MARCHIOLI COLLECTIVE IMPACT

AWARD GUIDELINES
Priority Metrics & Strategies
At UCF, we believe in a community of thinkers who push boundaries to shift paradigms and solve big problems. We also know that none of us is smarter than all of us.

That’s why in Spring 2017 we launched an award to recognize and celebrate innovations from across the university that are helping us reach many of the goals laid out in the Collective Impact Strategic Plan.

Based on the idea that BIGGER IS BETTER, we are challenging long-held assumptions about the role and scope of higher education. And, we want to motivate others to develop and test ideas that drive further innovation at UCF.

Named after UCF Foundation Board Chair Nelson Marchioli ’72, this award aims to seek out big ideas that will bend our future.
This award will provide a $5,000 award (cash or grant)* each fall and spring semester over the next three years to a faculty or staff member who has developed and is implementing an innovative program, initiative or project that’s helping UCF achieve the priority metrics from the strategic plan.

This award was created to recognize and celebrate individual or small team contributions already underway that are demonstrating success.

*Awards will be provided as cash to non-unit faculty or staff members, or as grants to in-unit faculty members that may be used to fund travel, teaching or research.

DEADLINE
5 p.m. on Friday, Nov. 8, 2019

MARCHIOLI COLLECTIVE IMPACT INNOVATION AWARD CRITERIA

Through the contributions of each of us at UCF – and in working with our partners – we will fulfill the promises outlined in the strategic plan. All nominees for this award must be full-time UCF faculty or staff members who meet at least one of the following criteria:

• An individual or small team who has developed their own innovation by converting ideas from general concepts into novel initiatives, projects or programs that are producing measured outcomes related to one or more priority metric.
• An individual or small team who has led a team that has advanced innovation by converting ideas from general concepts into novel initiatives, projects or programs that are producing measured outcomes related to one or more priority metric.

To be considered, the innovative initiative, project or program must be able to be scaled for greater impact.

NOMINATION FORM AND SELECTION PROCESS

The nomination form is available in these guidelines and on the UCF Collective Impact Strategic Planning website.

• Unit leaders must nominate individuals (or a team) in your division, unit, college or department whose innovative work toward one or more priority metric meets the above criteria.
• Self nominations and nominations from colleagues will not be accepted.
• A university-level selection committee will select an award recipient each fall and spring semester through Fall 2019.
  If a team is selected as the winner, the team leader will receive the award.
• Award presentations will be made during Provost Forums or other events sponsored by the Provost.

Note: Faculty and staff working in the Office of the Provost are not eligible for the award.

Disclaimer: An idea that is submitted to the competition becomes the sole property of UCF and may be used by the university in any way that will advance UCF. However, UCF will not assert its ownership rights over ideas developed for the intended purpose of disseminating the results of academic research or scholarly activities such as books, articles, presentations, or electronic and digital media, which have been used or will be used to secure grant funding, provided that any external funding does not infringe upon the university’s right to use the idea. All cash awards are treated as income and subject to normal withholding tax.
MARCHIOLI COLLECTIVE IMPACT INNOVATION AWARD
Nomination Form

Name of Nominator: ___________________________ Title of Nominator: ___________________________

**NOMINEE INFORMATION**

Name: ___________________________ Rank/Title: ___________________________

Work Phone: ___________________________ Department/Division: ___________________________ Years at UCF: ___________________________

**INNOVATION**

Please provide requested information as instructed.

A. Click below to select priority metric being addressed.

Click below to select *any additional* priority metric being addressed.

Click below to select *any additional* priority metric being addressed.

B. Describe in **500 words or less** the innovative initiative, project, program, or activity.

Note: Self-nominations and nominations from colleagues will not be reviewed.
MARCHIOLI COLLECTIVE IMPACT INNOVATION AWARD

Nomination Form

C. Describe in **500 words or less** the outcomes and impact achieved toward the priority metric.

D. Briefly list any other awards or recognition received for this innovation.

Note: Self-nominations and nominations from colleagues will not be reviewed.
MARCHIOLI COLLECTIVE IMPACT INNOVATION AWARD
Nomination Form

SUPPORTING AND ADDITIONAL MATERIALS
Please send these materials in an email with this nomination form.

A. Nominee's vitae. (Optional)

B. Supporting Materials. A maximum of three pages of supporting documentation or work examples can be attached. These materials should provide evidence of the impact of the innovation. Additional supporting materials will not be reviewed. (Optional)

SIGNATURE

Print Name of Nominator/Unit Leader

Signature of Nominator/Unit Leader

Email Address

Submit this nomination form and any optional materials to Lisa Jones at lisa.jones@ucf.edu by 5 p.m. Friday, Nov. 8, 2019.

Questions? Contact Dr. Lisa Guion Jones at lisa.jones@ucf.edu.

Note: Self-nominations and nominations from colleagues will not be reviewed.
WHO WE ASPIRE TO BE

In the fall of 2015, university and community leaders launched a strategic planning process to set UCF’s trajectory for the next 20 years. In doing so, we set out to shape how we can have a greater impact on lives and livelihoods at UCF, throughout the region, and beyond.

Our planning process, aptly named Collective Impact because it involves not only internal stakeholders but also members from the community, has included over 800 people from across Central Florida—community members, business leaders, public officials, educators, alumni, as well as UCF faculty, staff, and students—all working together to help answer the question, “Who does UCF aspire to be?”

Along the way, we have considered the strong foundation of our past as we look toward our future. The UCF Board of Trustees and President John C. Hitt charged the Strategic Planning Commission with delivering a road map that defines a 20-year vision and a five-year action plan. To do so, they asked the commission to explore UCF’s role in the community and around the world through the three dimensions of Philosophy, Value, and Distinctive Impact.

Taken together, these dimensions have considered our purpose, the value offered by our institution, and areas of excellence that distinguish UCF from other institutions on the national and international stage. We also have examined how UCF should define its role within the educational landscape in the state and across the country.

COMMISSION DIMENSIONS

The Strategic Planning Commission dimensions were created in collaboration with several members of the UCF Board of Trustees and the UCF President and Provost’s offices. They include:

- **Philosophy**—A fundamental understanding of an institution’s purpose that guides its decision-making. A philosophy is informed by the past—by an institution’s self-identity and its role within the community—but it is not constrained by it. Philosophy establishes culture and shapes people and products; it states what we collectively believe, what we value, and who we are. Examples of this dimension in action could include the university’s five goals or UCF’s academic mission devoted to access and student success.

- **Value**—A ratio of quality to cost. Higher education institutions can reflect value by optimizing delivery of services across units, innovating ways to increase quality while reducing cost, and partnering with others as appropriate to collectively advance the institution’s mission and further its comparative advantage. Universities that provide high value clearly define quality, diligently constrain unnecessary costs, and ensure that expenses advance value and will meet demand. In order to achieve this, UCF must foster a cost containment culture. Examples of this dimension in action could include UCF’s relatively low dollar per degree ratio and its growing distance-learning programs.

- **Distinctive Impact**—Areas of excellence and impact that distinguish UCF from other institutions at the international and national level, while simultaneously advancing the local environment. These areas of distinction arise from unique, place-based attributes, a critical mass of scholars, a cluster of partners who collectively create impact, and historic strengths of the institution. Examples of this dimension in action could include national and international prowess in the areas of modeling, simulation, and training; the establishment of an advanced manufacturing research center devoted to smart sensors; and national models for hospitality and tourism.

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 our 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 built up over the 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 so-called 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

It is these values that have guided us to this point and that 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 this plan took shape, we began to express this relationship as:

Scale x Excellence = Impact

With this framework, we believe that 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 is manifested 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.

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 twenty-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, impacting our entire university and our community. 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.

The university’s Board of Trustees approved the full plan in May 2016, and while it offers more than 70 metrics to measure our success over a 20-year time frame, the metrics below were deemed priority by our Collective Impact Metric Leaders. We intend to focus on these priority metrics during the next implementation phase of our plan.

### Increasing Student Access, Success, and Prominence

**Priority Metrics**

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<tr>
<th>Metrics</th>
<th>Strategies</th>
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<tbody>
<tr>
<td>First-year retention of 92%</td>
<td>• Develop a university-wide strategy to leverage the experience and resources offered by our scale to ensure a high-quality, individualized student experience within a large institution and maximize the use of technology to support and enhance it</td>
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<td>FTIC four-year graduation rate of 60%</td>
<td>• Implement the strategies defined in Transfer Alliance to support the success of our transfer students</td>
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<tr>
<td>Transfer student six-year graduation rate of 75%</td>
<td>• Enhance or refine student support programs using evidence-based practices and information from student assessment surveys</td>
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<td>Strengthening Our Faculty and Staff</td>
<td>Priority Metrics</td>
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<tr>
<td><strong>Metrics</strong></td>
<td><strong>Strategies</strong></td>
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<tr>
<td>- Reach 1,200 full-time tenured and tenure-track faculty members</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>
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<tr>
<td>- At least 65% of all faculty members with assigned instructional duties are tenured or tenure-track</td>
<td>- Using external and internal data analytics, assess national and international faculty recognition</td>
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<td>- Increase the number of philanthropically endowed professorships and chairs from 64 to 80</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>- Achieve 25% in new hires of under-represented groups among tenured and tenure-track new hires</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>
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<tr>
<td>- Rank in the top 10% of large Orlando employers as a best place to work</td>
<td>- Develop a university-wide plan including mentoring and financial support for recruitment and retention to achieve metrics</td>
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<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>
<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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<th>Growing Our Research and Graduate Programs</th>
<th>Priority Metrics</th>
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<tr>
<td>- Reach at least 200 postdoctoral research appointees</td>
<td>- Include stipends for graduate students and postdoctoral scholars in all proposals</td>
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<td>- Double research awards from $133 million to at least $250 million</td>
<td>- 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</td>
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<td>- Achieve 150 to 200 patents awarded by the United States Patent and Trademark Office over three years</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>- Expand to 10,000 graduate students</td>
<td>- 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</td>
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<tr>
<td>- Achieve research-focused graduate degrees to 25%</td>
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Creating Community Impacts Through Partnerships

Priority 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

- 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

- 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 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
- 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 to lead and be recognized for innovating in the effective use of technology for distributed learning.