

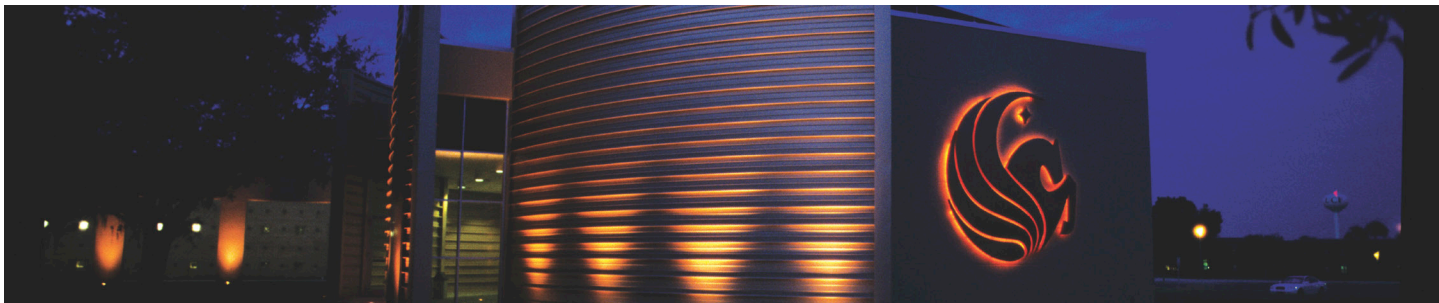


UCF COLLECTIVE IMPACT STRATEGIC PLAN

# INSTITUTIONALIZATION GUIDEBOOK



## OVERVIEW



UCF is one of the great success stories in higher education. As President Hitt says, “the best is yet to come.” No university becomes world-class by chance. The difference is strategy. The UCF Collective Impact Strategic Plan outlines deliberate metrics accompanied by bold strategies to achieve the metrics. Collective Impact provides the strategy for becoming a preeminent institution that transforms lives and livelihoods. Without execution, however, strategy is useless. Thus, UCF began the process of institutionalizing the new strategic plan shortly after its approval by our Board of Trustees.

In very broad terms, institutionalization is identifying and embedding changes that will help ensure the institution’s long-term success. More specifically, institutionalizing the new Collective Impact Strategic Plan entails weaving the plan into the fabric of UCF. To do this, UCF must make necessary changes to existing and/or develop new initiatives, programs, policies, procedures, models, systems, and structures that align with and support achieving the strategic plan metrics. Certainly, leaders at all levels play an integral role in institutionalizing the strategic plan and making the necessary changes within their sphere of influence. Institutionalization is achieved when individual decisions are guided by the Collective Impact Strategic Plan. Ideally, each individual throughout the organization focuses on how he or she contributes to achieving the metrics outlined in the strategic plan and works toward it in some way every day.

In essence, institutionalizing the strategic plan involves making changes in what we do and the way we do it with the goal of maximizing our scale and excellence to create the greatest impact for our students and society. What specifically must we change? What specific actions must we take to implement the strategies, and what resources will be needed to carry out those actions? What outcomes and impacts can we expect to achieve by taking those actions, and when will those results be realized? Implementation planning addresses these and other questions. Thus, implementation planning also is an important part of institutionalizing the strategic plan. The end product of our implementation planning process will be a UCF Collective Impact Five-Year Implementation Plan that is executed and our progress toward the metrics outlined in the plan will be monitored, tracked, and reported.

The implementation planning process can vary from institution to institution. If you look across the higher education landscape, you will see varying processes being used. Some institutions stop at the strategic plan and never get to the full implementation of that plan. As President Hitt stated, UCF did not develop a strategic plan to be “tossed on a shelf and forgotten.” Other institutions’ implementation processes have involved each college or unit completing separate implementation plans, which are then published on a website. Some institutions go a step further to cut and paste the different unit plans to create a single document. Yet, these methods miss the opportunity for information sharing, integration, collaboration, and maximizing synergies across the entire campus. Additionally, some institutions’ implementation plans are developed by a handful of senior leaders, or by engaging a small team of individuals. This type of implementation planning fails to gain ideas, insights, and input from individuals throughout the institution.

The implementation framework and processes designed for UCF seek to address the aforementioned limitations and honor the spirit of co-ownership and collective action with our partners to create collective academic, economic, social, and cultural impact in the region, state, and beyond. This guidebook provides details about the implementation planning framework, processes, planning tools, different roles and expectations, and timeline.

## FIVE-YEAR IMPLEMENTATION FRAMEWORK AND PROCESSES

### Implementation Planning Teams and Roles

Our aim is connectivity, co-ownership, and collective action. We will have three levels of teams: a) cross-functional Thematic Teams, b) Metric Leaders Institutionalization Team, and c) Core Support Team. The most essential teams during the implementation planning stage are the Thematic Teams that will refine strategies and develop action plans to achieve the corresponding metrics for each theme/focus area.

This represents a more decentralized, empowerment approach. Figure 1 provides an overview, which is followed by a detailed description of each team and its role.



FIGURE 1: OVERVIEW OF IMPLEMENTATION PLANNING TEAMS

### Collective Impact Thematic Teams

**Thematic Team 1: Student Access, Success, and Prominence**

Metric Leaders: Dr. Maribeth Ehasz and Dr. Elizabeth Dooley

**Thematic Team 2: Strengthening Our Faculty and Staff**

Metric Leader: Dr. Cynthia Young

**Thematic Team 3: Growing Our Research and Graduate Programs**

Metric Leader: Dr. Elizabeth “Liz” Klonoff

**Thematic Team 4: Creating Community Impact Through Partnerships**

Metric Leader: Dr. Thad Seymour, Jr. • Co-Leaders: Dr. Mike Frumkin, Mr. Jeffrey Moore and Dr. Lisa Jones

**Thematic Team 5: Leading Innovation in Higher Education**

Metric Leaders: Mr. Mike Morsberger, Dr. Joel Hartman, Mr. Bill Merck

**All of the metrics related to a thematic area have been grouped together regardless of which promise they fall under. This approach provides more focus and encourages us to look across metrics for synergies across the promises.**

**This approach also allows us to assemble individuals from across campus with specialized expertise in a given focus area to produce our collective best thinking.**

## The roles and responsibilities of the Thematic Team will be as follows:

Participate in a retreat session on November 16, 2016 where they will be provided their charge, supporting templates and tools, as well as data and additional information to help them assess “low-hanging fruit.” During the retreat, team members will learn how to use resources and implementation planning tools available to them to carry out their work, such as an Action Plan Template, Prioritization Tool, and others.

Thematic Teams, in consultation with the Metric Leaders, will determine the structure of their teams (Chairs and Subcommittee Chairs as they deem appropriate). The chair of each team will serve to keep the team on task, ensure that everyone has an opportunity to provide input, and remain engaged.

**Develop an action plan for their respective theme area:** Using existing priority metrics and strategies outlined in the Collective Impact Strategic Plan, Thematic Teams will develop specific actions (e.g. initiatives, programs, projects, tactics, etc.) that can be undertaken to achieve the metrics. Through in-depth discussions and analysis, the actions will be determined in four primary ways.

- 1** The Thematic Team will determine existing university-level initiatives and programs that have a track record of success at UCF or nationally (if it is a new initiative or program) of moving the needle on a priority metric.
- 2** The Thematic Teams will examine model initiatives, programs, and/or best practices from other top institutions that have proven results for one of UCF’s priority metrics and determine the applicability and replicability at our institution.
- 3** The teams will identify effective initiatives, programs, or best practices at the college or unit level that can be scaled up university-wide. This will mean each unit representative determining which actions already exist and bringing those forward for discussion and consideration. For example, some colleges or units may have developed or begun creating action plans in response to the Challenge 2020 or the Collective Impact Strategic Plan, and they can bring forward these action steps as relevant. This includes not just bringing up ideas for action from units, but rather having discussions around those ideas to yield new and different ideas. Not all of the actions brought forward by a unit will be included in a university-level implementation plan; only those deemed scalable and most impactful for the metric will be included. Of course, units should continue working toward actions not included in the university implementation plan, as they deem appropriate.
- 4** The Thematic Teams are challenged to push the boundaries of conventional thinking to uncover novel ideas which, while not tested, have high probability for success.

For each action, the Thematic Teams will determine what other internal collaborators and external partners will be needed, resources required, and start date, as well as expected outcomes and impacts. The outcomes will be broken down by those attainable within 18 months (starting with “low-hanging fruit” to create momentum) and those that will take three years.

The impacts will be those that will be achieved in five years. We do not want the teams to get bogged down in trying to figure out how their outcomes and impacts will be measured. The Core Support Team will work intensely on refining all outcomes and impacts when necessary and developing a monitoring and tracking system to measure progress.

The Thematic Teams will also share any noteworthy impediments or challenges (policy, structural barriers, resources, etc.) and what can be done to address those. It is not as helpful to just bring a problem without providing potential solutions. Also, each Thematic Team will be encouraged to stretch their thinking beyond financial resources and not use it as a default barrier. An Action Planning Template will be provided for each priority metric that includes all of the aforementioned desired information.

Thematic Teams must submit their final draft action plan to their respective Metric Leaders by February 28, 2017. The Metric Leaders can solicit rough drafts on a schedule determined by the Metric Leader(s).

While the main work of each team will be completed upon approval of the UCF Implementation Plan, members serve as liaisons to their units to keep their unit informed and engaged. They may also be called upon to provide advice and insights during different phases of the process of executing the implementation plan.

The Thematic Team members will be selected by members of the Metric Leaders Institutionalization Team. This encourages cross-functional teamwork and draws from expertise across the institution.

### **Metric Leaders Institutionalization Team**

To encourage an ongoing culture of co-ownership, collective action, and accountability, most of the individuals identified as “leads” in Collective Impact Strategic Plan will constitute the Metric Leaders Institutionalization Team.

#### **The role and responsibilities of the Metric Leaders will be as follows:**

A subset of the overall team has been designated as Metric Leaders of a particular Thematic Team. Metric Leaders will provide support and resources to their respective Thematic Team(s) to aid the team in completing its task. The Core Support Team will also provide information and support to the Thematic Teams upon request.

Metric Leaders will be asked to attend the first meeting of their related Thematic Teams. Metric Leaders will attend any subsequent meetings at their discretion and interface with their teams as they deem appropriate.

Metric Leaders are in a support and advisory role to the teams. Metric Leaders review drafts of action plans and submit the final draft for their Thematic Team to the Metric Leaders Institutionalization Team.

#### **The role and responsibilities of all Metric Leaders Institutionalization Team (5-year commitment) are:**

Appoint someone from their unit to serve on each of the relevant thematic teams as they deem appropriate. Remember, the Thematic Teams will write an action plan for each themed area. Therefore, first and foremost, membership on this team should be primarily faculty and senior staff who are very knowledgeable about the thematic area and play significant roles in the success of associated metrics. It is also strongly recommended that the individual is an opinion leader who is well respected by their colleagues because they will serve as strategic plan institutionalization liaisons in their respective units upon completion of the main task of developing the action plan. Other desirable attributes include team players, creative and out-of-the-box thinkers, progressive and future-oriented, etc.

#### **Review Action Plans from each of the five Thematic Team to:**

- ensure that they are aligned to the Collective Impact Strategic Plan and will lead to reaching the priority metrics.
- make recommendations for enhancements.
- search for synergies and missed opportunities for collaboration across teams.
- search for impediments to achieving the action plan not listed (such as organizational structure, policies, procedures, management decisions, etc.) and recommend ways to address any barriers so that actions are implemented.

**Integrate the five Thematic Team Action Plans to create one UCF Collective Impact Implementation Plan.**

**Submit the final draft of UCF Implementation Plan to Core Support Team for final editing and formatting only.** The final plan will be formatted with action plans for each priority metric listed under its respective promise from the Collective Impact Strategic Plan.

**Hold an information session in their unit, once UCF Implementation Plan has been approved, to share overview of the implementation plan, build excitement and energy about our future, and share how each role is important to helping us fulfill our promises.** The Core Support Team will assist in developing consistent talking points and messages that can be used.

**Serve as a change agent in their unit to keep unit informed and engaged over the years** (e.g. provide updates on early successes at unit level once a year, perhaps drilling down to show how achieving early success was directly related to what changes the faculty and staff made in their unit that contributed to the collective), as well as identify innovators from their unit to recommend for recognition in the Collective Impact Awards Program. Essentially, Metric Leaders Institutionalization Team members are drivers of change by ensuring an ongoing culture of strategic thinking, action, assessment, and accountability.

**Review the progress report at 18-month, 3-year, and 5-year milestone points to determine whether outcomes were achieved or not achieved and areas of progress or no progress.** In cases where little to no progress has been made, this team will lead in assessing contributing and causal factors. A small group of leaders may be pulled together as an ad hoc committee to discuss concerns, issues, and action steps to move forward in such cases. Please note that annual reports also will be generated by the Core Support Team. However, the 18-month and 3-year milestones will serve as check points for more in-depth analysis to determine if we are on target for achieving the metrics and more rigorous assessment of contributing and causal factors. These milestones also trigger trend analysis and forecasting to determine if we are on target to achieve the 5-year targets. The Core Team will provide information and serve in a support role to assist with this process.

**Review progress and projection reports and conduct an environmental scan in their area of leadership and update the implementation plan if necessary.** In time of rapid change, this process keeps our institution's eyes on the external environment to note changes that could positively or adversely affect our implementation plan moving forward. This should occur in Year 5. The team will look overall at our progress on the metrics and project whether we are on target to achieve 20-year targets outlined in the Collective Impact Strategic Plan. The Core Support Team will provide assistance in developing a document to inform the university community of potential external threats and new opportunities, which metrics we've accomplished or seem on target for, and which areas may need recalibration or refinement. This team also may recommend revisions to the Collective Impact Strategic Plan. The Core Team will provide information and serve in a support role to assist with all of the aforementioned tasks.

**Complete their official work at the end of the fifth year,** because institutionalization of the 2016 plan should have been achieved to the point where this type of infusion and coordination should have already occurred. It will be simply the way we operate.



## Metric Leaders Institutionalization Team Members

Team members are those individuals listed as key leaders in the Collective Impact Strategic Plan and other “drivers” of change within their sphere of influence at different levels within the institution. Provost and Executive Vice President, Dale Whittaker, will serve as senior advisor to the team.

**The members of the team, in random order, are as follows:**

**Maribeth Ehasz**

Vice President for Student Development and Enrollment Services

**Deborah German, MD**

Vice President for Medical Affairs and Dean of the College of Medicine

**Elizabeth “Liz” Klonoff**

Vice President for Research and Dean of College of Graduate Studies

**Joel Hartman**

Vice President for Information Technologies and Resources

**Mike Morsberger**

Vice President for Advancement and CEO of the UCF Foundation, Inc.

**Grant Heston**

Vice President for Communications and Marketing

**William Merck**

Vice President for Administration and Finance

**Jeffrey Moore**

Dean, College of Arts and Humanities

**Paul Jarley**

Dean, College of Business Administration

**Alvin Wang**

Dean, The Burnett Honors College

**Pamela “Sissi” Carroll**

Dean, College of Education and Human Performance

**Michael Georgiopoulos**

Dean, College of Engineering and Computer Sciences

**Michael Frumkin**

Dean, College of Health and Public Affairs

**Mary Lou Sole**

Dean, College of Nursing

**Bahaa Saleh**

Dean, College of Optics and Photonics

**Abraham Pizam**

Dean, Rosen College of Hospitality Management

**Michael Johnson**

Dean, College of Sciences

**Elizabeth Dooley**

Vice Provost for Teaching and Learning/Dean, College of Undergraduate Studies

**Cynthia Young**

Vice Provost for Faculty Excellence & International Affairs and Global Strategies

**Tracy Clark**

Associate Provost for Budget, Planning and Administration  
Associate Vice President for Finance

**Thad Seymour, Jr.**

Vice Provost for UCF Downtown

**Jeff Jones**

Vice Provost for Regional Campuses

**Lynn Hepner**

Faculty Senate Strategic Planning Council Chair

**Chester Kennedy**

CEO, International Consortium for Advanced Manufacturing Research

The team will ultimately decide the frequency of their meetings. It is recommended that meetings be monthly from January through April 2017 as the implementation plan is being developed.

## Core Support Team

The role and responsibilities of the Core Support Team are as follows:

- Advance the institutionalization of the Collective Impact Strategic Plan, such as helping focus the campus community on implementing the plan within their sphere of influence and, continuously seeking ways to further institutionalize the plan.
- Conduct a retreat to orient Thematic Teams.
- Attend the first meeting of Thematic Teams and be available to the teams as requested.
- Provide information and support to the Thematic Team and Metric Leaders Institutionalization Team upon request.
- Provide feedback and advice on institutionalization efforts.
- Review documents, processes, etc. and provide constructive feedback for improvement.
- Do final review, edits, and formatting of UCF Implementation Plan.
- Submit the final draft of UCF Implementation Plan to the Provost and Executive Vice President
- Develop a monitoring and tracking system.
- Prepare progress reports and updates.

### Core Support Team Members:

**Lisa Guion Jones**

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

**Ronnie Korosec**

Associate Provost and Chief of Staff for Academic Affairs

**Paige Borden**

Associate Provost for Academic Program Quality and Associate Vice President for Institutional Knowledge Management

**Christine Dellert**

Assistant Vice President for Strategic Communications and Marketing

**Manoj Chopra**

Professor and Assistant Director for Strategic Planning



### Advisors and Collaborators for Core Support Team:

**Thad Seymour, Jr.**

Vice Provost for UCF Downtown

**Lynn Hepner**

Faculty Senate Strategic Planning Council Chair

**Debbie Pope**

USPS Staff Council President

**Trustee Chris Clemente**

Student Government Association President

**Julie Stroh**

Senior Associate Vice President for Advancement, Alumni Engagement and Annual Giving

**Jonathan Chapin**

Graduate Student Association President

**Lyman Brodie**

Executive Associate Dean, College of Arts & Humanities

**Robert Porter**

Executive Academic Director, Executive Development Center

**Melissa Francisco**

Strategic Initiatives & Engagement Lead, Executive Development Center

**Patrice Lancey**

Assistant Vice President for the Office of Operational Excellence and Assessment Support



**Liaisons to Core Support Team (Designated by Metric Leaders):****Kerry Welch**

Liaison for Student Development and Enrollment Services

**Kayae-Alese Green**

Liaison for Finance and Administration

**Implementation Planning Tools and Templates**

- Conceptual Framework for Implementation Planning (Attachment A)
- List of Priority Metrics by Thematic Team (Attachment B)
- Action Plan Template (Attachment C)
- Action Step Prioritization Template (Attachment D)
- Timeline for Implementation Planning (Attachment E): The first 20% of a strategic plan's life determines its success. Therefore, this timeline outlines steps toward the development of the UCF Implementation Plan to occur by March 28, 2017.
- Collective Impact Faculty Ideation Competition (Attachment F)
- Collective Impact Student Survey (Attachment G)

**Monitoring, Tracking, and Reporting****Monitoring and Tracking**

- A monitoring and tracking system is planned to achieve seamless alignment across the different levels of implementation of the Collective Impact Strategic Plan.
- A commercial software program specializing in monitoring and tracking of organizational strategic plans will be selected after evaluating the capabilities of several available programs. The software will use a cascading, top-down approach to track the various levels of the plan, such as promises, focus areas, metrics, strategies, actions, and outcomes. The purchase of commercial software is contingent upon the availability and provision of funds.
- The software will allow for easy input of data necessary for tracking the progress of various strategies, metrics, and actions.
- It will provide real-time tracking of the progress through the use of critical milestones and their levels of achievement over time. There will also be a provision to provide weights to more important activities in the overall plan and to identify the risk levels associated with significant departures from planned achievement levels of these milestones.
- The system will clearly identify the roles and responsibilities associated with each step of implementation and track accountability.
- A common online environment will allow easier communication across the campus on required information, accountability, and levels of achievement particularly across multiple units.
- This monitoring and tracking system will bring campus-wide and community constituents into a common endeavor increasing levels of interaction and engagement.
- Information and training sessions will be organized to facilitate onboarding of the software for use on campus.

**Reporting**

- Data collected during the monitoring and tracking process will be analyzed and presented in the form of customized Dashboards for review at different levels.
- Additionally, reports will be prepared where information pertinent to the various metrics are presented to the Board of Trustees, the President, and other members of the leadership team.
- Reports can also be customized to be shared with external constituents through the Collective Impact website.

## Collective Impact Institutionalization Strategies

### Aligning the institution to support the strategy and its implementation involves:

- Visible commitment of executive leadership to the Collective Impact Strategic Plan and its Implementation Plan once developed.
- Demonstrated commitment and focus by core leadership (e.g. Challenge 2020).
- Examining, modifying, and/or revising policies, procedures, models, systems, and structures that can impede progress toward achieving the metrics outlined in the strategic plan.
- Creating new policies, procedures, models, systems, and structures that support the Collective Impact Strategic Plan (e.g. The new UCF Budget Model links incentives with desired outcomes from the Collective Impact Strategic Plan.)
- Aligning unit plans with the Collective Impact Strategic Plan to the greatest extent possible.
- Strategically identifying, securing, and deploying internal and external resources to support actions in the implementation plan.
- Reinforcing a culture of collaboration, shared ownership, collective action, and accountability at all levels.
- Affirming the characteristics of UCF that support this bold change effort such as our can-do spirit, energetic disposition, forward-thinking/futuristic views, etc.

### Face-to-Face Campus Engagement involves:

- Internal and External Speeches
- Provost Retreats
- Provost Forums
- College Visits
- Meetings with Deans, Directors, and Chairs
- Hold/host information session in units (maybe do as brown bag lunch)
- Presenting at the Board of Trustees Strategic Planning Subcommittee annually and/or by request
- Update Vice Presidents, as desired
- Presentation at Dean's Council periodically
- Update Faculty Senate, Faculty Senate Strategic Planning Council, USPS Staff Council, and Student Government Association as requested
- Presenting at Academic Leadership Academy and other events

### Written Communication to Engage Internal and External Audiences involves:

- Provost Updates (emails to faculty/staff)
- Enhanced, transparent strategic planning website that includes the full strategic plan, implementation plan, summaries, metric tracking, accountability reports, recognition and awards, as well as highlight early successes achieved toward metrics
- Collective Impact collateral – full report, excerpts for distribution
- Media releases

### Recognition, Awards and Celebration involves:

- Creating a Collective Impact Awards Program: Recognition and celebration of efforts that advance our impact and encourages continued momentum toward fulfilling the promises of the Collective Impact Strategic Plan. The details of the award program will be announced by November 30, 2016.
- Metric Leaders Institutionalization Team should examine whether recognition for exceptional work related to Collective Impact can be incorporated into existing university awards and events at all levels.

## Collective Impact Glossary of Key Terms

### General Terms

**Collective Action:** Each unit at UCF, in collaboration with our partners, undertakes actions in specific focus areas in which it excels in a way that supports and is coordinated with the actions of other units through a mutually reinforcing plan of action (i.e. UCF Implementation Plan) to achieve institutional-level metrics. Thus, collective action leads to aligning independent actions to achieve common goals.

**Institutionalization:** Institutionalizing the new Collective Impact Strategic Plan entails weaving the plan into the fabric of UCF. To do this, UCF must make necessary changes to and/or develop new initiatives, programs, policies, procedures, models, systems, and structures that align with and support achievement of metrics listed in the strategic plan. Institutionalization is achieved when individual decisions are guided by the plan.

**Implementation:** Implementation is the process of prioritizing and focusing metrics from the Collective Impact Strategic Plan, then planning, designing, and executing specific initiatives, programs, and actions to implement strategies that achieve the priority metrics. The product of this process is an implementation plan that is executed, and progress toward the metrics in the plan is monitored, tracked, and reported. Implementation is a part of institutionalization.

### Definition of Key Metrics and Priority Focus Metrics

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

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**Lead large Florida metropolitan areas in the percentage of the population with a bachelor's degree:** As tracked by the U.S. Census Bureau's American Community Survey.

**Achieve Top 5 ranking among Orlando EDC peer regions of the percentage of population with a bachelor's degree or higher:** As tracked by the U.S. Census Bureau's American Community Survey.

**Enroll a student population whose family incomes reflect the distribution of the region:** Fall enrollment data compared to U.S. Census Bureau.

**First-year retention of 92%:** Summer-Fall Full-time, FTIC as reported to the Integrated Postsecondary Education Data System (IPEDS).

**Six-year graduation rate of 75%:** Summer-Fall Full-time, FTIC as reported to the Integrated Postsecondary Education Data System (IPEDS).

**Top 10 ranking among public universities for the number of National Merit Scholars:** As reported by the National Merit Scholarship Corporation's annual report.

#### Strengthening Our Faculty and Staff

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**Increase the number of National Academy members on the faculty to six:** Based on the university affiliations posted to the Academy membership directory.

**Reach 1,200 full-time tenured and tenure-track faculty members:** Total count of fall semester faculty members with tenure of tenure-track appointments.

**At least 65% of all faculty members with assigned instructional duties are tenured or tenure-track:** Percentage of full-time faculty members with tenure or tenure-track appointments. Includes most colleges, plus IST and Nano. Excludes UGST, GRDST, and Honors.

**Increase the number of philanthropically endowed professorships and chairs from 64 to 80:** Total count as of the end of each fiscal year based on information from the UCF Foundation.

**Achieve 25% in new hires of under-represented groups among tenured and tenure-track new hires:** Percentage of under-represented minorities (Black, Hispanic, Multiracial, Native American, and Pacific Islander) of new tenured and tenure-track hires.

#### Growing Our Research and Graduate Programs

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**Reach at least 200 post-doctoral research appointees:** As reported on the National Science Foundation/National Institutes of Health Annual Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS).

**Double research awards from \$133M to at least \$250M:** As reported by UCF's Office of Research and Commercialization.

**Achieve 200 patents awarded over three years:** Total patents awarded by the United States Patent and Trademark Office (USPTO) for the most recent three calendar-year period.

**Expand to 10,000 graduate students:** Total graduate students, including MD students, enrolled in the fall semester.

**Achieve research-focused graduate degrees to 25%:** Ratio of thesis and dissertation degrees to all graduate degrees (annual academic year).

#### Innovations in Higher Education

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**Build the UCF Foundation endowment to \$175 million:** As reported on the National Association of College and University Business Officers (NACUBO) and Commonfund Institute's annual report of Market Value of Endowment Assets.

**Increase annual alumni giving donors from approximately 15,000 to 30,000:** As reported to the Council for Aid to Education's Voluntary Support of Education survey.

**Public university national ranking:** A top-50 ranking on at least two well-known and highly respected national public university rankings, reflecting national preeminence, using most recent rankings, includes: Princeton Review, Fiske Guide, QS World University Ranking, Times Higher Education World University Ranking, Academic Ranking of World University, US News and World Report National University, US News and World Report National Public University, Forbes, Kiplinger, Washington Monthly National University, and Center for Measuring University Performance.

### Author and Contributors

This guidebook was authored by Lisa Jones with invaluable contributions from Christine Dellert, Manoj Chopra, Paige Borden, and Ronnie Korosec. Layout and design by Yohanna Reis.