CREATING OUR COLLECTIVE IMPACT
AN OVERVIEW OF OUR PROMISES AND STRATEGIES
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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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 UCF 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 guide our 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 greatest impact on our students and the community we serve. As our Collective Impact plan took shape, we began to express this relationship as:

Scale x Excellence = 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 by doing so, we will offer 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.

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.
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
UCF’s Collective Impact Strategic Plan outlines deliberate metrics accompanied by bold strategies to achieve our Promise 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 five-year period since the plan’s initial approval 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

- Lead large Florida metropolitan areas in the percentage of the population with a bachelor’s degree
- Achieve Top 5 ranking among Orlando Economic Partnership peer regions of the percentage of population with a bachelor’s degree or higher
- Enroll a student population whose family incomes reflect the distribution of the region
- First-year retention of 92%
- Six-year graduation rate of 75%
- Average GPA of 4.0 and SAT of 1870 for incoming fall freshmen
- Top 10 ranking among public universities for the number of National Merit Scholars
- Enroll a student population that reflects the demographic distribution of the region
- Transfer student graduation rate of 75%

#### Strategies

- 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
- 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
- Develop partnerships with regional public school systems and DirectConnect institutions to provide effective pathways for economically and demographically diverse, and most at-risk populations
- 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
- In collaboration with our college partners, implement the strategies defined in Foundations of Excellence to support the success of our transfer students
- Develop an innovative undergraduate recruitment plan that achieves the incoming student metrics
- Develop a student development and support strategy to achieve the recognition and prestigious national awards metrics
- 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
- Enhance or refine student support programs using evidence-based practices and information from student assessment surveys
### Strengthening Our Faculty and Staff

**Priority Metrics**

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Strategies</th>
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<tbody>
<tr>
<td>Increase the number of National Academy</td>
<td>Expand upon current professional development and training opportunities to help faculty members become more successful in achieving tenure and promotion at UCF</td>
</tr>
<tr>
<td>members on the faculty to six</td>
<td>Using external and internal data analytics, assess national and international faculty recognition</td>
</tr>
<tr>
<td>Reach 1,200 full-time tenured and tenure-track faculty members</td>
<td>Identify key obstacles that affect retention and recruitment of highly prized faculty members and develop clear plans to minimize the impact of those obstacles</td>
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<tr>
<td>At least 65% of all faculty members with</td>
<td>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</td>
</tr>
<tr>
<td>assigned instructional duties are tenured or</td>
<td></td>
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<tr>
<td>tenure-track</td>
<td>Develop a university-wide plan including mentoring and financial support for recruitment and retention to achieve metrics</td>
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<tr>
<td>Increase the number of philanthropically</td>
<td>Develop a strategy to identify and recruit partners or spouses of new hires and target high performers among new staff hires</td>
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<tr>
<td>endowed professorships and chairs from 64 to</td>
<td></td>
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<tr>
<td>80</td>
<td>Develop an internal mentoring process to develop and retain underrepresented postdoctoral scholars as a pipeline to earning faculty positions</td>
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<tr>
<td>Achieve 25% in new hires of under-represented groups among tenured and tenure-track new hires</td>
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<tr>
<td>Rank in the top 10% of large Orlando</td>
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<td>employers as a best place to work</td>
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<tr>
<td>Achieve 25% in employment of under-represented groups among full-time administrative and professional new hires who are retained five or more years</td>
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### Growing Our Research and Graduate Programs

**Priority Metrics**

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Strategies</th>
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<tbody>
<tr>
<td>Reach at least 200 postdoctoral research</td>
<td>Develop joint strategies between the Research Foundation and the UCF Foundation to increase collaboration on approaching philanthropic organizations for research support</td>
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<tr>
<td>appointees</td>
<td></td>
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<tr>
<td>Double research awards from $133 million to</td>
<td></td>
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<tr>
<td>at least $250 million</td>
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<tr>
<td>Achieve 200 patents awarded over three years</td>
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<td>Expand to 10,000 graduate students</td>
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<td>Achieve 300 Ph.D. and M.F.A. degrees annually</td>
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<tr>
<td>Include stipends for graduate students and</td>
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<tr>
<td>postdoctoral scholars in all proposals</td>
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<td>Continue to add research and entrepreneurial</td>
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<tr>
<td>faculty members across the university who</td>
<td></td>
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<tr>
<td>are funded by contracts and grants,</td>
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<td>consistent with a multi-year plan by</td>
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<td>department and program to achieve our</td>
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<td>research expenditures metric</td>
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<tr>
<td>Develop a proactive and inclusive strategy</td>
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<tr>
<td>for graduate student support, awards, and</td>
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<tr>
<td>recognition achievement, including a website</td>
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<tr>
<td>with links to awards, new financial support</td>
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<tr>
<td>strategies, faculty and peer mentoring, and</td>
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<tr>
<td>other new initiatives</td>
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Creating Community Impacts Through Partnerships
Priority Metrics

**Metrics**
- Develop a comprehensive arts and culture community engagement plan that defines qualitative goals that convey cultural impact in the community by June 30, 2017
- 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
- 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

**Strategies**
- 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
- 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
- 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

Leading Innovation in Higher Education
Priority Metrics

**Metrics**
- Build the UCF Foundation endowment to $175 million
- Increase annual alumni giving donors from approximately 15,000 to 30,000
- Increase alumni engagement from approximately 8,000 to 16,000
- Increase new sources of funding by $100 million
- Develop outcomes for fiscal stewardship within each department and academic unit
- Develop a new standard for teaching facility design with measurable improvement in pedagogical effectiveness
- Define and achieve metrics associated with the implementation of our online student success systems
- Develop metrics for improvement of online programs
- Identify and implement opportunities for improved operational efficiency and effectiveness; and provide training to staff to maximize strategies

**Strategies**
- Leverage the growth and aging of our alumni base to increase philanthropic participation.
- Apply lessons from the First Destination Survey on college experiences to inform alumni engagement strategies.
- 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.
- Develop a university-wide plan to model and fulfill the funding diversification objectives with ownership clearly defined.
- Continue driving fiscal stewardship across all units, with clear metrics and strategies.
- Develop an approach for allocation of facilities based upon merit-based criteria such as student credit hours generated or research productivity.
- Continue to lead and be recognized for innovating in the effective use of technology for distributed learning.
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 initially 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 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.
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**
DEVELOPMENT TIMELINE

2016

SEPTEMBER

- Develop Implementation Framework, Processes, Templates, and Timeline
- Inaugural Provost Forum (ongoing)
- Faculty Senate Strategic Planning Council Meetings (ongoing)
- Provost Retreat (ongoing) (Topic: Institutionalization)
- Thematic Team Members Appointed
- Metric Leaders’ Fall Meeting
- Thematic Team Retreat
- Collect Impact Student Survey (Sent Responses to Thematic Team 1)

OCTOBER

- Formal Launch University-wide Institutionalization Planning
- Inaugural Provost Forum (ongoing)
- Provost College Visits (ongoing)
- Provost Retreat (ongoing) (Topic: Institutionalization)
- Thematic Team Chairs and Subcommittee Leaders’ Fall Brown Bag Lunch
- Develop New University-wide Marchioli Ideation Competition
- Develop New Marchioli Collective Impact Innovation and Ideation Competitions and Solicit Nominations

NOVEMBER

- Develop Implementation Framework, Processes, Templates, and Timeline
- Inaugural Provost Forum (ongoing)
- Provost College Visits (ongoing)
- Provost Retreat (ongoing) (Topic: Institutionalization)
- Thematic Team Members Appointed
- Metric Leaders’ Fall Meeting
- Thematic Team Retreat
- Collect Impact Student Survey (Sent Responses to Thematic Team 1)

DECEMBER

- Formal Launch University-wide Institutionalization Planning
- Inaugural Provost Forum (ongoing)
- Provost College Visits (ongoing)
- Provost Retreat (ongoing) (Topic: Institutionalization)
- Thematic Team Chairs and Subcommittee Leaders’ Fall Brown Bag Lunch
- Develop New University-wide Marchioli Ideation Competition
- Develop New Marchioli Collective Impact Awards Program

JANUARY

- Inaugural Provost Forum (ongoing)
- Provost College Visits (ongoing)
- Provost Retreat (ongoing) (Topic: Institutionalization)
- Thematic Team Members Appointed
- Metric Leaders’ Fall Meeting
- Thematic Team Retreat
- Collect Impact Student Survey (Sent Responses to Thematic Team 1)
- Develop Implementation Framework, Processes, Templates, and Timeline
- Inaugural Provost Forum (ongoing)
- Provost College Visits (ongoing)
- Provost Retreat (ongoing) (Topic: Institutionalization)
2017

**JANUARY**
- Thematic Teams Send Action Plan Rough Drafts to Metric Leaders
- Explore Monitoring & Tracking Software and Vendor Demonstration
- Metric Leaders Spring Meeting to Discuss Top Ideas, Synergies, etc.
- Thematic Team Chairs and Subcommittee Leaders’ Spring Brown Bag Lunch
- Thematic Team Send Top 2 Ideas from Marchioli Ideation Competition
- Announce Marchioli Ideation Competition Winners

**FEBRUARY**
- Thematic Team Send Top 2 Ideas from Marchioli Ideation Competition
- Board of Trustees’ Strategic Planning Committee Chair Conference Call
- Metric Leaders Submit Final Draft to Institutionalization Team
- Metric Leaders Submit Final Draft and Send Final Draft to Board of Trustees’ Strategic Planning Committee for Review and Feedback
- Thematic Teams Submit Second Draft Action Plan to Metric Leaders

**MARCH**
- Thematic Teams Submit Second Draft Action Plan to Metric Leaders
- Metric Leaders Spring Meeting to Discuss Top Ideas, Synergies, etc.
- Metric Leaders Submit Final Draft to Full Institutionalization Team
- Board of Trustees’ Meeting (Institutionalization Presentation)
- Information Item at Board of Trustees’ Meeting (Institutionalization Plan)

**APRIL**
- Marchioli Innovation Award Recipient Holds Campus Seminar
- Held Special Session Action Plan Review (crosstalk)
- Marchioli Ideation Winners Hold Session at FCTL Summer Conference
- Institutionalization Team Retreat to Discuss Final Draft Plan, Synergies, etc.

**MAY**

**JUNE**

**JULY**
CAMPUS ENGAGEMENT

104 faculty & staff on thematic teams

25 institutionalization team members

24 faculty and staff consultants

15 collective impact presentations to faculty and staff reaching 120 additional faculty and staff

67 completed entries in Marchioli Ideation Competition

28 faculty & staff submitted Marchioli Innovation Award applications

859 students provided insights in Collective Impact Student Survey
Thank you to the many students, faculty, staff, alumni, and community members who contributed to the strategic planning process through survey feedback, participation in one of the stakeholder forums, direct communication, or other methods. We would also like to thank the following individuals and organizations without whom this plan would not be possible.

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Orlando Economic Partnership
Jacob Stuart
Central Florida Partnership
Falecia Williams
Valencia College

ORGANIZATIONS

Ability Housing of Northeast Florida
BRIDG
C3Research
Career Source Central Florida
Carter Hospitality
City of Orlando Mayor’s Office
City of Saint Cloud
CFE Credit Union
CT. HSU + Associates
D&A Building Services
Daytona State College
Downtown Orlando Partnership
Dr. Phillips Center for the Performing Arts
Early Learning Coalition of Orange County
Eleet Technologies
Experience Orlando
Florida Business Interiors
Florida Department of Health in Orange County
Florida Hospital
Florida High Tech Corridor
Geotechnical and Environmental Consultants
Guardian Care Nursing & Rehabilitation Center
Heart of Florida United Way
IDEAS Orlando
Junior League of Greater Orlando
LandDesign
Lockheed Martin
Lynx
Marriott Residence Inn Downtown Orlando
NAI Realvest
Nemours Children’s Hospital
Orlando Economic Partnership
Orange County Government
Orange County Library
Orange County Mayor’s Office
Orange County Public Schools
Orlando Health
Orlando Tech Association
Orlando Trep
Osceola County Public Schools
Prismatic
PSI USA
Roman Catholic Diocese of Orlando
Sanford Burnham Prebys Medical Discovery Institute
Seminole County Public Schools
Seminole State College
Smith Equities
Technical Education Center Osceola
Universal Orlando
Valencia College
Validity Solutions
Welbro Building Corporation, Inc.
Wharton Smith, Inc.