



CREATING OUR COLLECTIVE IMPACT
AN OVERVIEW OF OUR PROMISES AND STRATEGIES



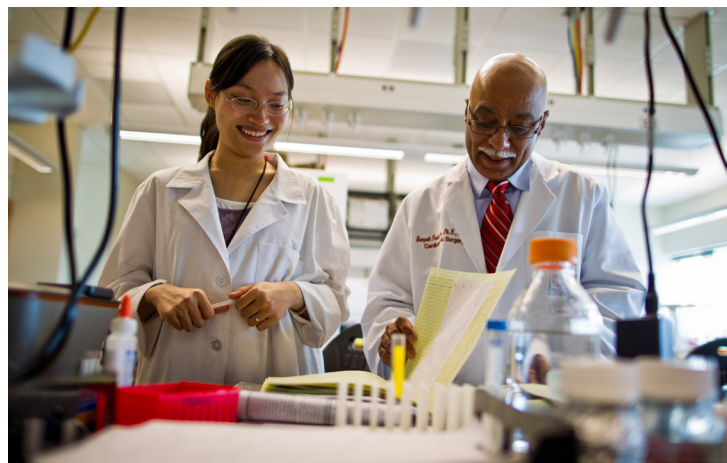
UCF is a **model for higher education** in the 21st century, poised to make a better future for our students and society.

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.



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:

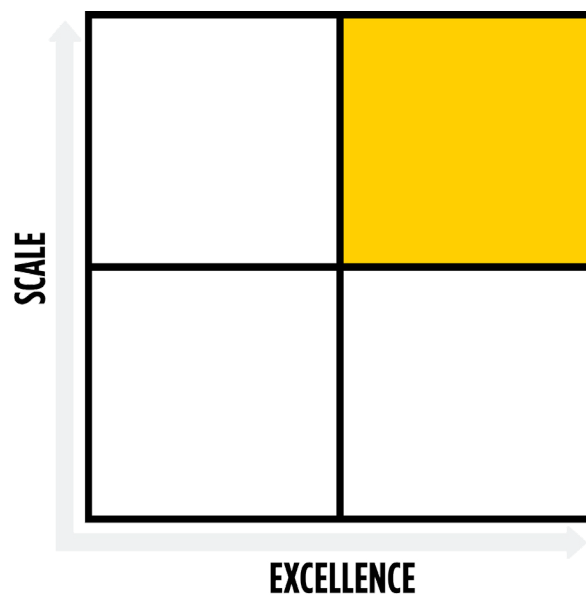
$$\text{Scale} \times \text{Excellence} = \text{Impact}$$

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.

It is much less difficult 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.

Most difficult is finding a way to be both big and good and do so in such a way that offers a new model for unleashing previously untapped potential and providing pathways for those who want to succeed.



[†] Kurzweil, Martin, and Jessie Brown. “Breaking the Iron Triangle at The University of Central Florida.” Ithaka S+R. August 26, 2015. <http://sr.ithaka.org/?p=241922>.

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.

OUR CHARGE

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

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, this document pulls out those metrics that have been deemed priority by our Collective Impact Strategic Plan institutionalization committees.

Increasing Student Access, Success, and Prominence Priority Metrics

Metrics

- Lead large Florida metropolitan areas in the percentage of the population with a bachelor's degree
- Achieve Top 5 ranking among Orlando EDC 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 the Orlando EDC 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. Maximize the use of technology to support and enhance that student experience.
- 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

Metrics

- Increase the number of National Academy members on the faculty to six
- Reach 1,200 full-time tenured and tenure-track faculty members
- At least 65% of all faculty members with assigned instructional duties are tenured or tenure-track
- Increase the number of philanthropically endowed professorships and chairs from 64 to 80
- Achieve 25% in new hires of under-represented groups among tenured and tenure-track new hires
- Rank in the top 10% of large Orlando employers as a best place to work
- Achieve 25% in employment of under-represented groups among full-time administrative and professional new hires who are retained five or more years

Strategies

- Expand upon current professional development and training opportunities to help faculty members become more successful in achieving tenure and promotion at UCF.
- Using external and internal data analytics, assess national and international faculty recognition.
- Identify key obstacles that affect retention and recruitment of highly prized faculty members and develop clear plans to minimize the impact of those obstacles.
- 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.
- Develop a university-wide plan including mentoring and financial support for recruitment and retention to achieve metrics.
- Develop a strategy to identify and recruit partners or spouses of new hires and target high performers among new staff hires.
- Develop an internal mentoring process to develop and retain underrepresented postdoctoral scholars as a pipeline to earning faculty positions.

Growing Our Research and Graduate Programs

Priority Metrics

Metrics

- Reach at least 200 post-doctoral research appointees
- Double research awards from \$133M to at least \$250M
- Achieve 200 patents awarded over three years
- Expand to 10,000 graduate students
- Achieve research-focused graduate degrees to 25%

Strategies

- Include stipends for graduate students and postdoctoral scholars in all proposals.
- 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.
- Develop joint strategies between the Research Foundation and the UCF Foundation to increase collaboration on approaching philanthropic organizations for research support.
- 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.

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 6/30/17
- Define by 12/31/16 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, International Consortium for Advanced Manufacturing Research (ICAMR), 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 approx. 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.