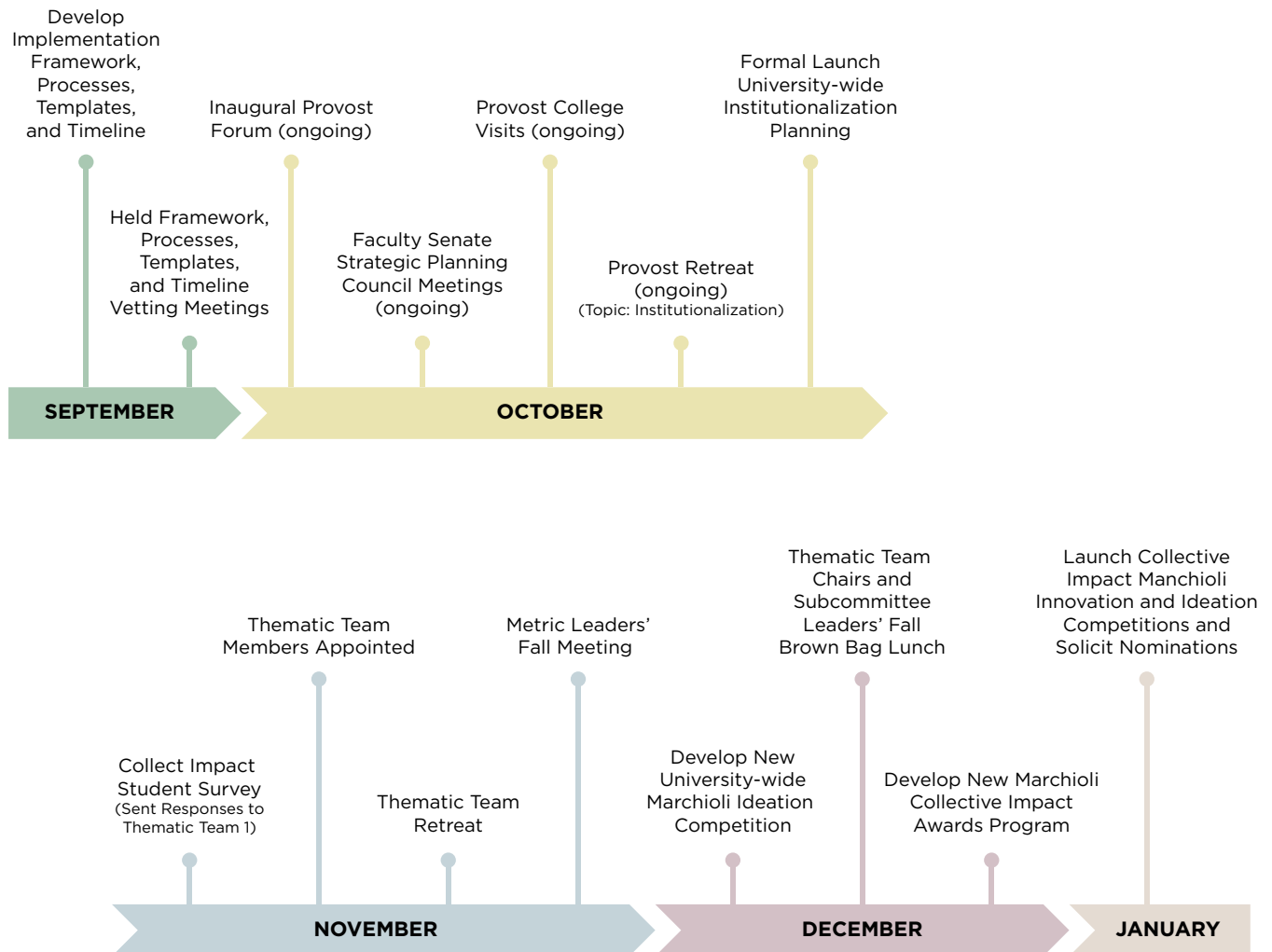
Metrics	<ul style="list-style-type: none"> <li>• Develop a comprehensive arts and culture community engagement plan that defines qualitative goals that convey cultural impact in the community by June 30, 2017</li> <li>• Define by Dec. 31, 2016 and launch at least one major regional initiative that achieves measurable improvement in a significant community challenge (such as hunger, homelessness, quality of life, public health) and achieve a defined set of annual metrics that demonstrate meaningful progress</li> <li>• Actively engage in the region to generate \$10 billion in annual economic impact through ongoing university activities, partnerships in diversifying the region's economy, and industry cluster creation and growth</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Convene a university and community council to develop a UCF arts and culture engagement plan that defines goals and strategies for enhancing the university's cultural impact on the community</li> <li>• President's designee will convene a group of UCF leaders and community partners to serve as a community engagement council to select one or more targeted community challenges and develop metrics and coordinated strategies to drive meaningful impact on the region</li> <li>• Serve as the intellectual anchor for strategic industry innovation clusters that drive regional transformation and economic impact, including the hospitality industry anchored by the Rosen College, Lake Nona Medical City, BRIDG and advanced manufacturing, UCF Downtown, and future opportunities</li> </ul>

## Leading Innovation in Higher Education

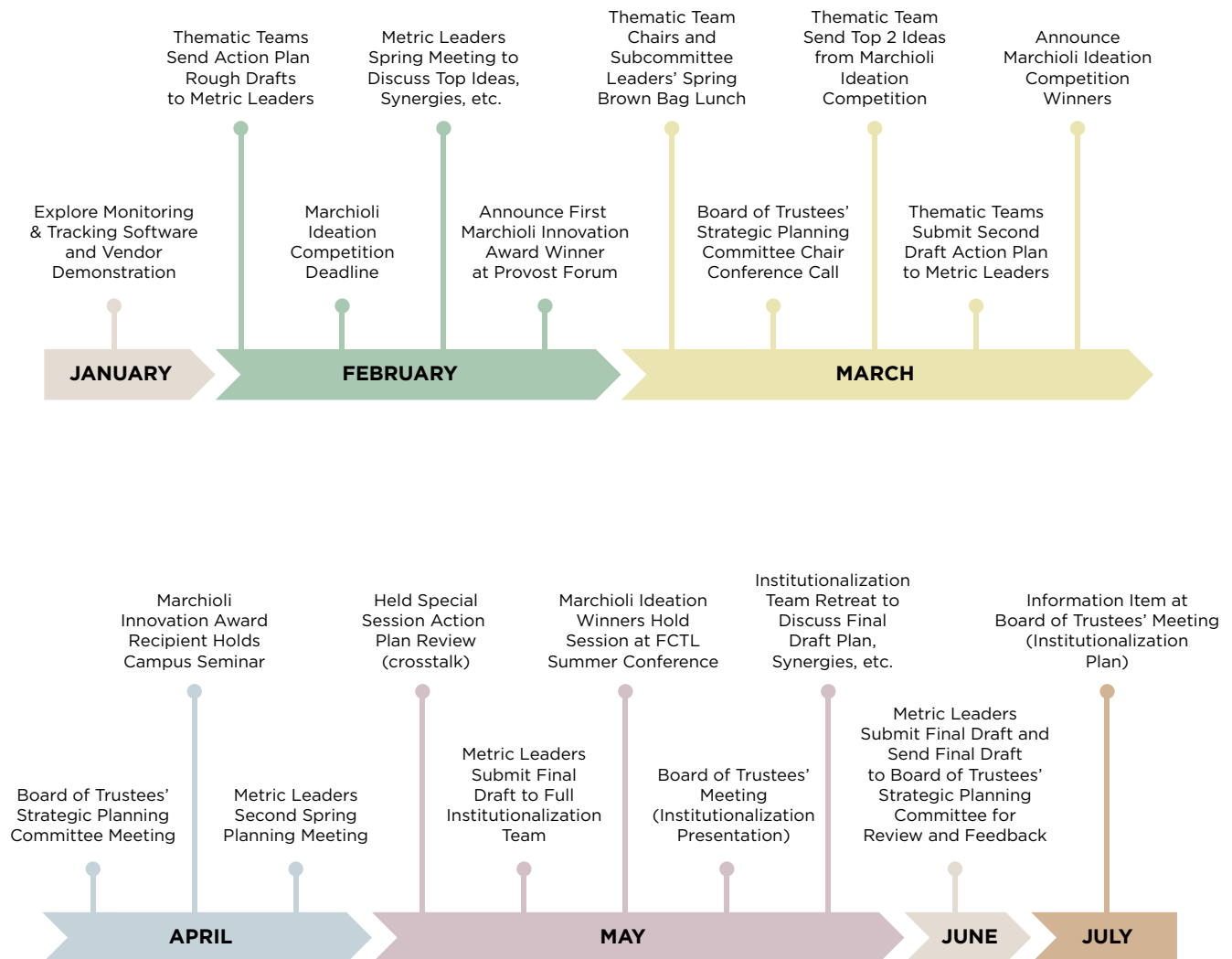
### Priority Metrics

Metrics	<ul style="list-style-type: none"> <li>• Build the UCF Foundation endowment to \$175 million</li> <li>• Increase annual alumni giving donors from approximately 15,000 to 30,000</li> <li>• Increase alumni engagement from approximately 8,000 to 16,000</li> <li>• Increase new sources of funding by \$100 million</li> <li>• Develop outcomes for fiscal stewardship within each department and academic unit</li> <li>• Develop a new standard for teaching facility design with measurable improvement in pedagogical effectiveness</li> <li>• Define and achieve metrics associated with the implementation of our online student success systems</li> <li>• Develop metrics for improvement of online programs</li> <li>• Identify and implement opportunities for improved operational efficiency and effectiveness; and provide training to staff to maximize strategies</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Leverage the growth and aging of our alumni base to increase philanthropic participation.</li> <li>• Apply lessons from the First Destination Survey on college experiences to inform alumni engagement strategies.</li> <li>• Develop UCF Advancement, and especially the Office of Alumni Engagement and Annual Giving plan, to achieve engagement metrics for reaching constituencies beyond the alumni to include friends, parents, and current students.</li> <li>• Develop a university-wide plan to model and fulfill the funding diversification objectives with ownership clearly defined.</li> <li>• Continue driving fiscal stewardship across all units, with clear metrics and strategies.</li> <li>• Develop an approach for allocation of facilities based upon merit-based criteria such as student credit hours generated or research productivity).</li> <li>• Continue to lead and be recognized for innovating in the effective use of technology for distributed learning.</li> </ul>

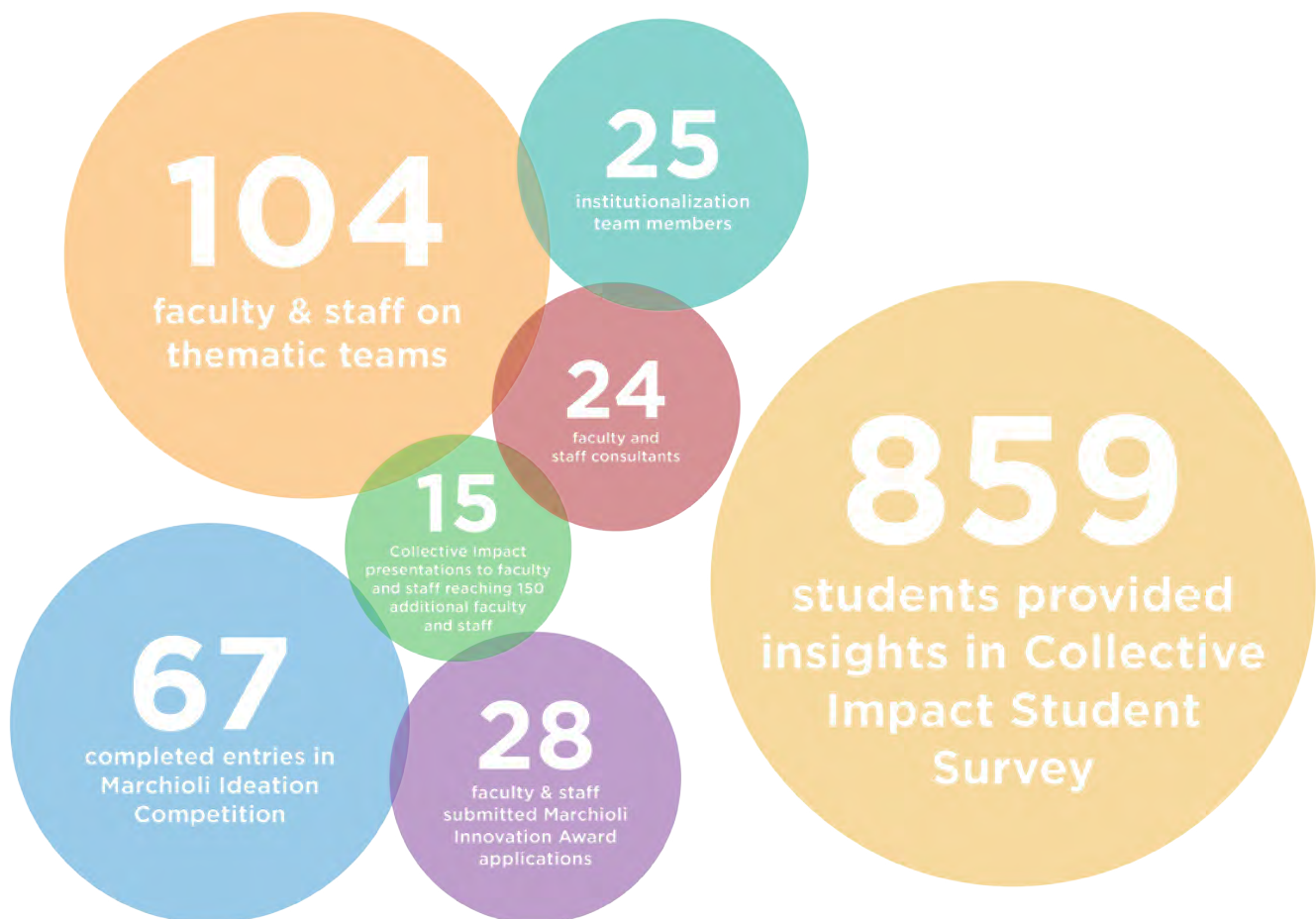
# Development Timeline Phase 1



# Development Timeline Phase 2



# Breakdown of Campus Engagement in Action Planning and Institutionalization



# Recognition of Contributors

## UCF Board of Trustees

Marcos R. Marchena, *Chairman*  
 Robert A. Garvy, *Vice Chair\**  
 Ken Bradley  
 Clarence H. Brown, III\*\*  
 Joseph Conte\*\*\*  
 Ray Gilley  
 Nicholas Larkins\*  
 Alex Martins  
 Beverly J. Seay  
 William Self\*  
 John Sprouls  
 David Walsh  
 William Yeargin

\*Strategic Planning Committee Members

\*\*Chair of Strategic Planning Committee

\*\*\*Vice Chair of Strategic Planning Committee

## Former Trustee and Advisor to the Committee Chair

Alan S. Florez

## UCF Executive Leadership

John C. Hitt, *President*  
 A. Dale Whittaker, *Provost and Executive Vice President*  
 W. Scott Cole  
 Helen Donegan  
 Maribeth Ehasz  
 Deborah C. German  
 Joel Hartman  
 Grant J. Heston  
 Dan Holsenbeck  
 Elizabeth “Liz” Klonoff  
 William F. Merck  
 Mike Morsberger  
 John F. Schell  
 Danny White

## Institutionalization Team

Lisa Guion Jones, *Chair*  
 Pamela “Sissi” Carroll  
 Tracy Clark  
 Elizabeth Dooley  
 Maribeth Ehasz  
 Michael Frumkin  
 Michael Georgiopoulos  
 Deborah C. German

Joel Hartman  
 Lynn Hepner  
 Grant J. Heston  
 Paul Jarley  
 Jeff Jones  
 Michael Johnson  
 Chester Kennedy  
 Elizabeth “Liz” Klonoff  
 William F. Merck  
 Jeffrey Moore  
 Mike Morsberger  
 Abraham Pizam  
 Bahaa Saleh  
 Thad Seymour, Jr.  
 Mary Lou Sole  
 Alvin Wang  
 Cynthia Young

## Thematic Teams

### 1: INCREASING STUDENT ACCESS, SUCCESS & PROMINENCE

Elizabeth Dooley, *Metric Leader*  
 Maribeth Ehasz, *Metric Leader*  
 Jeff Jones, *Metric Leader*  
 Patricia Angley  
 Pam Cavanaugh  
 Gordon Chavis, *Committee Co-Chair*  
 Vanessa Cogswell, *Subcommittee Leader*  
 Christopher Cook, *Subcommittee Leader*  
 Thomas Cox  
 Teresa Dorman, *Subcommittee Leader*  
 Kirk Gay, *Subcommittee Leader*  
 Lynn Hepner  
 Darrell Johnson  
 Don Merritt, *Committee Co-Chair*  
 DeLaine Priest  
 Robert Reed  
 Charles Reilly, *Subcommittee Leader*  
 Mariangelly Rente  
 Rex Roberts  
 Kimberly Schneider  
 William Self  
 Jessica Simmons, *Subcommittee Leader*  
 Kevin Sowers  
 Dorcas Wilkinson

### 2: STRENGTHENING OUR FACULTY AND STAFF

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