



# **UCF COLLECTIVE IMPACT**

## **STRATEGIC PLAN**

**UCF BOARD OF TRUSTEES**  
**2016**

# LETTER FROM THE CHAIRMAN

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Dear Supporters of UCF:

As a proud UCF alumnus, I am pleased to support the development of a strong and aspirational strategic plan for the university's future. The close collaboration between UCF's leadership and the Board of Trustees has been essential to developing this exciting plan. I particularly appreciate the participation of many in our community who contributed their time and talent to make the planning process a success.

UCF is distinctive in its demonstration that size and excellence can and should be complementary. Some have suggested that we cannot be good if we are big. But under President Hitt's leadership and in partnership with a strong and committed Board of Trustees, UCF has proven that belief wrong. The continued improvement in performance on nearly every measure of higher education excellence shows that UCF is effectively leveraging its scale to benefit each student.

The consensus of the trustees, the university leadership, and the strategic planning participants is that the future for our university holds great promise. We need a clear roadmap and a continued commitment to disciplined execution, and this strategic plan provides both.

I agree with those who say that this is Florida's century. Accelerating industry diversification, enhancing the quality of life for our residents, and improving the world beyond our borders must be our focus. Each of these aspirations depends upon a high quality research university as an engaged partner with its community. This strategic plan advances that role for UCF.

I particularly want to thank former trustee Alan Florez for his guidance and energy throughout this planning process, along with Clarence "Buck" Brown, MD, chair of the Board of Trustees Strategic Planning Committee.

Finally, thank you for your interest and commitment to UCF. With each of us supporting the UCF Collective Impact Strategic Plan, I am confident in UCF's future.

Sincerely,



Marcos R. Marchena  
Chairman

# LETTER FROM THE PRESIDENT

When I came to UCF in 1992, I established five goals to provide clear direction for the university. We have remained true to those goals, in large part because they built on our past, clearly defined a path to the future, and offered aspirational ambitions to inspire successful results. I am proud of what we have accomplished, but I know that our great university has much more to achieve.

Strategic planning is about shaping the future, and I am excited about what lies ahead for UCF as we implement the UCF Collective Impact Strategic Plan. A great deal of thought from a broad cross-section of university and community stakeholders has gone into crafting this plan. It truly represents our collective best thinking about how UCF can fulfill its responsibility to transform 21st century higher education, and in so doing impact our region and our world in ways that few other institutions have done.

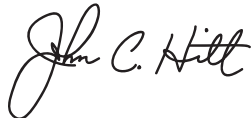
As you read this plan, I urge you to consider how you can help UCF fulfill its vision. This plan provides a roadmap, but it will be the hard work of each of us that will define how quickly and successfully we navigate the next phase of our evolution.

Our thanks go to the Provost and Executive Vice President Dale Whittaker for his leadership in developing this plan. It is the most inclusive and far-reaching strategic plan the university has ever created, and I am confident that Dale will ensure its effective implementation. I also thank Chairman Marcos Marchena and the Board of Trustees for their active engagement throughout the creation of this plan.

Finally, I want to thank the dozens of university and community members who served on our Collective Impact commissions, along with the hundreds of others who offered valuable insights that helped shape this plan. What follows truly represents our commitment to being America's leading partnership university and charts our distinctive path to the future.

Go Knights and Charge On!

Cordially yours,



John C. Hitt  
President



# WHO WE ARE

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A new university for Central Florida was born on June 10, 1963, when Governor Ferris Bryant signed legislation to create a new university for Central Florida. Classes at Florida Technological University started in the fall of 1968.

In a relatively short time, Orlando's hometown university emerged from scrub pine and dirt roads to become a major metropolitan research university of global impact. The rise of UCF is one of the great success stories in American higher education.

It is a story of partnership between a community and its university. It is a story about the enduring determination, persistence, and "can do" spirit of Central Florida. And it is also the story of a university that almost never was.

In the late 1950s, the space race with Russia captivated America. Area business and government leaders rallied for a new space university to educate students for promising space-age careers in engineering, electronics, and other technical professions.

In January of 1964, state officials had selected a site of 1,227 acres in east Orange County for the new university, but the Legislature had yet to authorize the purchase. The land was in danger of slipping away, and that would have been a devastating setback.

For every organization, there are defining moments that determine the future. At that crucial time, 89 local leaders and their families took extraordinary action. They pledged nearly \$1 million with their own cash, securities, and promissory notes to secure the desired land for the new university.

These true believers stepped forward with no guarantees of repayment. Should the new university fail, their money would likely be forfeited. Their action of blind faith committed the UCF main campus property that has served this region so well.

## FTU'S FIRST DAYS

On October 19, 1965, Dr. Charles Millican, a college administrator and a Baptist minister, became the first president of the new university. The first-time president drove to see the future site of the school, but he couldn't find it! He returned to town for better directions to the land that he and his future colleagues would shape into the nation's second-largest university.

Classes for Florida Technological University opened on October 7, 1968, with 1,948 students, 90 instructors, and 150 staff members. The new school offered 55 degree programs. Those may not sound like many, but that was very ambitious for a new university.

At our first commencement in 1970, guest speaker and NASA astronaut John Young addressed 423 graduates. To put that number in context, UCF now graduates approximately 13,500 students each year.

The barren site our founders boldly selected more than fifty years ago is home today to a university that cannot be overlooked as a vital force for:

- the prosperity of Central Florida
- the growth of Florida's high-tech innovation economy
- the advancement of global solutions.

## GOALS THAT GUIDE US

In 1992, UCF hired John C. Hitt to serve as its fourth president. From the moment he was hired, President Hitt became a student of the university and community. He studied UCF's history and talked with students, faculty and staff members. He observed how things worked and what could be improved. He reached out into the community to ensure that the university had a meaningful impact on its community.

Only months into his presidency, President Hitt introduced his five goals to the university and community, setting in motion the concepts that have propelled the 21,000-student university to the 63,000-plus student university it is today.

The five key goals that still guide UCF are:

- to offer the best undergraduate education available in Florida
- to achieve international prominence in key programs of graduate study and research
- to provide international focus to our curricula and research programs
- to become more inclusive and diverse
- to be America's leading partnership university.

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The most important of those goals remains to be America's leading partnership university. In many ways, the pursuit of that goal has made all the difference during President Hitt's nearly 25-year tenure.

## **PARTNERSHIP UNIVERSITY**

From its beginning, UCF was a partnership university. And its greatest partner was, is, and always will be, the Central Florida community. UCF isn't just in Central Florida, it is of Central Florida, and it exists to serve the demand for learning, economic development, and social and cultural engagement.

Time and again throughout the past fifty-plus years, UCF and Central Florida have demonstrated that by combining efforts, the impossible can become the inevitable.

And the need for a vibrant, engaged university in our community has never been stronger. The U.S. Census Bureau reported in March 2016 that Orlando is the fastest-growing of the country's 30 largest metropolitan areas.

UCF is an active partner in that growth. Just in the last year, we have reached several notable milestones:

- UCF will receive millions of dollars in new funding after the State of Florida designated it an *emerging preeminent* institution based on our success with graduation rates, doctoral degrees awarded, and other academic and research milestones.
- The state approved a new UCF campus in downtown Orlando. Part of more than \$1 billion of recent and future investments in downtown, the campus will create better opportunities and outcomes for thousands of students and nearby businesses.
- *U.S. News & World Report* listed 20 of our graduate programs among the best in the nation, such as Counselor Education at No. 9 and atomic, molecular, and optical sciences at No. 14. Also, *The Princeton Review* ranked UCF's video game graduate program No. 1 in North America.

- In March 2016, UCF was ranked No. 1 in state performance measures that include graduation rates and graduates' employment and wages. UCF has ranked in the top three among all state universities during all four years that performance-based funding has been awarded.
- According to a May 2016 story in *The Washington Post*, UCF is the top choice of high school seniors in Florida and the second most-popular choice for seniors in the Southeast United States. UCF joins institutions such as UCLA, Michigan, Penn State, and Auburn as the top choices in their states.

With these accomplishments and many more, UCF has successfully made the transition from an open-door, undergraduate-focused, local institution to a comprehensive, high research-intensive university that prides itself on providing access and supporting student success.

Others have achieved this transition, but almost always at the expense of access. This remarkable achievement at UCF is being able to maintain a deep connection to the community through high-access pathways while becoming a distinctive university.

# 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 provided by our past as we look toward our future. The UCF Board of Trustees and President Hitt charged the Strategic Planning Commission with delivering a road map that defines a twenty-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 the nation's second-largest public university, behind ASU, 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.”<sup>†</sup>

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 twenty 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:

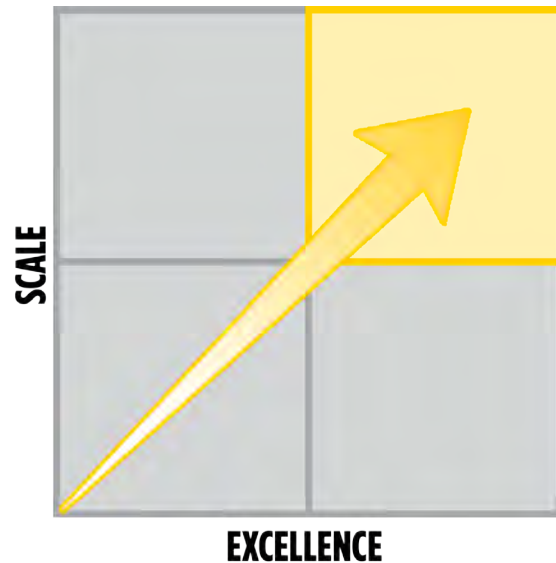
#### Scale x Excellence = Impact

When we say scale and excellence, what does that mean? 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.



<sup>†</sup> 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

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**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

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**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

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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

# METRICS AND STRATEGIES

The following sections identify more granular metrics and supporting strategies that will guide the leadership of the university toward fulfillment of its charge. Unless otherwise noted, all metrics are annual measures and are expected to be achieved within five years (by the end of academic year 2020-21). Metrics marked with an asterisk (\*) are State University System of Florida Preeminence Metrics used to calculate achievement of preeminent status, which brings with it additional state funding.

Each section also identifies those roles that will have lead responsibility for achieving the metrics. The top position listed is typically a direct report to the president, supported by the other roles listed. Additional individuals and functions may be enlisted in achieving the goals, but the accountability will lie with the positions identified here.

The following chart summarizes selected Key Metrics embodied in our plan.

CURRENT	KEY METRIC	2021
2nd	Rank among Florida MSA's of percentage of population with a bachelor's degree	1st
9th	Rank among Orlando EDC peer regions of percentage of population with a bachelor's degree	5th
4.0/1850	Average first-year student GPA and SAT	4.0/1870
11	Public university rank of National Merit Scholars	Top 10
89%	First-year retention rate	92%
70%	Six-year graduation rate	75%
8,029	Number of graduate students	10,000
52	Post-doctoral research appointees	200
1	National Academy members	6
62%	Percentage of tenured or tenure-track faculty	65%
\$133 million	Research awards	\$250 million
64	Endowed professorship and chairs	80
15,000	Alumni annual giving donors	30,000
\$151 million	UCF Foundation endowment	\$175 million



# 1

## HARNESS THE POWER OF SCALE TO TRANSFORM LIVES AND LIVELIHOODS



Only slightly more than 50 years old, UCF has aligned itself from the beginning with the region in which it lives. Anchored in technology innovation to fuel space exploration, rooted in the emerging tourist destination that became a global brand, and respected as an active intellectual and talent-generation partner as Central Florida underwent rapid decade-by-decade growth, UCF reached its half-century mark as one of the five largest universities in the nation. It is now second.

While higher education institutions have wrestled with the presumed choice between size and quality, UCF focused its mission on serving the unique needs of the region, a focus which demanded both scale and quality. In pursuing the five goals defined by UCF President John Hitt when he was inaugurated in 1992, the university demonstrated that it is possible to both big and effective. It is on this unique and strong foundation that the next 50 years will be built.

In pursuing its dual role as engaged community partner and forward-leaning global model, UCF can and must leverage its size and quality to transform the lives and livelihoods of those it touches. And it touches many. The undergraduate student body of the entire Ivy League is only slightly larger than UCF's population. No other organization in the region can have as much impact on the future of its population, over multiple generations, than UCF.

Through partnerships with public school systems, the state college system, and other committed educational institutions, UCF can significantly raise the post-secondary degree attainment level of the region and the state. The DirectConnect 2+2 program pioneered by UCF and its state college partners has already proven what we can do. The multi-generational impact of successful completion of a degree by first-generation students is well understood; few institutions have such an ability to impact their regions.

That impact will depend on deliberate strategies to attract students across all levels of family income and help them successfully complete their college experience. And the ultimate impact of the university, both in learning and research, will depend on expansion of its graduate programs.

Finally, UCF's scale will continue to produce alumni who must be engaged in multiple ways with the university that helped shape their lives. They represent a powerful force for good when harnessed effectively.

This plan is built on UCF's track record of changing the higher education conversation from having to make a choice between big or good to recognizing the power of combining scale and excellence to maximize impact.

## DEGREE ATTAINMENT

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• <b>Lead large Florida metropolitan areas in the percentage of the population with a bachelor's degree or higher.</b></li> <li>• Lead the region toward achieving a top five ranking among Orlando EDC-defined aspirational peer metropolitan areas in the percentage of college graduates (age 25+), as well as Young and Talented cohort (age 25-34) with a bachelor's degree or higher.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Develop and implement a comprehensive strategy with our DirectConnect partners and public school systems to achieve regional metrics, including both total degree attainment and demographic and socioeconomic composition of graduates (see Access metrics and strategies).</li> <li>• 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.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Student Development and Enrollment Services</li> <li>• Vice President for Regional Campuses</li> <li>• Deans and Department Heads</li> </ul>

## ACCESS

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Enroll a student population whose family incomes reflect the distribution of the region.</li> <li>• Enroll a student population that reflects the demographic distribution of the region.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Develop partnerships with regional public school systems and DirectConnect institutions to provide effective pathways for economically and demographically diverse, and most at-risk populations.</li> <li>• With our regional education partners, identify targeted professions and develop a deliberate strategy to enhance the diversity of our graduates who pursue careers in those fields.</li> <li>• Use the UCF Downtown campus to develop and pilot innovative strategies for recruiting economically and demographically diverse student populations.</li> <li>• Aggressively identify and apply underutilized scholarships in support of broader student access and success.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Student Development and Enrollment Services</li> <li>• Vice Provost for Regional Campuses</li> <li>• Deans and Department Heads</li> </ul>

## UNDERGRADUATE STUDENT SUCCESS

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• First-year retention of 92%.*</li> <li>• Six-year graduation rate of 75%.*</li> <li>• Transfer student graduation rate of 75%.</li> <li>• 100% of undergraduates participate in a positive, high impact student experience either on or off campus.</li> <li>• Increase student participation in internships and co-ops by 50%.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Develop a university-wide strategy to leverage the experience and resources offered by our size to ensure a high-quality, individualized student experience within a large institution. Maximize the use of technology to support and enhance that student experience.</li> <li>• In collaboration with our college partners, implement the strategies defined in Foundations of Excellence to support the success of our transfer students.</li> <li>• Enhance or refine student support programs using evidence-based practices and information from student assessment surveys.</li> <li>• Develop high impact student experiences in which the value of that experience is reported to increase over time. Apply lessons learned in the Burnett Honors College to achieve full participation in high impact experiences. Measure impact longitudinally via the Gallup-Purdue survey.</li> <li>• Track alignment of perceived value of certain high impact experiences with specific university goals delineated in this plan and refine the experience offerings.</li> <li>• Develop fundraising strategies to support the availability of effective high impact experiences for students.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Student Development and Enrollment Services</li> <li>• Vice Provost for Teaching and Learning and Dean of Undergraduate Studies</li> <li>• Vice Provost for Faculty Excellence and International Affairs and Global Strategies</li> <li>• Deans and Department Heads</li> <li>• Vice President for Advancement</li> </ul>

## GRADUATE STUDENT PROMINENCE

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• <b>Double the number of graduate students receiving national or international recognition.</b></li> <li>• Expand to 10,000 graduate students, a number which includes relevant professional degrees and graduate programs.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Set annual metrics by program that embrace size, quality, and mix of relevant professional degrees and research-based graduate degrees.</li> <li>• Develop a proactive and inclusive strategy for graduate student support, awards, and recognition achievement, including a website with links to awards, new financial support strategies, faculty and peer mentoring, and other new initiatives.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Research and Dean of Graduate Studies</li> <li>• Deans and Department Heads</li> </ul>

## ALUMNI ENGAGEMENT

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Increase alumni participation rates in UCF and alumni events from 8,000 to 16,000.</li> <li>• Increase annual alumni giving donors from approximately 15,000 to 30,000.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Develop UCF Advancement, and especially the Office of Alumni Engagement and Annual Giving plan, to achieve engagement metrics for reaching constituencies beyond the alumni to include friends, parents, and current students.</li> <li>• Apply lessons from the First Destination Survey on college experiences to inform alumni engagement strategies.</li> <li>• Develop joint strategies among Advancement, Alumni Engagement and Annual Giving, Athletics, Community Relations, and other university offices to leverage athletics and other events and programs as critical engagement tools.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Vice President for Advancement</li> <li>• Senior Associate Vice President for Alumni Engagement and Annual Giving</li> <li>• Vice President and Director of Athletics</li> <li>• Deans and Department Heads</li> </ul>

# 2

## ATTRACT AND CULTIVATE EXCEPTIONAL AND DIVERSE FACULTY, STUDENTS, AND STAFF WHOSE COLLECTIVE CONTRIBUTIONS STRENGTHEN US



UCF's rapid growth and consistent progress toward its aspirational vision have attracted high-quality students, faculty and staff members over the past several decades. Believing that the magnitude of its future impact will derive from leveraging its scale in combination with a relentless pursuit of excellence, the university will focus on making UCF a national and global magnet for exceptional talent, attracted to an inclusive environment that celebrates its differences.

We will build on the experience of those who have established UCF's reputation to date, continue to cultivate and expand their contributions and aggressively attract the next generation of exceptional and diverse students, faculty and staff members who will be critical to fulfilling our shared vision for the future. Recognizing that talent attracts talent and that reputation is important to retaining and recruiting the best students, faculty and staff members, we will continue to invest strategically to make UCF an outstanding place to learn and to work, and ensure that its reputation is more broadly known and appreciated.

The prominence of our students, faculty and staff members is at the heart of our pursuit of excellence, and we will be diligent in measuring the quality of our people and developing innovative strategies to ensure that UCF becomes a leading magnet for the best and brightest talent nationally and globally.

Believing that excellence and diversity go together, we will focus all our efforts on attracting and retaining exceptional people who bring a diverse range of backgrounds, perspectives, and contributions to the university community.

The tenured and tenure-track composition of our faculty is a critical determinant of our excellence and impact, as is the ratio of students to faculty members. We will focus on those characteristics of the university and measure our progress against the defined metrics included in our plan. To retain and attract the best talent, we must be deliberate in making UCF an attractive and highly valued place to work, and we will pursue innovative strategies to ensure that is the case in the future.

All of the stakeholders who contributed to this plan believe that our strengths and areas of excellence far surpass the reputation UCF has earned. Our youth and rapid growth are primary reasons for this lack of awareness, but our plan calls for more aggressive investment in new communications strategies to ensure that UCF becomes much better known throughout the nation and the world. That story, we believe, will be anchored in the students, faculty, and staff members who are UCF.



## FACULTY PROMINENCE

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• <b>Double the number of faculty members receiving national and international recognition in their fields.</b></li> <li>• Increase the number of National Academy members on the faculty to six.*</li> <li>• Reach 1,200 full-time tenured and tenure-track faculty members.</li> <li>• At least 65% of all faculty members with assigned instructional duties are tenured or tenure-track.</li> <li>• Increase the number of philanthropically endowed professorships and chairs from 64 to 80.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Develop a university-wide plan to provide support to professors to increase national recognition in their respective fields as defined and measured by each college.</li> <li>• Expand upon current professional development and training opportunities to help faculty members become more successful in achieving tenure and promotion at UCF.</li> <li>• Using external and internal data analytics, assess national and international faculty recognition.</li> <li>• Develop a deliberate and focused recruiting plan to attract the next generation of top faculty talent, including senior, eminent faculty members.</li> <li>• Identify key obstacles that affect retention and recruitment of highly prized faculty members and develop clear plans to minimize the impact of those obstacles.</li> <li>• Develop a plan to ensure that eminent faculty members are given full consideration for membership by the national academy or equivalent body in their discipline.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice Provost for Faculty Excellence and International Affairs and Global Strategies</li> <li>• Deans and Department Heads</li> <li>• Assistant Vice President, Institutional Knowledge Management</li> <li>• Vice President for Communications and Marketing</li> <li>• Vice President for Advancement</li> </ul>

## FACULTY AND STAFF DIVERSITY AND INCLUSIVENESS

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Achieve 25% in employment of under-represented groups among tenured and tenure-track new hires who are retained five or more years.</li> <li>• Achieve 30% in gender diversity in STEM fields among tenured and tenure-track new hires who are retained five or more years.</li> <li>• Achieve 25% in employment of under-represented groups among full-time administrative and professional new hires who are retained five or more years.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Develop a university-wide plan including mentoring and financial support for recruitment and retention to achieve metrics.</li> <li>• Develop an innovative strategy to identify and tap the pipeline for graduating Ph.D.s in underrepresented groups at high quality institutions.</li> <li>• Develop an internal mentoring process to retain faculty and staff members from underrepresented groups at UCF.</li> <li>• Develop an internal mentoring process to develop and retain underrepresented postdoctoral scholars as a pipeline to earning faculty positions.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice Provost for Faculty Excellence and International Affairs and Global Strategies</li> <li>• Chief Diversity Officer, Office of Diversity and Inclusion</li> <li>• Deans and Department Heads</li> </ul>

## STUDENT PROMINENCE

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Average GPA of 4.0 and SAT of 1870 for incoming fall freshmen.*</li> <li>• Achieve Top 25 ranking among all colleges and universities and Top 10 ranking among public universities for the number of National Merit Scholars, and enroll 30 National Hispanic Scholars.</li> <li>• Double the number of students receiving national or international recognition.</li> <li>• Increase the number of students receiving Rhodes scholarships, Fulbright scholarships, and other selected prestigious national awards by 25%.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Develop an innovative undergraduate recruitment plan that achieves the incoming student metrics.</li> <li>• Develop a student development and support strategy to achieve the recognition and prestigious national awards metrics.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Student Development and Enrollment Services</li> <li>• Dean of the Burnett Honors College</li> <li>• Vice President for Communications and Marketing</li> <li>• Deans and Department Heads</li> </ul>

## STUDENT DIVERSITY AND INCLUSIVENESS

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Increase by 10% retention and progression of specific diverse student cohorts across all academic disciplines.</li> <li>• Increase by 10% degree attainment of specific diverse student cohorts across all academic disciplines.</li> <li>• Reduce the percent of diverse undergraduates seeking employment but not starting their job search prior to graduation.</li> <li>• Increase the percent of diverse undergraduate student populations participating in high impact practices.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Establish a baseline of diverse undergraduate student cohort retention, progression, and degree attainment in each academic discipline.</li> <li>• Identify, assess, and enhance existing programs aimed at retention, support and student success for diverse groups, and establish baselines and five year targets for all metrics.</li> <li>• Develop a proactive and inclusive strategy to support attainment of awards, recognitions, and high achievements of diverse student populations.</li> <li>• Infuse awareness of diversity, inclusion, and social justice into existing marketing and communication strategies.</li> <li>• Create a welcoming campus environment and develop additional programs and services to facilitate retention and graduation of diverse student populations, including effective pathway programs in partnership with our Direct Connect institutions.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Student Development and Enrollment Services</li> <li>• Vice Provost for Teaching and Learning and Dean of Undergraduate Studies</li> <li>• Chief Diversity Officer, Office of Diversity and Inclusion</li> <li>• Deans and Department Heads</li> </ul>

## WORK ENVIRONMENT

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Achieve 90% satisfaction rating from faculty and report consecutive positive gains in the COACHE survey priority areas of personal and family policies; nature of work in research, teaching, and service; promotion; departmental leadership; and appreciation and recognition.</li> <li>• Rank in the top 10% of large Orlando employers as a best place to work.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Continue strategy development work underway based on COACHE metrics and track progress against these priority areas and overall satisfaction rating of faculty.</li> <li>• Develop a strategy to identify and recruit partners or spouses of new hires and target high performers among new staff hires.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice Provost for Faculty Excellence and International Affairs and Global Strategies</li> <li>• Human Resources</li> <li>• Deans and Department Heads</li> </ul>

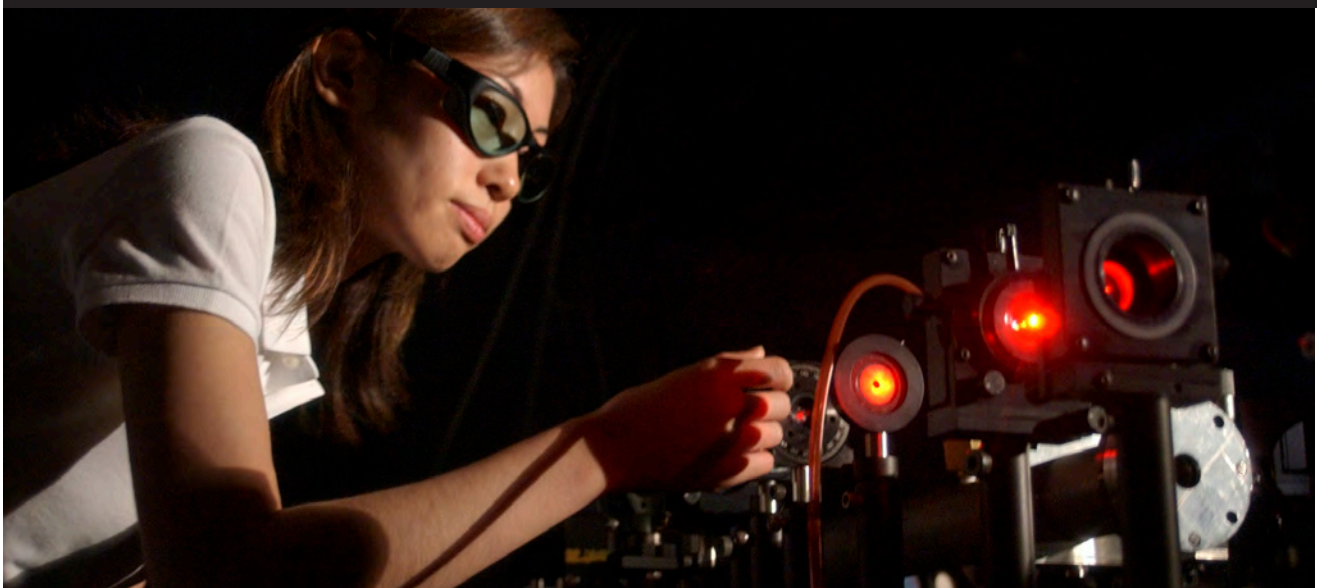
## EXTERNAL PERCEPTIONS

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Achieve Net Promoter Score of 20 indicating a strong likelihood to recommend UCF to others. (<a href="#">Link</a> to NPS calculation method.)</li> <li>• Exceed initial benchmark data on aided and unaided brand awareness among our service area and nationally by 10% and 5% respectively.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Develop a comprehensive, multi-year branding strategy that broadens positive awareness and perceptions of UCF among designated target audiences and achieves the metrics.</li> <li>• Invest in the approved branding strategy at a level to achieve metrics.</li> <li>• Achieve all of the strategic plan metrics associated with faculty, student, and program excellence, upon which our reputation and awareness will be built.</li> <li>• Continue to develop a nationally recognized athletics program that builds awareness, recognition, alumni, and fan participation, and university pride and loyalty.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Vice President for Communications and Marketing</li> <li>• Vice President for Advancement</li> <li>• Vice President and Director of Athletics</li> <li>• Provost</li> <li>• Deans and Department Heads</li> </ul>



# 3

## DEPLOY OUR DISTINCTIVE ASSETS TO SOLVE SOCIETY'S GREATEST CHALLENGES



UCF's history and future are tightly interwoven with the attributes of the region in which the institution is located. Its unique character—past, present and future—celebrates the strengths and is committed to finding solutions to the challenges that face metropolitan Orlando and the state of Florida. The university is fortunate to exist within a region and state that are expected to experience continued significant growth, are aggressively diversifying into new knowledge-based industries, and reflect (earlier than most regions of the country) the projected demographic composition of the nation as a whole in the decades ahead.

This plan guides the university to an increasingly pivotal role in leveraging its unique assets, and those of the region, to solve society's greatest challenges. We believe it is possible, and in fact imperative, to strike a balance between serving our region and the broader world. In some cases, that will involve targeted local or global efforts. In others, it will include developing successful solutions in our region that can be scaled nationally or globally for maximum impact.

This plan endorses greater social and cultural engagement in the community. We believe that the university has the responsibility to play an active leadership role with our partners to improve the region in which we live.

In addition, we will apply focused effort on significant social challenges with a commitment to achieve meaningful improvement. Other such efforts will follow.

As UCF aspires to be recognized as a top-tier institution, it must accelerate the growth of its research enterprise in both people and funded research expenditures. Specific metrics and strategies are outlined in this plan, with more detailed planning required and supported by intentional investment.

One of the three strategic planning commissions was focused on the dimension of Distinctive Impact, which we recognize as critical to defining the UCF of the future. By building on established areas of excellence and defining and investing in promising new areas yet to be defined, the university can continue to expand its reputation and its impact. UCF's recent investments in research and teaching clusters and transdisciplinary collaborations hold greater promise than defining distinctive impact in 20th century terms around traditional academic silos of disciplines and departments. Defining and developing distinction in solving grand challenges will be a productive approach.

## COMMUNITY ENGAGEMENT

### Metrics

- 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.
- Engage all students in at least one service learning activity annually.
- Involve all faculty and staff in at least one community engagement activity annually.
- Increase approved service-learning courses by 50%.

### Strategies

- 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.
- Leverage knowledge and experience from across the university (including students and alumni), taking advantage of our scale and unique ability to effect change. Apply lessons learned in the Burnett Honors College to achieve full participation in community engagement experiences.
- Report on progress regularly and add new initiatives based on success and capacity to invest.
- Serve as a model in developing solutions that other regions can replicate.

### Lead

- Provost
- Vice President for Student Development and Enrollment Services
- Vice Provost for Teaching and Learning and Dean of Undergraduate Studies
- Director, Office of Experiential Learning
- Deans and Department Heads

## EXPAND AREAS OF DISTINCTIVE IMPACT

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Convene a transdisciplinary team to define targeted grand challenges that leverage our existing strengths across disciplines and build collaborative five-year strategies with partners by 12/31/16, including a high level twenty-year roadmap.</li> <li>• Achieve milestones and metrics as defined in the grand challenges plans.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Invest human and financial resources to solve defined grand challenges that leverage our existing strengths across disciplines, differentiate UCF from other institutions, and respond to the changing local, national, and global needs of society.</li> <li>• Adopt a culture of creative disruption to push the boundaries of scholarship, science, and technology while also pursuing knowledge for its own sake.</li> <li>• Remain open and responsive to new, creative, and possibly disruptive hires, organizational structures, and partnership opportunities while continuously identifying and responding to grand challenges that merit investment.</li> <li>• Use external and internal data analytics to assess how programs or fields compare to peer and aspirational peer universities.</li> <li>• Promote and receive public recognition for leadership in addressing grand challenges.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Research and Dean of Graduate Studies</li> <li>• Vice Provost for Faculty Excellence and International Affairs and Global Strategies</li> <li>• Assistant Vice President, Institutional Knowledge Management</li> <li>• Deans and Department Heads</li> <li>• Vice President for Communications and Marketing</li> </ul>

## RESEARCH ENGAGEMENT

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Achieve level at which at least 25% of graduate degrees awarded are research-focused.</li> <li>• Reach at least 200 post-doctoral research appointees.*</li> <li>• Increase the number of projects presented at the Showcase of Undergraduate Research Excellence by 50%.</li> <li>• Increase undergraduate participation in some form of research by 50%.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Develop a university-wide plan, with active participation by the Undergraduate Research Council, that identifies strategies by college and department to achieve the metrics. Build on the success of the Honors in the Major program within the Burnett Honors College.</li> <li>• Include stipends for graduate students and postdoctoral scholars in all proposals.</li> <li>• Revitalize the post-doctoral website and management responsibility.</li> <li>• Cultivate fundraising opportunities for undergraduate research presentations.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Research and Dean of Graduate Studies</li> <li>• Vice Provost for Teaching and Learning and Dean of Undergraduate Studies</li> <li>• Director, Office of Undergraduate Research</li> <li>• Deans and Department Heads</li> </ul>



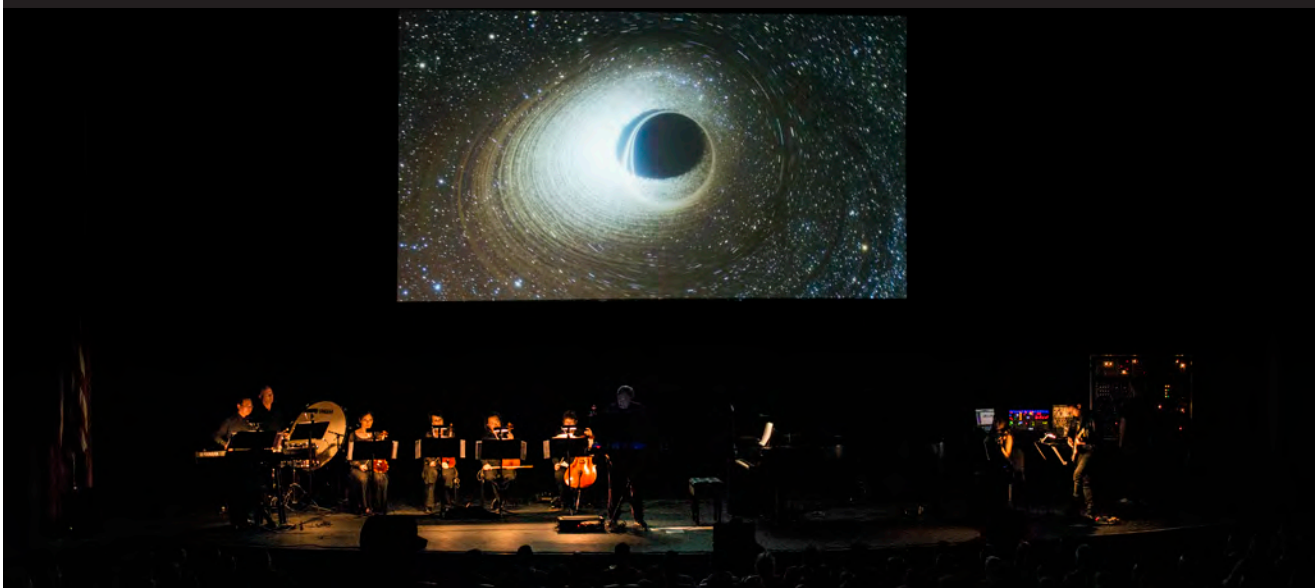
## RESEARCH AND COMMERCIALIZATION COMMITMENT

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• <b>Double research awards from \$133M to at least \$250M and achieve SUS preeminence metric for research expenditures.</b></li> <li>• Commit to and promote a robust portfolio of research, scholarship, and creative activities across all disciplines that contributes to the creation of new knowledge, even if not easily quantifiable.</li> <li>• Win ten proposals per year exceeding \$1M, five of which exceed \$3M.</li> <li>• Create 16 start-up companies annually and execute 36 licenses and options for UCF intellectual property.</li> <li>• Achieve 200 patents awarded over three years.*</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Continue to add research and entrepreneurial faculty members across the university who are funded by contracts and grants, consistent with a multi-year plan by department and program to achieve our research expenditures metric.</li> <li>• Focus on and invest in biomedical research as an essential contributor to expanding the university’s research scale and impact.</li> <li>• Develop research leadership through training and incentives needed to tackle and win large funding opportunities, strengthen grant writing capabilities, and provide support for large, collaborative proposals (internal and multi-institutional).</li> <li>• Develop a proactive plan to anticipate and influence federal research priorities from NIH, NSF, and other large grant-making organizations.</li> <li>• Create ad hoc, multidisciplinary groups of faculty and staff members to support the grand challenges initiatives by continuing to invest in faculty clusters.</li> <li>• Recognize and promote research impact, including new knowledge advancement across all disciplines, whether quantifiable or not. Expand the research dashboard to include strategic plan metrics.</li> <li>• Develop joint strategies between the Research Foundation and the UCF Foundation to increase collaboration on approaching philanthropic organizations for research support.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Research and Dean of Graduate Studies</li> <li>• Deans and Department Heads</li> <li>• Assistant Vice President for Corporate and Foundation Relations</li> </ul>

# 4

## CREATE PARTNERSHIPS AT EVERY LEVEL

THAT AMPLIFY OUR ACADEMIC, ECONOMIC, SOCIAL AND CULTURAL IMPACT AND REPUTATION



Central to UCF's trajectory over the past two decades has been the pursuit of President's Hitt goal to be America's leading partnership university. The university's ability to expand its size and impact has depended on a culture of collaboration that has forged highly effective academic, industry, and public-sector partnerships. The fulfillment of this plan will require building on those collaborations and establishing many more—both within the region and around the world.

Lake Nona Medical City, the highly regarded DirectConnect program, Central Florida's modeling, simulation and training cluster, ICAMR, and UCF Downtown are among the many examples of impactful partnerships that UCF has helped lead in recent years. The university's role as the intellectual anchor in each of these bold initiatives, with the complementary assets contributed by its partners, has in each case established a foundation for impact that will continue to be played out for many years into the future.

The partnerships of the future, as envisioned by our plan, will integrate students and faculty even more tightly into the planning and execution of those collaborations.

Transformational student experiences, engagement with the community, and service learning opportunities will more tightly align the university's graduates with the talent needs of our region and beyond. Expanding our collaborative research initiatives with other academic institutions, industry, and public-sector organizations will amplify the impact of our discovery mission and enhance our reputation. As the intellectual anchor in existing and new innovation clusters, UCF with its partners will effectively leverage its scale and excellence for maximum impact.

While many of those partnerships will focus on technology innovation within the broader STEM fields as Central Florida and the world continue the transformation to a knowledge-driven economy, UCF has a critical leadership role to play in enhancing the cultural and social future of our region. This plan calls for UCF to take an even more active role in addressing the most critical social challenges faced by the region and employing the talent and experience contained within the institution in a focused way with our partners. As Central Florida serves as a microcosm of where the nation is headed socially and demographically, success in these initiatives can serve as a model for other communities and regions.

## RESEARCH COLLABORATIONS

Metrics	<ul style="list-style-type: none"> <li>• Generate 30% of externally funded research expenditures through collaborations with other institutions.</li> <li>• Generate 60% of externally funded research through collaborations within UCF.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Develop a university-wide strategy to develop new internal and external research collaborations, with objectives and strategies provided by college and department.</li> <li>• Identify and eliminate disincentives or obstacles for collaborative research, both within UCF and outside.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Research and Dean of Graduate Studies</li> <li>• Deans and Department Heads</li> </ul>

## INTELLECTUAL ANCHOR FOR INDUSTRY CLUSTERS

Metrics	<ul style="list-style-type: none"> <li>• <b>Actively engage in the region to generate \$10 billion in annual economic impact</b> through ongoing university activities, partnerships in diversifying the region's economy, and industry cluster creation and growth.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Actively engage with partners to identify new transformative opportunities to which UCF can contribute.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Research and Dean of Graduate Studies</li> <li>• Deans and Department Heads</li> </ul>

## NATIONAL AND GLOBAL IMPACT

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Enter into three significant partnerships with highly regarded national organizations in support of top university initiatives, including community engagement, grand challenges, and enhancing our distinctive impact and reputation.</li> <li>• Enter into two significant partnerships with highly regarded international organizations in support of top university initiatives, including community engagement, grand challenges, and enhancing our distinctive impact and reputation.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Establish strategic partnerships with globally recognized organizations aligned with each of the current and future areas of distinctive impact.</li> <li>• Include defined partnerships as part of both community engagement and grand challenges initiatives.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Research and Dean of Graduate Studies</li> <li>• Vice President for Communications and Marketing</li> <li>• Assistant Vice President for Corporate and Foundation Relations</li> <li>• Deans and Department Heads</li> </ul>

## ARTS AND CULTURE IMPACT

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Develop a comprehensive arts and culture community engagement plan that defines qualitative goals that convey cultural impact on the community by 6/30/17.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Convene a university and community council to develop a UCF arts and culture engagement plan that defines goals and strategies for enhancing the university's cultural impact on the community.</li> <li>• Leverage UCF Downtown for arts and culture engagement with the community and consider each of the regional campuses in the plan.</li> <li>• Maximize the cultural reach and impact of WUCF-TV and WUCF-FM within the region.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Dean of the College of Arts and Humanities</li> <li>• Vice President for Communications and Marketing</li> </ul>



# 5

## INNOVATE ACADEMIC, OPERATIONAL, AND FINANCIAL MODELS TO TRANSFORM HIGHER EDUCATION



Because of its youth, scale, location, and track record of operational innovation and efficiency, UCF occupies a unique position among American universities to define a new model of 21st-century higher education. As a relatively young institution, UCF is not bound to conventions of the past and it has the size and experience to innovate, test, and implement new ideas quickly and at scale. With its partners in the University Innovation Alliance, UCF can and should define an updated standard by which universities are judged.

As public policy regarding higher education financing shifts, UCF must be innovative in diversifying its funding sources. A newer university rarely has the benefit of a large endowment, but one can and should be developed over time. Thinking creatively about other sources of funding independent of students, their families, and taxpayers will be critical to UCF and to all research universities. UCF compares very favorably to its peers in the efficiency with which it educates its students, and it will need to continue to lead the pack in cost management while fulfilling its education and research missions in a high-quality way.

One of the most important enablers of higher education, which didn't exist in previous waves of university evolution, is the rapidly changing toolset powered by information technology.

Applying those tools to enhance learning, accelerate research, support global partnerships, and extend the reach and impact of the university is an enormous opportunity for UCF. This plan calls for building on UCF's leadership in the effective creation and adoption of learning technologies to demonstrate how universities can leverage scale to lift a larger number of lives within a geographical region and beyond.

The strategic and efficient use of university facilities must continue to be a major focus, particularly in the face of evolving teaching methodologies. UCF will continue its commitment to offer face-to-face learning opportunities, while innovating hybrid models that leverage technology to enhance the quality, availability, and flexibility of course offerings. Evolving toward more flexible space will be an important component of the strategy, as will thoughtful decisions about new campus locations.

Finally, the plan reflects the importance given to ensuring that the university strengthens its commitment to healthy environments and sustainable practices in everything it undertakes. As a respected partner and leader in the region, it must serve as a model in developing and embracing health and sustainability innovations that can positively affect the university and the community in which it lives.

## NEW STANDARD LEADERSHIP

Metrics	<ul style="list-style-type: none"> <li>• Achieve top 10 ranking in updated, 21st century university survey.</li> <li>• Elevate the list of institutions that identify UCF as a peer or aspirational peer.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• In partnership with the University Innovation Alliance (UIA) and perhaps a globally prominent foundation, develop a new university ranking system that recognizes a more current set of attributes by which leading 21st-century universities should be evaluated.</li> <li>• Continue active participation in the Florida Consortium of Metropolitan Research Universities to magnify the impact of each of the institutions, and develop clear measurements of success for the consortium.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• President</li> <li>• Provost</li> </ul>

## FUNDING DIVERSIFICATION

Metrics	<ul style="list-style-type: none"> <li>• <b>Increase new sources of funding by \$100 million.</b></li> <li>• Develop a 20-year university-wide plan for growth of non-philanthropy new funding sources by 12/31/16.</li> <li>• Build the UCF Foundation endowment to \$175 million, with a continuing plan to achieve the state preeminence endowment metric.*</li> <li>• Successful completion of the current \$500 million comprehensive philanthropic campaign.</li> <li>• Increase alumni giving donor count to at least 30,000.</li> <li>• Increase annual \$500,000+ donors from a campaign annual average of 16 to a sustainable average of 30+.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Develop a university-wide plan to model and fulfill the funding diversification objectives with ownership clearly defined.</li> <li>• Within the strategy consider revenue options such as continuing education, expanded commercialization yield, expanded clinical services, innovative corporate partnerships and sponsorships, and new enterprise formation.</li> <li>• Leverage the growth and aging of our alumni base to increase philanthropic participation.</li> <li>• Expand UCF Health as a significant driver of improved health in the region and additional new funding for the university.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• Chief Financial Officer</li> <li>• Provost</li> <li>• Vice President for Advancement</li> <li>• Vice President for Research and Dean of Graduate Studies</li> <li>• Vice President for Medical Affairs</li> </ul>

## COST MANAGEMENT

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Develop metrics for fiscal stewardship within each department and academic unit.</li> <li>• Each auxiliary organization will develop a plan by 12/31/16 to achieve eventual self-sustainability (UCF Athletics, UCF Foundation, UCF Research Foundation), and then measure against annual metrics defined in that plan.</li> <li>• Achieve an average student loan debt of UCF graduates that is 10% below the national average for public institutions and a student default rate under 4%.</li> <li>• Achieve top 25 university “best value” ranking according to Kiplinger or equivalent publication.</li> <li>• Lower the UCF Foundation’s cost to raise a dollar from 33 cents at the beginning of the IGNITE Campaign to 20 cents.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Continue driving fiscal stewardship across all units, with clear metrics and strategies.</li> <li>• Develop multi-year plans by each auxiliary organization to reach self-sustainability.</li> <li>• Identify new sources of financial aid for students and expand financial literacy programs such as Centsible Knights to help students understand debt loan management.</li> <li>• Develop a communications strategy to build public and legislative awareness of UCF value.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Vice President for Administration and Finance</li> <li>• Provost</li> <li>• UCF Athletics, UCF Foundation, UCF Research Foundation Leadership</li> <li>• Vice President for Communications and Marketing</li> </ul>

## TECHNOLOGY INNOVATION

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Achieve broader recognition for distributed learning leadership as demonstrated by at least three national or international awards or widely circulated publications.</li> <li>• Define and achieve metrics associated with the implementation of our online student success systems.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Leverage the use of technology in the reduction of cost per degree and university operating costs.</li> <li>• Continue to lead and be recognized for innovating in the effective use of technology for distributed learning.</li> <li>• Assume leadership in national organizations dedicated to technology advancement at universities.</li> <li>• Quantify student gains, such as using technology in Adaptive Learning Games and Student Learning Games.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Information Technologies and Resources</li> <li>• Associate Vice President for Distributed Learning</li> <li>• Deans and Department Heads</li> </ul>



## FACILITIES

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Define and achieve a new standard in facility efficiency (sq. ft. per student, per employee).</li> <li>• Develop a new standard for teaching facility design with measurable improvement in pedagogical effectiveness.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• With the exception of highly specialized uses, design all new space and all renovations to be flexible and capable of accommodating the needs of multiple disciplines and new faculty.</li> <li>• Develop an approach for allocation of facilities based upon merit-based criteria such as student credit hours generated or research productivity).</li> <li>• Blend space effectively between co-curricular and curriculum-based activities.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Vice President for Administration and Finance</li> <li>• Provost</li> <li>• Vice Provost for Teaching and Learning and Dean of Undergraduate Studies</li> </ul>

## HEALTH AND SUSTAINABILITY

<b>Metrics</b>	<ul style="list-style-type: none"> <li>• Recognition as a top 50 healthiest campus.</li> <li>• Define and achieve favorable sustainability comparison against other analogous and aspirational universities.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Enhance our health and wellness programs for students and develop a robust program for faculty and staff members, leveraging the capabilities of UCF Health and other university expertise.</li> <li>• Continue to adhere to commitment to LEED standards for all new construction.</li> <li>• Develop aggressive energy conservation strategies, with measurements by unit.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Vice President for Medical Affairs</li> <li>• Vice President for Administration and Finance</li> <li>• Vice President for Student Development and Enrollment Services</li> <li>• Deans and Department Heads</li> </ul>

## WHERE WE GO FROM HERE: IMPLEMENTATION AND MEASUREMENT

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Designed to be a living document, UCF's Collective Impact Strategic Plan will help set our trajectory for the next 20 years by identifying short- and long-term ambitions to maximize our impact through the power of scale and excellence in distinctive ways.

But a plan is only as good as what happens when the planning stops—and the real work begins. As part of this process, university leadership recognized that this strategic plan should not be a definitive document, but rather a guide for how UCF will achieve the aspirations set forth by our commissions and stakeholder groups.

As such, the implementation of our plan will rest on four key pillars: (1) transparency, (2) accountability, (3) evolution, and (4) connectivity. As each of these characteristics becomes part of the implementation plan, periodic reviews of progress by university leadership and the Board of Trustees will take place at least annually, with multiple ongoing milestones for each set of metrics and strategies. Most important will be the seamless integration of this plan into the day-to-day operation of the university, which will commence immediately.

### **TRANSPARENCY**

The strength of UCF's strategic plan is its inclusiveness of different voices with a stake in our university's success and its future. As part of this process, we commit to updating these groups on the progress toward goals and any obstacles we face. These updates will be accomplished through a variety of communication and engagement tools, among them a dedicated website, town hall face-to-face and virtual gatherings, implementation groups, and designated reporting periods.

### **ACCOUNTABILITY**

Another strength of our strategic plan is its heavy reliance on quantitative metrics. We strongly believe that what gets tracked gets done. As such, we have identified leads who will be accountable for execution of the plan and responsible for tracking the progress of each strategy and associated metrics. At least one direct report to the president is identified under each set of metrics and strategies. On a dedicated basis, these implementation teams will convene to assess progress toward goals. Additionally, they will be responsible for

reporting to a designated leader who will monitor all aspects of the plan's implementation and meet with the various designated leads to ensure ongoing execution of the plan.

### **EVOLUTION**

University leaders, as well as commissioners and friends of the plan, have stressed the importance of a document that is living and able to adapt to changes in the economic, social, and political environment in which UCF lives. While holding leads and others accountable to the highest standards, we should allow for adjustments and evolving conditions as we strive to maximize our collective impact. Material changes to key metrics will require approval from university leadership and the Board of Trustees.

### **CONNECTIVITY**

This strategic plan is not meant to live in a silo; it must connect with planning efforts and initiatives taking place across all colleges and units within the university. The plan will also connect to the community through partner organizations because collaboration is essential to achieving many of the metrics and implementing the strategies. At its core, this plan will help catalyze change and encourage a leveraging of resources, talents, and time to effect our collective impact on the region and the world.

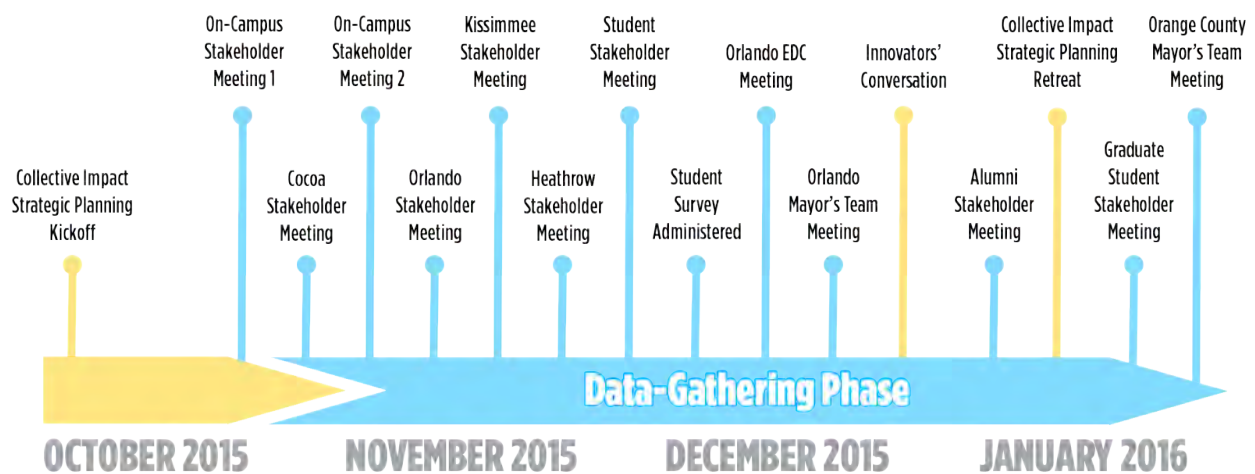


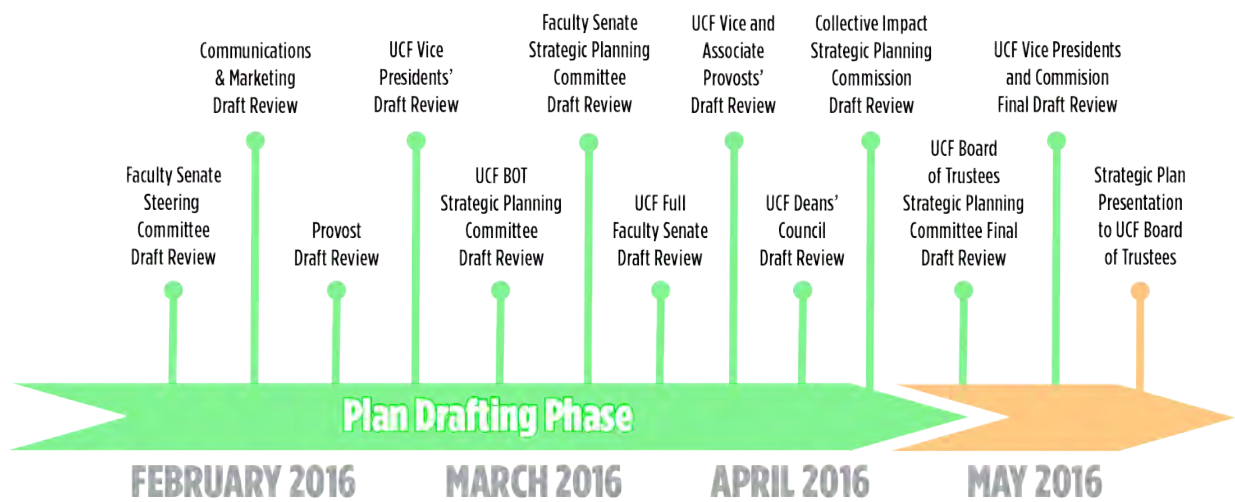
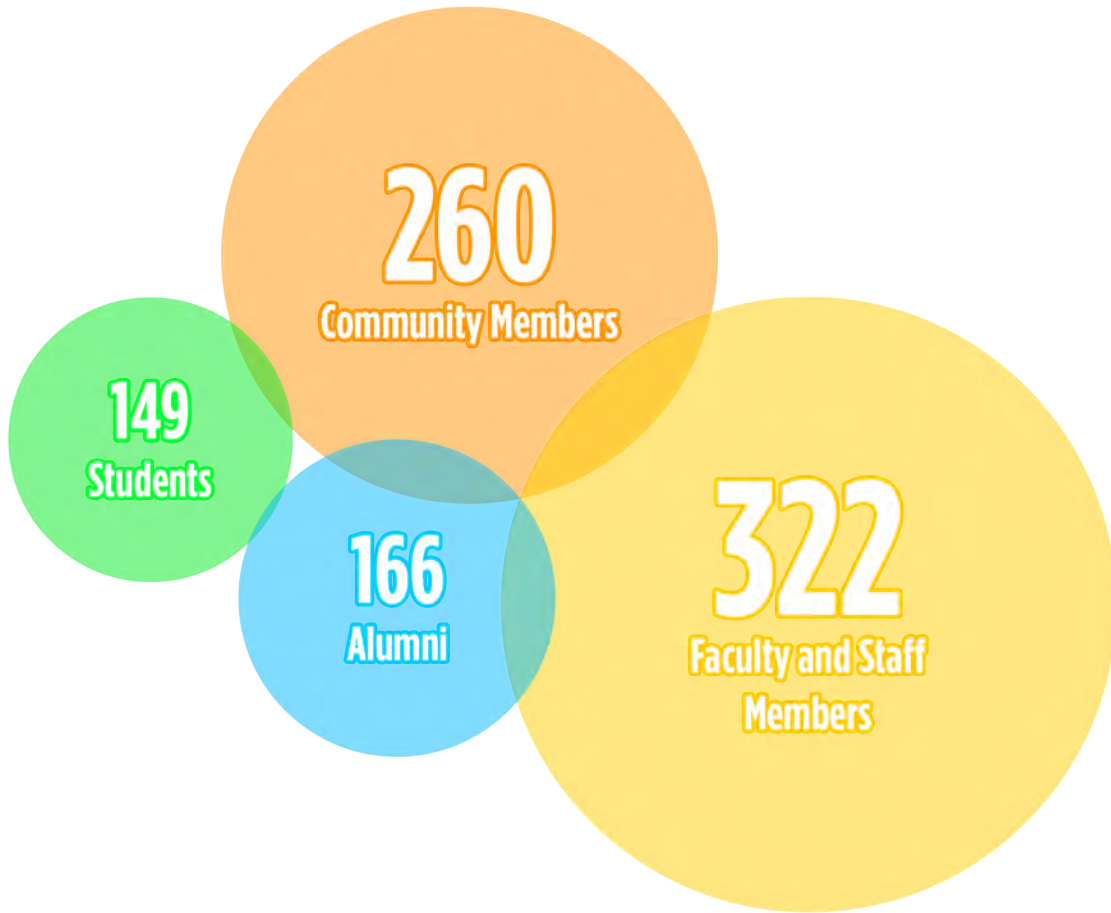
# APPENDICES: THE PROCESS

The Collective Impact Strategic Planning Commission convened for a full day in early October 2015 with discussions about how the three dimensions—philosophy, value, and distinctive impact—should guide the planning process. The assembled planning team defined the questions we wanted to answer to create a five-year road map, determined how to solicit input from our campus constituents and the Central Florida community at large, and decided how to assemble best practices from other higher education institutions.

From October 2015 to January 2016, the Commission held twelve stakeholder sessions across Central Florida, engaging more than 800 participants from UCF faculty, staff, and students; other academic institutions; businesses; and local government. In addition, responses from more than 3,000 students were captured via survey that was included in the strategic planning data-gathering process. This community feedback has helped fuel plan design and content and continued to offer direction as additional input was received from UCF leaders in the final drafting phases.

The Collective Impact Steering Committee—led by Thad Seymour, Jr., Senior Advisor to the Provost—included the co-chairs of the three commissions and representatives from the Provost’s Office, the Strategic Planning Committee of the Board of Trustees, and the Faculty Senate Strategic Planning Council. The group met regularly from January through May 2016 and provided essential insights and constructive critiques through six drafts of the plan. Each draft was reviewed by university leadership and board members, resulting in significant improvement each step of the way, and a broad consensus on the plan’s metrics and strategies.





# CONTRIBUTORS

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Rick Schell

Greg Schuckman

William T. Self

Mubarak Shah

M.J. Soileau

Mary Lou Sole

Alvin Y. Wang

## UCF COLLECTIVE IMPACT STAFF

Thaddeus Seymour, Jr.

Christine Dellert

Lisa Guion Jones

Ronnie Korosec

Kristy McAllister

Eileen Ryan

## UCF COLLECTIVE IMPACT COMMISSION

*Philosophy Dimension*

Jeffrey M. Fleming, co-chair  
*Upchurch, Watson, White & Max*

Lisa Dieker, co-chair  
*University of Central Florida*

Thomas Bryer  
*University of Central Florida*

Carolyn Fennell  
*Greater Orlando Aviation Authority*

Kim Grippa  
*Daytona State College*

Kerstin Hamann  
*University of Central Florida*

Michael Johnson  
*University of Central Florida*

Craig Maughan  
*Trinity Preparatory School*

Sandy Shugart  
*Valencia College*

Larry Tobin  
*FAIRWINDS Credit Union*

Elizabeth Wardle  
*University of Central Florida*

Cait Zona  
*Student, University of Central Florida*

## Value Dimension

Conrad Santiago, co-chair  
*Ameriprise Financial Services, Inc.*

Cynthia Young, co-chair  
*University of Central Florida*

James Beckman  
*University of Central Florida*

Thomas Cavanagh  
*University of Central Florida*

Michael Georgiopoulos  
*University of Central Florida*

Paul Gregg  
*University of Central Florida*

Barbara Jenkins  
*Orange County Public Schools*

Alicia Keaton  
*University of Central Florida*

Thomas Leek  
*Cobb Cole*

Michael Manglardi  
*Martinez Manglardi*

Robert Thompson  
*Tavistock Development*

### ***Distinctive Impact Dimension***

Michael Grindstaff, co-chair  
*Shutts & Bowen*

Debra Reinhart, co-chair  
*University of Central Florida*

Kelly Cohen  
*Southern Strategy Group*

Peter Delfyett  
*University of Central Florida  
and Townes Laser Institute*

Mary Ann Feldheim  
*University of Central Florida*

Deborah German  
*University of Central Florida*

Robert Porter  
*University of Central Florida*

John Sowinski  
*Consensus Communications*

Rasesh Thakkar  
*Tavistock Group*

Rick Walsh  
*KnobHill Group*

Linda Walters  
*University of Central Florida*

### **UCF FACULTY SENATE STRATEGIC PLANNING COUNCIL**

Lynn Hepner, chair

Deborah Bradford

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### **ADVISOR AND MODERATOR**

Mark Brewer  
*Central Florida Foundation*

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