



**Board of Trustees
Strategic Planning Committee Meeting
May 3, 2016
3:30 p.m. – 5:30 p.m.
President's Board Room
Conference Call-In Phone #1-800-442-5794, passcode 463796**

AGENDA

- | | |
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| I. CALL TO ORDER | Clarence Brown
<i>Chair, Strategic Planning Committee</i> |
| II. ROLL CALL | Eileen Ryan
<i>Senior Administrative Assistant</i> |
| III. MEETING MINUTES | Chair Brown |
| <ul style="list-style-type: none">• Approval of the March 24, 2016, Strategic Planning Committee meeting minutes | |
| IV. NEW BUSINESS | |
| <ul style="list-style-type: none">• UCF Collective Impact Strategic Plan (INFO-1) | Alan Florez
<i>Chairman's Representative for Strategic Planning</i> |
| | Thad Seymour
<i>Senior Advisor to the Provost for Strategic Planning</i> |



Board of Trustees
Strategic Planning Committee
March 24, 2016
UCF *FAIRWINDS* Alumni Center

MINUTES

CALL TO ORDER

Trustee Clarence Brown, chair of the Strategic Planning Committee, called the meeting to order at 8:30 a.m. Committee members Robert Garvy, Keith Koons, and Cait Zona were present. Chairman Marcos Marchena, Trustees David Walsh, and John Sprouls were present.

NEW BUSINESS

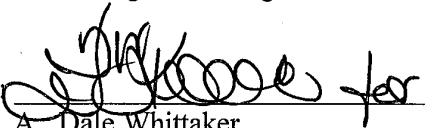
Alan Florez, appointed by Chairman Marchena to serve on the university's strategic planning effort, provided an overview of the goals of the strategic plan. Provost Whitaker noted the importance of the new strategic plan for the future of the university.

Thad Seymour, Senior Advisor to the Provost for Strategic Planning, gave a presentation about the activities, accomplishments, and future of the strategic planning commission.

A suggestion was made to more fully incorporate the work of the Philosophy, Distinctive Impact, and Value Commissions of the planning group more fully into the plan as it evolves. A Strategic Planning Commission Review is scheduled for April 19, 2016, to move toward the completion of the plan. Another meeting on May 3, 2016, will seek to complete the plan.

Chair Brown adjourned the Strategic Planning Committee meeting at 9:02 a.m.

Respectfully submitted,


A. Dale Whittaker
Provost and Executive Vice President

5/2/16
Date

ITEM: INFO-1

STRATEGIC PLANNING COMMITTEE
University of Central Florida

SUBJECT: UCF Collective Impact Strategic Plan

DATE: May 3, 2016

For information only.

Supporting Documentation: Attachment A: UCF Collective Impact Strategic Plan

Prepared by: Thad Seymour, Senior Advisor to the Provost for Strategic Planning

Submitted by: A. Dale Whittaker, Provost and Executive Vice President



UCF Collective Impact Strategic Plan

DRAFT 4

April 29, 2016

This is #4 of 5 planned drafts. It includes content that is incomplete and that will change before final approval and should therefore be reviewed as draft material, not final. Input is welcomed and desired. Any questions or comments should be directed to Thad Seymour at thad.seymour@ucf.edu.

Letter from the Chairman

[in development – 1 page]

- Charge from the board
- Acknowledgement of how far UCF has come
- Appreciation for the efforts of the commission members and external stakeholders
- Why this plan is so important to the board

Letter from the President

[in development – 1 page]

- Historical perspective and UCF 1.0, 2.0 and 3.0 framing
- Context for five goals
- Appreciation for commission member efforts
- Vision for how the plan will be implemented as a roadmap for the future and how it will incorporate internal/external partnerships
- Commitment to being accountable and transparent (assessing progress, evaluating outcomes and impacts, etc.)

Who We Are

[in development – outline below – 4-page spread]

- **INTRODUCTION – WHY UCF?**
 - We were built on innovation.
 - Brief history of FTU's creation with ties to the space and engineering industries
 - Our founders and Charles Millican's vision – "dreaming big" and believing in the impossible to build a university on a cow pasture in a rural, "no man's land"
 - "This land, which is not much more today than scrub palmetto and pine trees, will be transformed into one of the most beautiful university campuses in America during the years ahead." (President Millican's March 1967 speech at groundbreaking)
 - Our original mission, as laid out by President Millican:
 - To serve Florida's growing educational needs
 - To provide each individual with the support to discover their greatest potential
 - To continuously strive for excellence

- **UCF THROUGH THE YEARS**

- Once pine scrub, we are now the second-largest university in the nation, graduating more than 15,000 students each year in one of the fastest-growing U.S. metropolitan areas
- A high-level look at our institution through the years, with the framing of 1.0, 2.0 – now at the cusp of 3.0
- Our continued mission of access – and meeting student demand.
 - From Philosophy report: *UCF has successfully made the transition from an open door, undergraduate, commuter institution to a comprehensive, selective, high research-intensive university that prides itself on providing access and meeting student demand. Others have achieved this, but almost always at the expense of access. The remarkable achievement at UCF is being able to maintain a deep connection to the community through high-access pathways while becoming a distinctive university.*
- Growth with quality [could be articulated in a pull-out box or graphic with intro text]
 - Outline greatest accomplishments – record academic stats (SAT, ACT, GPA, National Merit); faculty and research accolades (patents, incubation and economic impact, CREOL); national rankings; and diversity of student body, first-generation, transfer students.

- **PRESIDENT HITT'S FIVE GOALS**

- Our foundation for success over the past 24 years
- List each goal
- Focus on the goal to become America's Partnership University as a truly unique identifier for UCF

- **ORLANDO'S HOMETOWN UNIVERSITY**

- UCF and Orlando have “grown up” together – our identities are conjoined.
- Our economic impact and defining role as an intellectual anchor for growing industry clusters (hospitality, life sciences, digital media, modeling and simulation, optics and photonics)
 - Orlando's unique industry and education landscape, as opposed to other Florida metros, and how it benefits UCF, our research, our faculty and our students
- UCF's mission as a metropolitan research university and its commitment to community engagement, serving the area in which we live
 - From Philosophy report: *As a metropolitan research university, our impact to the community extends beyond the economic benefit of meeting a job order down the street—our desire is to educate a better world citizen, a person of wisdom, a good community member. We must be stewards of the communities we serve as we are inextricably linked with the world around us and have an interest in creating a sustainable world community.*
- Our combined economic and community impact, our talent and our knowledge enterprise poise Orlando to drive Florida as the leading 21st century state, followed by California as the 20th century and New York as the 19th century.
- Segue to our vision for the future

Who We Aspire to Be

[in development – outline below – 2-page spread]

- **OVERVIEW OF COLLECTIVE IMPACT STRATEGIC PLANNING MISSION**
(why we're doing this)
 - To set the university's trajectory for the next 20 years by identifying shorter-term goals and areas of impact
 - 3 commissions: Philosophy, Value and Distinctive Impact
 - Unpack the concept of "Collective Impact" and brief, high-level overview of the many different stakeholder groups involved (internal and external)
 - An inclusive process that involved faculty, staff, students, university leaders, elected officials, community leaders, other education providers and partners, alumni, community members, business development groups and economic development commission
- **ATTRIBUTES OF "WAVE 5" UNIVERSITIES**
 - What traits do we want to be known for; where can UCF lead?
 - From ASU President Michael Crow – define the global higher education challenges ahead and the need for innovative, scalable models to meet growing demand
- **OUR MISSION**
 - Through a new model embracing scale and excellence, UCF will be:
 - The catalyst for students from all backgrounds to be knowledge entrepreneurs building a better world;
 - The home for exceptional faculty challenging the boundaries of traditional disciplines;
 - The innovative partner driving economic, social and cultural vitality;
 - The research leader leveraging our distinctive strengths to solve local and global challenges.
- **OUR FRAMEWORK**
 - Set up "Scale x Excellence = Impact" framework
 - Define qualities of scale – what it means
 - Define excellence – how do we gauge it
 - Define impact – why it's what we want to measure

Our Impact

To make a better future for our students and society, we use the power of scale and the pursuit of excellence to solve tomorrow's greatest challenges. 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 faculty, students and staff whose collective differences 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 a recognized **pacesetter** among transformational 21st century universities by achieving:

- **125,000** additional post-secondary degrees in the region, moving to an additional **500,000**
- **15%** of faculty ranked in **top 10%** of their field, moving to **25%**
- **\$250 million** in research, growing to **\$1 billion**
- **\$10 billion** in economic, social and cultural impact, growing to **\$25 billion**
- **\$100 million** in new funding from sources other than students, families and taxpayers, becoming **20%** of total revenue

Note: measures and figures are not yet final

* Each measurement is annual and defines 5-year and 20-year results.

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 No. 2.

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 – which demanded both scale and quality. In pursuing the five goals defined by UCF President John C. Hitt when he was inaugurated in 1992, the university demonstrated that you can be both big and good. 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 the ability to impact their regions that UCF has.

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 impact of the university, both in learning and research, will depend on expansion of its graduate programs, particularly in program areas that prepare students for impactful careers.

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.

1. Harness the power of scale to transform lives and livelihoods.

Degree Attainment	
Metrics	<ul style="list-style-type: none"> ▪ Increase the number of post-secondary degree holders in Central Florida by 125,000, from 625,000 to 750,000. ▪ Achieve top 5 ranking among Orlando EDC-defined aspirational peer regions in the percentage of college graduates (age 25+), as well as “young and talented” (age 25-34) with a bachelor’s degree or higher.
Strategies	<ul style="list-style-type: none"> ▪ 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). ▪ Engage the Orlando EDC and the broader business/employer community to develop strategies that increase bachelor’s and graduate degree attainment in fields aligned with current and future industry growth in the region.
Lead	<ul style="list-style-type: none"> ▪ Provost ▪ Student Development and Enrollment Services ▪ Deans and Department Heads

Access	
Metrics	<ul style="list-style-type: none"> ▪ Achieve a family income distribution of our graduates that approaches the family income distribution of Central Florida. ▪ Achieve a demographic distribution of our graduates that approaches the demographic distribution of Central Florida.
Strategies	<ul style="list-style-type: none"> ▪ Develop partnerships with regional public school systems and DirectConnect institutions to provide effective pathways for economically and demographically diverse populations. ▪ 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.
Lead	<ul style="list-style-type: none"> ▪ Provost ▪ Student Development and Enrollment Services ▪ Vice Provost for Teaching and Learning and Dean of Undergraduate Studies ▪ Deans and Department Heads

Undergraduate Student Success	
Metrics	<ul style="list-style-type: none"> ▪ 1st-year retention of 92%* ▪ 6-year graduation rate of 75%* ▪ Transfer student graduation rate of __% ▪ Quality of graduates based upon outcome data of employment and rate of pay at year 1, 3 and 5.
Strategies	<ul style="list-style-type: none"> ▪ Develop a university-wide strategy to leverage the experience and resources that derive from our size to ensure a high-quality, personal student experience within a large institution. ▪ With our DirectConnect partners, refine the program to support achievement of the success metrics for transfer students. ▪ Develop student support programs with input from an incoming student experience survey, as well as the First Destination Survey for graduating seniors. ▪ Implement a mechanism to track income and other measures of alumni impact post-graduation longitudinally.
Lead	<ul style="list-style-type: none"> ▪ Provost ▪ Student Development and Enrollment Services ▪ Vice Provost for Teaching and Learning and Dean of Undergraduate Studies ▪ DirectConnect Leadership ▪ Deans and Department Heads

Graduate Student Success	
Metrics	<ul style="list-style-type: none"> ▪ Expand to 10,000 graduate students to include relevant professional degrees and graduate programs. ▪ Increase the number of graduate students receiving prestigious national awards by __%, and going from _% to _% for students in targeted demographic areas.
Strategies	<ul style="list-style-type: none"> ▪ Set annual metrics by program that embrace size, quality and mix of professional degrees versus graduate programs. ▪ Develop an aggressive and inclusive strategy for graduate student support, awards and recognition achievement.

Lead	<ul style="list-style-type: none"> ▪ Provost ▪ College of Graduate Studies ▪ Office of Prestigious Awards ▪ Deans and Department Heads
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Alumni Engagement [under review by Foundation leadership]	
Metrics	<ul style="list-style-type: none"> ▪ Alumni engagement metric in Gallup-Purdue Index or elsewhere ▪ Increase alumni participation rates in UCF and alumni events from __% to __%. ▪ Increase annual alumni giving participation from __% to __%
Strategies	<ul style="list-style-type: none"> ▪ Develop Alumni Association plan to achieve engagement metrics, including working specifically with transfer students and connecting with all undergraduates prior to graduation. ▪ Apply learnings from First Destination Survey on college experiences to develop alumni engagement strategies. ▪ Develop a joint Alumni Association and UCF Athletics strategy to leverage athletics as a critical alumni engagement tool.
Lead	<ul style="list-style-type: none"> ▪ CEO, UCF Foundation ▪ Alumni Association Leadership ▪ Deans and Department Heads

* *State University System Preeminence Metric*

2. Attract and cultivate exceptional faculty, students and staff whose collective differences strengthen us.



UCF's rapid growth and consistent progress toward its aspirational vision have attracted high-quality faculty, students and staff 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 faculty, students and staff 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 faculty, students and staff, 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 faculty and students 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 is considered a leading center of gravity for the best and brightest.

Believing that excellence and inclusiveness 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 tenure and tenure-track composition of our faculty is a critical determinant of our excellence and impact, as is the ratio of students to faculty. 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 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 outweigh the reputation UCF has earned. Our youth and rapid growth are primary reasons for that lack of awareness, but this 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 who are UCF.

2. Attract and cultivate exceptional faculty, students and staff whose collective differences strengthen us.

Faculty Prominence	
Metrics	<ul style="list-style-type: none"> ▪ Increase the number of professors who have reached eminent status in their field as measured by their college. [still determining metric] ▪ Increase the number of associate professors from __ to __ and the number of full professors from __ to __ ▪ Achieve 6 National Academy members on faculty*
Strategies	<ul style="list-style-type: none"> ▪ Develop a university-wide plan to provide support to professors to reach eminent status in their respective fields as defined and measured by each college. ▪ Provide support to faculty (e.g., mentoring, travel) to ensure positive pathways to promotion. ▪ Develop a plan to ensure that eminent faculty are given full consideration by the National Academy for membership. ▪ Develop a deliberate and focused recruiting plan to attract the next generation of top faculty talent, including senior, eminent faculty. ▪ Identify key obstacles that affect retention and recruitment of highly prized faculty and develop clear actions plan to minimize the impact of those obstacles.
Lead	<ul style="list-style-type: none"> ▪ Provost ▪ Vice Provost for Faculty Excellence ▪ Deans and Department Heads

Student Prominence	
Metrics	<ul style="list-style-type: none"> Average GPA and SAT of ___ and ___ for incoming freshmen* Attract ___ National Merit Scholars and ___ National Hispanic Scholars Increase the number of students receiving Rhodes, Fulbright, and other selected prestigious national awards by ___% ___% participation of students in a service project, with an average of ___ hours prior to graduation.
Strategies	<ul style="list-style-type: none"> Develop an undergraduate recruitment plan that achieves the incoming student metrics. Develop a student development and support strategy to achieve the prestigious national awards metrics. Develop a model strategy to recognize community engagement as an important attribute of student prominence and future impact.
Lead	<ul style="list-style-type: none"> Provost Student Development and Enrollment Services Office of Prestigious Awards Deans and Department Heads

Faculty Inclusiveness	
Metrics	<ul style="list-style-type: none"> Achieve 25% in employment of under-represented groups among tenure and tenure-track new hires who are retained five or more years. Achieve 25% in gender diversity in STEM fields among annual tenure and tenure-track new hires who are retained five or more years.
Strategies	<ul style="list-style-type: none"> Develop a university-wide plan including mentoring and financial support for recruitment and retention to achieve metrics.
Lead	<ul style="list-style-type: none"> Provost Vice Provost for Faculty Excellence Deans and Department Heads

Faculty Qualifications	
Metrics	<ul style="list-style-type: none"> ▪ Reach 1,200 full-time tenure and tenure-track faculty. ▪ Achieve 65% of full-time tenure and tenure-track faculty.
Strategies	<ul style="list-style-type: none"> ▪ Develop a comprehensive recruiting and retention plan, including funding requirements, to achieve metrics.
Lead	<ul style="list-style-type: none"> ▪ Provost ▪ Vice Provost for Faculty Excellence ▪ Deans and Department Heads

Work Environment	
Metrics	<ul style="list-style-type: none"> ▪ Achieve designated COACHE metrics [in process]
Strategies	<ul style="list-style-type: none"> ▪ Continue strategy development work underway based on COACHE metrics and track progress against metrics. ▪ Develop a strategy to identify and recruit underrepresented minorities, partners/spouses of new hires, and targeted high performers ("superstars") within the staff ranks – similar to the TOPS program for faculty.
Lead	<ul style="list-style-type: none"> ▪ Provost ▪ Vice Provost for Faculty Excellence ▪ Human Resources ▪ Deans and Department Heads

External Perceptions

Metrics	<ul style="list-style-type: none"> ▪ Achieve Net Promoter Score of 20 (measuring the strength of a group's willingness to recommend on a scale of 1 to 10, based on the difference between top and bottom scores). ▪ Exceed initial benchmark data on aided and unaided brand awareness among our service area and nationally by 10% and 5% respectively.
Strategies	<ul style="list-style-type: none"> ▪ Develop a comprehensive, multi-year branding strategy that broadens positive awareness and perceptions of UCF among designated target audiences and achieves the metrics. ▪ Invest in the approved plan at a level to achieve metrics.
Lead	<ul style="list-style-type: none"> ▪ Communications and Marketing ▪ University Relations and Community Relations ▪ Deans and Department Heads

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 sits. 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 is expected to experience continued significant growth, is aggressively diversifying into new knowledge-based industries, and reflects (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 calls out a focus on social and cultural engagement in the community. Although more challenging to measure than other priorities, we believe the university must play an active leadership role, with

our partners, to improve the region in which the university lives. We will apply focused effort on one or two significant social challenges with a commitment to achieve meaningful improvement during the planning horizon. 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 disciplined 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.

3. Deploy our distinctive assets to solve society's greatest challenges.

Social Engagement	
Metrics	<ul style="list-style-type: none"> ▪ Achieve ___% of students involved in some form of civic engagement activity. ▪ Achieve ___% of faculty and staff involved in some form of civic engagement activity. ▪ Lead at least one major regional initiative that achieves measurable improvement in a significant social challenge (hunger, homelessness, quality of life, public health) and achieve a defined set of metrics that demonstrate meaningful progress.
Strategies	<ul style="list-style-type: none"> ▪ Convene a group of community partners to select one or more targeted social challenges and develop metrics and coordinated strategies to drive meaningful impact on the region. Focus on a small number of critical challenges, versus uncoordinated work on a diffuse set of issues. Leverage knowledge and experience across the university (including students and alumni), taking advantage of its scale and unique ability to effect change. ▪ Serve as a model in developing solutions that other regions can replicate. ▪ Report publicly on progress regularly and add new initiatives based on success and capacity to invest.
Lead	<ul style="list-style-type: none"> ▪ Provost ▪ Vice Provost for Teaching and Learning and Dean of Undergraduate Studies ▪ Office of Experiential Learning ▪ Deans and Department Heads ▪ Student Government Association

Research Commitment	
Metrics	<ul style="list-style-type: none"> ▪ At least 25% of graduate degrees awarded are research-focused. ▪ Reach at least 200 post-doctoral research appointees.* ▪ Complete at least ___ undergraduate research experiences (including publications, presentations, or other accomplishments).
Strategies	<ul style="list-style-type: none"> ▪ Develop a university-wide plan that identifies strategies by college and department to achieve the metrics. ▪ Promote graduate student and PD stipends in all proposals. ▪ Re-vitalize the post-doctoral website and management responsibility (D. Reinhart)

Lead	<ul style="list-style-type: none"> ▪ Provost ▪ Vice President for Research and Dean of Graduate Studies ▪ Vice Provost for Teaching and Learning and Dean of Undergraduate Studies ▪ Deans and Department Heads
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Research and Commercialization

Metrics	<ul style="list-style-type: none"> ▪ Generate total research expenditures of \$250M.* ▪ Support entrepreneurial ecosystem to generate \$___ million in venture capital invested in Central Florida companies (3-year trailing moving average). ▪ Create 16 start-up companies annually ▪ Execute 36 licenses/options for UCF intellectual property. ▪ Achieve 240 patents awarded over three years.*
Strategies	<ul style="list-style-type: none"> ▪ Continue to add research faculty across the university, consistent with a multi-year plan by department and program to achieve research expenditures metric. ▪ Develop proactive plan to anticipate and influence federal research priorities from NIH, NSF and other large grant making organizations. ▪ Strengthen grant writing capabilities and provide support for large, collaborative proposals (internal and multi-institutional). ▪ Continue to invest in faculty clusters to expand interdisciplinary research funding opportunities. ▪ Publicize and expand research dashboard.
Lead	<ul style="list-style-type: none"> ▪ Provost ▪ Vice President for Research and Dean of Graduate Studies ▪ Deans and Department Heads

Identify and Build on Areas of Distinctive Impact

Metrics	<ul style="list-style-type: none"> ▪ Define targeted “grand challenges” that leverage our existing strengths across disciplines and build collaborative 5-year strategies with partners by 12/31/16. ▪ Achieve metrics as defined in the grand challenges plans.
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Strategies	<ul style="list-style-type: none"> ▪ Develop an interdisciplinary strategy to apply existing university and regional strengths that can have distinctive impact on our defined “grand challenges.” ▪ Using external university data analytics, assess how programs or fields compare to peer and aspirational peer universities. ▪ Charge colleges and programs to develop metrics and strategies that demonstrate progress and leadership.
Lead	<ul style="list-style-type: none"> ▪ Provost ▪ Vice President for Research and Dean of Graduate Studies ▪ Deans and Department Heads

Build on Areas of Promising Impact

Metrics	<ul style="list-style-type: none"> ▪ Define at least three new opportunities for promising, long-term transdisciplinary research impact by 12/31/16.
Strategies	<ul style="list-style-type: none"> ▪ In conjunction with developing the “grand challenges” plan, create the list of potential promising new areas of focus. ▪ Develop a 20-year university strategy to achieve leadership positions for each of the defined opportunities, including required investment, human capital and partnerships, and leveraging the transdisciplinary clusters under development.
Lead	<ul style="list-style-type: none"> ▪ Provost ▪ Vice President for Research and Dean of Graduate Studies ▪ Deans and Department Heads

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 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 taking 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.

4. Create partnerships at every level that amplify our academic, economic, social and cultural impact and reputation.

Student Experience	
Metrics	<ul style="list-style-type: none"> 100% of undergraduates participate in a transformative student experience with regional and global partners.
Strategies	<ul style="list-style-type: none"> Develop transformative student experiences in which the value of that experience is reported to increase over time. Measure longitudinally via the Gallup-Purdue survey. Track alignment of perceived value of certain transformative experiences with specific university goals delineated in this plan and refine the experience offerings. Develop fundraising strategies to support the availability of effective transformative experiences for students.
Lead	<ul style="list-style-type: none"> Student Development and Enrollment Services Vice Provost for Teaching and Learning and Dean of Undergraduate Studies Alumni Association and UCF Foundation

Research Collaborations	
Metrics	<ul style="list-style-type: none"> Generate 30% of externally funded research expenditures through collaborations with other institutions. Generate 60% of externally funded research through collaborations within UCF. [Determine a metric that connects such collaborations with achievement of recognition for distinctive impact.]
Strategies	<ul style="list-style-type: none"> Develop a university-wide strategy to develop new internal and external research collaborations, with objectives and strategies by college and department.
Lead	<ul style="list-style-type: none"> Provost Vice President for Research and Dean of Graduate Studies Deans and Department Heads

Intellectual Anchor for Industry Clusters	
Metrics	<ul style="list-style-type: none"> Actively engage to generate \$10 billion in annual economic impact through ongoing university activities, as a partner in diversifying the region's economy, and through industry cluster creation and growth including: the hospitality industry anchored by the Rosen College, Lake Nona Medical City, ICAMR, UCF Downtown and future opportunities.
Strategies	<ul style="list-style-type: none"> Serve as the intellectual anchor for strategic industry innovation clusters that drive regional transformation and economic impact. Actively engage with partners to identify new transformative opportunities to which UCF can contribute.
Lead	<ul style="list-style-type: none"> Provost Faculty Cluster Leadership Vice President for Research and Dean of Graduate Studies Deans and Department Heads

National and Global Impact	
Metrics	<ul style="list-style-type: none"> Enter into 2 significant international partnerships with highly regard organizations. Enter into 3 significant national partnerships with highly regarded organizations.
Strategies	<ul style="list-style-type: none"> Establish strategic partnerships with globally recognized organizations aligned with each of the current and future areas of distinctive impact. Include defined partnerships within each distinctive impact execution plan.
Lead	<ul style="list-style-type: none"> Provost Deans and Department Heads

Arts and Culture Impact	
Metrics	<ul style="list-style-type: none"> Engage __% of the regional population in a UCF-created or supported cultural activity.
Strategies	<ul style="list-style-type: none"> Develop a comprehensive transdisciplinary cultural community engagement plan. Develop a strategy to extend the regional reach of the university's arts and culture engagement and impact. Leverage UCF Downtown for arts and culture engagement with the community.
Lead	<ul style="list-style-type: none"> Provost Deans and Department Heads

5. Innovate academic, operational and financial models to transform higher education.



UNIVERSITY
INNOVATION
ALLIANCE



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 beholden to conventions of the past, and has the size and experience to innovate, test and implement new ideas quickly and at scale. With its partners in the University Innovation Alliance (UIA), 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 large endowment is not one of the benefits of a newer university, but can and should be developed over time. Thinking creatively about other sources of funding that don't depend on 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 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 face-to-face learning, 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.

5. Innovate academic, operational and financial models to transform higher education.

New Standard Leadership	
Metrics	<ul style="list-style-type: none"> ▪ Achieve top 10 ranking in updated, 21st century university survey. ▪ At least 3 current peer institutions that identify UCF as an aspirational peer.
Strategies	<ul style="list-style-type: none"> ▪ In partnership with the University Innovation Alliance (UIA) and perhaps the Gates Foundation, develop a new university ranking system that recognizes a more current set of attributes by which leading 21st-century universities should be evaluated. ▪ 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.
Lead	<ul style="list-style-type: none"> ▪ President ▪ Provost

Revenue Diversification	
Metrics	<p>Increase new sources of funding by \$100 million.</p> <ul style="list-style-type: none"> ▪ Build endowment to \$____.* ▪ Successful completion of \$500 million capital campaign. ▪ Increase alumni giving participation to __%. ▪ Additional sources of funding of \$____.
Strategies	<ul style="list-style-type: none"> ▪ Develop a university-wide plan to model and fulfill the revenue diversification objectives with ownership clearly defined. ▪ 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. ▪ Leverage the growth and aging of our alumni base to increase philanthropic participation.

Lead	<ul style="list-style-type: none"> ▪ Chief Financial Officer ▪ Provost ▪ CEO, UCF Foundation
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Cost Management

Metrics	<ul style="list-style-type: none"> ▪ Metrics for fiscal stewardship within each department and academic unit. ▪ All auxiliary organizations achieve self-sustainability (Athletics, Foundation, Research & Commercialization). ▪ Student loan metric (ranking, avg. size); maintaining student default rate below state and national averages; maintaining debt rate below state and national averages. [under degree attainment?] ▪ Achieve top 25 university “best value” ranking (Kiplinger or equivalent). ▪ Research productivity metric [in development]
Strategies	<ul style="list-style-type: none"> ▪ Continue driving fiscal stewardship across all units, with clear metrics and strategies. ▪ Develop 5 year plans to reach auxiliary self-sustainability. ▪ Develop strategy, including marketing and communications, to build awareness of UCF value.
Lead	<ul style="list-style-type: none"> ▪ Chief Financial Officer ▪ Provost ▪ Auxiliary Leadership

Technology Innovation

Metrics	<ul style="list-style-type: none"> ▪ Achieve No. 1 ranking in academic technology innovation [define]. ▪ Quality and efficiency metrics to be defined.
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Strategies	<ul style="list-style-type: none"> ▪ Leverage the use of technology in reduction of operating costs. ▪ Continue to lead, and be recognized for innovating in the effective use of technology for teaching and learning. ▪ Leadership in national organizations dedicated to technology advancement at universities. ▪ Quantify student gains, such as using technology in Adaptive Learning Games and Student Learning Games.
Lead	<ul style="list-style-type: none"> ▪ Provost ▪ Vice President for Information Technologies and Resources ▪ Deans and Department Heads

Facilities

Metrics	<ul style="list-style-type: none"> ▪ Define and achieve a new standard in facility efficiency (sq. ft. per student, per employee). ▪ Develop a new standard for teaching facility design with measurable improvement in pedagogical effectiveness.
Strategies	<ul style="list-style-type: none"> ▪ Design all new space, and all renovations, to be flexible and capable of accommodating the needs of multiple disciplines and new faculty. ▪ Develop an approach for allocation of facilities based upon merit-based criteria (i.e., allocation of space based upon positive output—whether measured by student credit hours generated or research). ▪ Blend space effectively between co-curricular and curriculum-based activities.
Lead	<ul style="list-style-type: none"> ▪ Vice President for Administration and Finance ▪ Provost ▪ Vice Provost Teaching and Learning and Dean of Undergraduate Studies

Health and Sustainability

Metrics	<ul style="list-style-type: none"> ▪ Recognition as a top 50 healthiest campus ▪ Achieve favorable sustainability comparison against other analogous and aspirational universities. ▪
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Strategies	<ul style="list-style-type: none"> ▪ Develop a robust health and wellness campaign for students, faculty and staff, leveraging university expertise. ▪ Achieve LEED or other comparable sustainability standards for all new construction. ▪ Develop aggressive energy conservation strategies, with measurements by unit.
Lead	<ul style="list-style-type: none"> ▪ Vice President for Administration and Finance ▪ Provost ▪ Deans and Department Heads

Where We Go from Here: Implementation and Measurement

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 distinct 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, our plan implementation will rest on four key pillars: (1) transparency and engagement; (2) accountability and measurement; (3) evolution; and (4) connectivity across colleges and units, as well as with the community.

Transparency and Engagement

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. This 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 “report-out” periods.

Accountability and Measurement

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. On a dedicated basis, these implementation teams will convene to assess progress toward goals. Additionally, they will be responsible for reporting up to a designated office or leader who will monitor all aspects of the plan’s implementation and liaison 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.”

Connectivity Across Colleges and Community

This strategic plan is not meant to live in a silo, and must connect with planning efforts and initiatives taking place across all colleges and units at the university. The plan also should connect to the community, through partner organizations, because collaboration is key to meeting many of the metrics and engaging the strategies. At its core, this plan should help catalyze change and encourage a leveraging of resources, talents and time to maximize our “collective impact” on the region and the world.

APPENDICES

The Process

(1-2 pages)

- How the process was organized
- Data gathering and sources of insights
- Critical role of the commissions and recognition for their work
- Explanation of how the commission reports were incorporated into the final plan
- ...

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