



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Strategic Planning Committee Meeting  
April 7, 2017, 3:00-4:00pm  
President's Board Room  
Conference Call-In Phone #1-800-442-5794, passcode 463796**

**AGENDA**

- |  |  |
|--|--|
| <b>I. CALL TO ORDER</b>  | Clarence Brown<br><i>Chair, Strategic Planning Committee</i>                               |
| <b>II. ROLL CALL</b>   | Ashley Connors<br><i>Coordinator, Administrative Services</i>                              |
| <b>III. MEETING MINUTES</b>  | Chair Brown  |
| <ul style="list-style-type: none"><li>• <a href="#">Approval of the May 31, 2016, Strategic Planning Committee meeting minutes</a></li></ul>       |  |
| <b>IV. NEW BUSINESS</b>  |  |
| <ul style="list-style-type: none"><li>• Opening Remarks</li></ul>  | A. Dale Whittaker<br><i>Provost and Executive Vice President</i>                           |
| <ul style="list-style-type: none"><li>• UCF Collective Impact Institutionalization Update (<a href="#">INFO-1</a>)</li></ul>                       | Lisa Jones<br><i>Associate Provost for Strategy and Special Assistant to the President</i> |
| <ul style="list-style-type: none"><li>• UCF Collective Impact Five-Year Institutionalization Plan Outline Draft (<a href="#">INFO-2</a>)</li></ul> | Lisa Jones   |
| <ul style="list-style-type: none"><li>• UCF Collective Impact Institutionalization Phase 2 Timeline (<a href="#">INFO-3</a>)</li></ul>             | Lisa Jones   |



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Strategic Planning Committee Meeting  
May 31, 2016  
FAIRWINDS Alumni Center**

**MINUTES**

**CALL TO ORDER**

Trustee Clarence Brown, chair of the Strategic Planning Committee, called the meeting to order at 8:15 a.m. Vice Chair Conte, Trustees Clemente, Koons, and Garvy were present.

**MINUTES**

The minutes from the May 16, 2016, meeting were approved as submitted.

**NEW BUSINESS**

The UCF Collective Impact Strategic Plan document was presented. Alan Florez, Chairman's Representative for Strategic Planning, referred to the section entitled, Our Charge, and in particular, the first sentence, "UCF will become the recognized leader among 21st century universities whose transformational impact is measured by these five- and twenty-year objectives." Florez indicated that this sentence is the one distinctive statement and goal about our Strategic Plan that individuals should be able to rally around. Thad Seymour, Senior Advisor to the Provost for Strategic Planning, and Dale Whittaker, Provost and Executive Vice President, thanked the Board for their engagement through this whole process and all the committees and people for their collaborative efforts, ownership and contributions. A motion was recommended to approve the document as presented, and the motion was passed.

Chair Brown adjourned the Strategic Planning Committee meeting at 8:25 a.m.

Respectfully submitted: \_\_\_\_\_

A. Dale Whittaker  
Provost and Executive Vice President

\_\_\_\_\_  
Date

**ITEM: INFO-1**

**University of Central Florida  
Board of Trustees  
Strategic Planning Committee**

**SUBJECT:** UCF Collective Impact Institutionalization Update

**DATE:** April 7, 2017

---

**PROPOSED COMMITTEE ACTION**

For information only.

---

**Supporting documentation:** Attachment A: UCF Collective Impact Institutionalization Update document

**Prepared by:** Lisa Jones, Associate Provost for Strategy and Special Assistant to the President, UCF

**Submitted by:** A. Dale Whittaker, Provost and Executive Vice President and Lisa Jones, Associate Provost for Strategy and Special Assistant to the President, UCF

Attachment A

**Update on UCF's Collective Impact Strategic Plan Institutionalization Presented to Dr. Clarence Brown, Trustee and Chair of the Board of Trustees' Strategic Planning Council**

**Presented by:**

**Dale Whittaker, Provost and Executive Vice President and  
Lisa Jones, Associate Provost for Strategy and Special Assistant to the President  
April 7, 2017**

UCF is one of the great success stories in higher education, transitioning from a commuter technological university to a comprehensive metropolitan research university in 50 years. Indeed, under the leadership of the UCF Board of Trustees, President Hitt, and Provost Whittaker, UCF is on a trajectory to become a preeminent institution. However, UCF will be “preeminent with a purpose,” and that purpose is to transform lives and livelihoods by using our scale and constant pursuit of excellence to create greater social, cultural and economic impact for our students, community, region, and beyond.

This can be summed up in the equation, “Scale x Excellence = Impact.” Through our Collective Impact Strategic Plan, UCF is setting a new course to achieve greater transformational impact and transform higher education in the 21<sup>st</sup> century.

The strategic plan provides an excellent roadmap and set of bold strategies. However, without execution, strategy is useless. Therefore, UCF recently launched our Collective Impact Strategic Plan institutionalization efforts to weave the strategic plan into the fabric of the institution. The success of this effort is contingent upon all of us – the UCF community and our partners – bringing our unique knowledge base, skill sets, and expertise together in collective ownership of the goals outlined in the strategic plan; using our collective best thinking to determine how to achieve the goals; and taking collective actions to create large-scale impacts.

This update highlights key institutionalization processes and outputs to date:

**Alignment** - Align procedures, systems, and structures to support the Collective Impact Strategic Plan

- *Budget Model* - A new college budget model aligns funding with strategic investments that will help advance the priority metrics in the strategic plan.
- *Challenge 2020* - In conjunction with the strategic plan, colleges have set annual targets through 2020 toward meeting strategic plan metrics in student success, faculty excellence, research, and philanthropy.
- *Information Technology (IT) Project Management*- A new project management system has been developed to prioritize and manage university-wide IT projects. We are aligning the prioritization, and subsequently the funding, of IT projects with the Collective Impact Strategic Plan.

## Attachment A

- *Engaging Department Chairs/Directors*- Two interactive presentations will be made to chairs/directors on April 18, 2017 and May 3, 2017. The purpose of the session is to assist participants in understanding the role of strategic planning at the department level, how the departments fit into UCF's collective impact metrics, and the importance of alignment with the strategic plan. Participants will also gain a better understanding of progress towards those metrics.

**Co-ownership and Connectivity** - Foster shared ownership of the strategic plan and enhanced collaboration across the institution

- *Provost's Retreat* - Half-day retreats with senior leadership and those across the university leading strategic plan initiatives have helped solicit input on how to advance efforts to meet strategic plan metrics and goals. Topics have included performance and preeminence funding and budget; strategic plan institutionalization; and international recruitment and retention. Additional retreats are being planned for fall 2017.
- *Provost Forums* - New in 2016-17, these forums provide a platform to update the university community on progress toward strategic plan metrics and highlight specific initiatives that can be scaled for greater impact. Three retreats have been held to date on research, faculty excellence, and student success with an additional retreat scheduled on philanthropy/funding diversification.
- *Provost's College Visits* - Also new in 2016-17, the Provost is spending half days with each college, connecting with faculty, staff, and students and discussing the purpose and goals of the Collective Impact Strategic Plan to demonstrate the value of each college's contributions.

**Collective Thinking** - Engage the campus community in generating ideas that drive the institution toward achieving our strategic priorities from the Collective Impact Strategic Plan

- *Implementation Planning Framework* - An overarching, multi-level, multi-faceted framework for developing the section of the UCF Collective Impact Institutionalization Plan that outlines the actions and tactics we will implement. A copy of the framework is attached.
- *Pan-University Thematic Teams* - There are 105 UCF faculty and staff across five thematic teams: 1) Increasing Student Access, Success and Prominence; 2) Strengthening our Faculty and Staff; 3) Growing our Research and Graduate Programs; 4) Creating Community Impacts through Partnerships; and 5) Leading Innovation in Higher Education. These cross- functional teams are developing draft action plans related to different priority metrics in each thematic area.
- *Metric Leaders* - Twelve Metric Leaders, who were identified as primary leads in the strategic plan, are involved in supporting, advising, and providing resources to the Thematic Teams. Their key role also is reviewing and providing feedback on draft action plans. Metric Leaders meet to share ideas, discuss synergies, and seek opportunities for collaboration. The Metric Leaders will refine and develop the final draft of the action plans.

Attachment A

- *Action Planning Templates, Tools, and Resources* - Four new tools were developed to facilitate planning, including a detailed Institutionalization Guidebook, as well as an Action Plan Template, Action Step Prioritization Tool, and Timeline. The guidebook and timeline are attached.
- *Collective Impact Student Survey* - A survey to obtain ideas, input, and insights from students on how to best achieve the metrics related to student access, success, and prominence was conducted. Of the 849 students who completed the survey, 46.2% were FTIC, 47.6% Transfer Students, and 6.2% did not indicate their path to UCF. Over 60% of the respondents were female, and the ethnic and racial breakdown of respondents mirrored the UCF undergraduate student population. Results were shared with Thematic Team 1 (Increasing Student Access, Success, and Prominence) to inform their action planning.
- *Marchioli Collective Impact Ideation Competition* – UCF launched a competition, named for Mr. Nelson Marchioli, Chairman of the UCF Foundation Board, to crowd-source the best novel, innovative ideas from faculty and staff to help UCF reach its strategic goals and metrics. All ideas will be shared with the Thematic Teams to inform and support their action planning. Close to 70 ideas were submitted by the February deadline. The ideas were grouped by Thematic Team and shared with each team to inform their action planning. The Thematic Teams will submit the top two ideas to the Selection Committee that will be selecting the awardees in late March.
- *Marchioli Collective Impact Innovation Awards* - Each fall and spring semester over the next three years, an award will be given to a faculty or staff member or team that developed and are implementing innovative initiatives, programs, or projects that help UCF move the needle toward achieving our priority metrics. This award not only recognizes and celebrates contributions, but also is intended to inspire others to design and test innovative ideas. There were 29 submissions for the inaugural award from 15 colleges and units across campus. The selection committee was comprised of 11 Pegasus Professors, distinguished faculty, and staff who have won prestigious employee awards. The awardee, Dr. Jennifer Kent-Walsh, was recognized during an awards program that immediately followed the Provost Forum on February 13, 2017. Mr. Nelson Marchioli participated in the awards ceremony.
- *Engaging key faculty and staff groups* - Four small-group sessions were held with select faculty and staff groups to solicit valuable insights on how to better foster shared ownership and collective action around achieving the goals outlined in the strategic plan, as well as to gain recommendations for increasing overall faculty and staff input, involvement, and engagement. For example, a session was held with the Faculty Senate’s Strategic Planning Council and a “Think Tank” was held during the Winter Faculty Development Conference. To date, over 50 faculty and staff who are not serving on a Thematic Team have been reached. Additionally, a presentation was made to the full Faculty Senate on February 23, 2017.

Attachment A

**Collective Action** - Each unit at UCF, in collaboration with its internal and external partners, undertakes actions in specific focus areas, in which it excels, and coordinates with other units through a mutually reinforcing action plan (i.e. the Collective Impact Institutionalization Plan) to achieve institutional metrics.

- *Collective Impact Institutionalization Team* - A team of 24 senior leaders and mid-level drivers of change at UCF will integrate the five Thematic Team action plans to create one UCF Collective Impact Institutionalization Plan by July 2017. They will serve as change agents in their units to keep the unit informed and engaged over the years, and monitor how their unit is contributing to the overall collective impact. To encourage an ongoing culture of co- ownership, collective action, and accountability, this team will review annual progress reports and meet to determine whether outcomes were achieved or not achieved and areas of progress or no progress. In cases where little to no progress was made, this team will lead in assessing contributing and causal factors and discussing collective actions and solutions.

**ITEM: INFO-2**

**University of Central Florida  
Board of Trustees  
Strategic Planning Committee**

**SUBJECT:** UCF Collective Impact Five-Year Institutionalization Plan Outline Draft

**DATE:** April 7, 2017

---

**PROPOSED COMMITTEE ACTION**

For information only.

---

**Supporting documentation:** Attachment A: UCF Collective Impact Five-Year Institutionalization Plan Outline Draft

**Prepared by:** Lisa Jones, Associate Provost for Strategy and Special Assistant to the President, UCF

**Submitted by:** A. Dale Whittaker, Provost and Executive Vice President and Lisa Jones, Associate Provost for Strategy and Special Assistant to the President, UCF

Attachment A

**UCF Collective Impact Five-Year Institutionalization Plan**

*\*These sections need to be completed for distribution to the Board of Trustees' Strategic Planning Committee on May 18*

Letter from the Chairman

This will be inserted at the end of the process.

Letter from the President

This will be inserted at the end of the process.

Overview of Strategic Plan\* (this entire section is from pages 4–9 of the strategic plan)

Who We Aspire to Be  
Our Impact  
Our Promise  
Our Charge

Alignment\* (**narrative on why it is important as lead in** & major examples below)

New Budget Model  
University Budget Committee decisions  
Challenge 2020  
Unit Plans e.g. Athletics Strategic Plan  
Information Technology Project Management  
Alignment with external partners' strategic plans (Dale added this so we will need to get this information from him).

Co-ownership and Connectivity\* (**narrative on why it is important** & examples below)

Provost's Retreats  
Provost Forums  
Provost's College Visits  
Institutionalization Team  
Presentations across campus (Faculty Senate, USPS Staff Council, Faculty Senate Strategic Planning Council, Student Government Association, faculty development conferences, and strategic planning courses)

Collective Thinking\* (**narrative on why it is important** and examples below)

Pan-University Thematic Teams  
Student Survey  
Marchioli Ideation Competition  
Marchioli Innovation Award and Seminar Series

Collective Action\* (narrative on why it is important & action plans for each metric by theme)\*

The Metric Leaders are submitting their final draft on April 28<sup>th</sup>. The five documents will be merged into one and inserted here.

Attachment A

Accountability\* (rewording of what is on page 34 of the strategic plan & example below)

New monitoring and tracking system  
Annual Reports will be generated

Transparency\* (rewording of what is on page 34 of the strategic plan plus fact that an annual report will be on Collective Impact website and link to new website)

Evolution\* (rewording of what is on page 34 of the strategic plan)

Closing Thoughts from the Provost

This will be inserted at the end of the process.

Appendices

- 1.) The process with timeline (same format as page 36 and 37 of the strategic plan)
- 2.) Breakdown of pertinent data such as 105 faculty and staff on Thematic Teams, 859 students completed survey, 67 entries in ideation competition, etc. (revision of page 37 of the strategic plan), etc.
- 3.) Contributions (same format as page 38 and 39 of the strategic plan)
  - Board of Trustees
  - Former Trustee and Advisor to the Board Chair
  - UCF Leadership
  - Institutionalization Team
  - Thematic Teams
  - Internal Consultants to Thematic Teams,
  - UCF Faculty Senate Strategic Planning Council USPS
  - Staff Council
  - Core Support Team

**ITEM: INFO-3**

**University of Central Florida  
Board of Trustees  
Strategic Planning Committee**

**SUBJECT:** UCF Collective Impact Institutionalization Phase 2 Timeline

**DATE:** April 7, 2017

---

**PROPOSED COMMITTEE ACTION**

For information only.

---

**Supporting documentation:** Attachment A: UCF Collective Impact Institutionalization Plan:  
Development Timeline Phase 2

**Prepared by:** Lisa Jones, Associate Provost for Strategy and Special Assistant to the President,  
UCF

**Submitted by:** A. Dale Whittaker, Provost and Executive Vice President and Lisa Jones,  
Associate Provost for Strategy and Special Assistant to the President, UCF

# UCF Collective Impact Institutionalization Plan Development Timeline Phase 2

