



February 22, 2022 Academic Excellence and Student Success Committee

Board of Trustees

UCF Downtown Campus, DPAC 106/106A

Feb 22, 2022 11:00 AM - 12:30 PM EST

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Board of Trustees

Board of Trustees
Academic Excellence and Student Success Committee
February 22, 2022, 11:00 a.m. – 12:30 p.m.
(or upon adjournment of previous committee meeting)
UCF Downtown Campus, DPAC 106/106A

Livestream: <https://ucf.zoom.us/j/99732242482?pwd=d1pNQ09BVTk5OXozUzJnQnlCT2pBdz09>

Webinar ID: 997 3224 2482

Conference call number: +1-929-205-6099 – Meeting ID: 997 3224 2482

AGENDA

- | | |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| 1. Call to Order and Welcome | Beverly Seay, <i>Chair, Academic Excellence and Student Success Committee</i> |
| 2. Roll Call | Gwen Ransom, <i>Executive Assistant</i> |
| 3. Minutes of the November 16, 2021 meeting | Chair Seay |
| 4. Reports (10 minutes) | Chair Seay |
| DISC – 1 | Provost Update
Michael D. Johnson, <i>Provost and Executive Vice President for Academic Affairs</i> |
| 5. Action (15 minutes) | Chair Seay |
| AESC – 1 | Conferral of Degrees - Spring
Michael D. Johnson |
| AESC – 2 | Request to Offer New Degree Program
MS in Event Leadership
Timothy D. Letzring, <i>Vice Provost for Academic Affairs</i> |
| 6. Discussion (65 minutes) | Chair Seay |
| DISC – 2 | Legislative Budget Request 2022 Process
Michael D. Johnson |
| DISC – 3 | Accountability Plan Review
Paige Borden, <i>Chief Analytics Officer</i> |

DISC – 4

Student Success (Academic Achievements and Student Well Being)

Adrienne Frame, *Interim Vice President for Student Development and Enrollment Services*

Theodorea Berry, *Vice Provost for Student Learning and Academic Success and Dean, College of Undergraduate Studies*

7. New Business

Chair Seay

8. Adjournment

Chair Seay



Board of Trustees

Board of Trustees Academic Excellence and Student Success Committee November 16, 2021 MINUTES

CALL TO ORDER

Trustee Beverly Seay, chair of the Academic Excellence and Student Success Committee, called the meeting to order at 9:50 a.m.

Committee members present were Trustees Tiffany Altizer, Meg Hall, Joseph Harrington, and Caryl McAlpin. Board of Trustees' Chair Alex Martins and Vice-Chair Harold Mills also attended.

MEETING MINUTES

Trustee Tiffany Altizer motioned to approve, and Trustee Caryl McAlpin seconded. The Academic Excellence and Student Success Committee unanimously approved the meeting minutes of September 22, 2021.

REPORTS

Provost Update (DISC-1)

In his provost update, Interim Provost Michael Johnson provided details on these topics:

Seal of Excelencia

UCF earned the Seal of Excelencia as a top institution for Latino students from *Excelencia* in Education. This designation makes UCF one of only 24 of 569 Hispanic-Serving Institutions nationwide with this certification.

Johnson noted UCF earned the seal by demonstrating evidence of effective and intentional practices to serve Latino students and a dedication to providing an environment where Latino students can thrive. The certification lasts for three years and then must be re-earned. Approximately 30 percent of UCF's student body identify as Hispanic.

National Cyber League

The Hack@UCF Knightsec team captured second place in the Fall 2021 National Cyber League Competition.

Moot Court Teams

UCF's Moot Court teams placed first and second in the University of Chicago's Invitational Tournament, topping 26 other teams, including those from Yale, the University of Chicago, and the University of Toronto.

Research Funding

UCF achieved a fifth straight year of school-record external research funding with \$213 million.

Class of 2020 Make-up Commencement Day

As a part of UCF's 50th Homecoming Week, UCF hosted a successful make-up commencement ceremony for 2020 graduates on November 5, 2021. The commencement speaker was three-time UCF graduate Darin Edwards, who led the development of the Moderna COVID-19 vaccine.

COVID-19

Johnson reported UCF had managed the fall semester with COVID cases low following an earlier spike from the Delta variant. He said UCF expects to reach a 75 percent vaccination rate among students, with a higher probability for faculty and staff.

Spring 2022 classes are being planned for a pre-pandemic schedule while UCF remains prepared for the possibility of another wave.

Student Success and Enrollment

Johnson provided details on fall's First Time in College first-year retention rate being approximately 92 percent, up from 91.5 percent in 2019, and down slightly from 92.2 in 2020. The First Time in College four-year graduation rates are at 50 percent, up from 2019 and 2020.

Fall enrollment is 70,406, down from fall 2020. The decrease resulted from purposefully reducing First Time in College admissions to pull back from the enrollment bump of last fall. Meanwhile, transfers also decreased.

President's 2021-22 Strategic Investment Program

Johnson said funds have been awarded to 17 of 70 proposed faculty and staff projects for the Jump Start Fund, one of three strategic investment program categories. The awards went to mostly research-related projects with key categories of funding that included curricular improvements, space research, energy, and cyber security infrastructure.

Proposals for the two other investment categories, Academic Excellence and Student Success, are under review.

Deans and Searches

Johnson said a national search is underway to replace Pamela "Sissi" Carroll, founding dean of the College of Community Innovation and Education, who will retire at the end of the semester. Johnson thanked her for doing an outstanding job. Glenn Lambie, associate dean of Graduate Affairs and Faculty Excellence at CCIE, will become interim dean effective December 20.

Two new deans recently started their positions: Maggy Tomova, College of Sciences, from the University of Iowa, and Beau Case, founding dean of Libraries, from the University of Toledo.

Searches are underway for the associate provost of UCF Downtown and the director of the Faculty Center for Teaching and Learning.

In closing his report, Interim Provost Johnson expressed gratitude to faculty, students, and staff for overcoming challenges resulting from the pandemic.

ACTION

Request for a New Degree Program – Ph.D. Biomedical Engineering (AESC-1)

Dr. Timothy Letzring, Vice Provost for Academic Affairs, presented a request for committee approval of a new Ph.D. in Biomedical Engineering. This degree program from the College of Engineering and Computer Science, Department of Mechanical and Aerospace Engineering, will build upon the college's well-established reputation in this field and will support workforce needs.

Trustee Harrington motioned to approve, and Trustee McAlpin seconded. The committee unanimously approved the request for this new degree program.

Student Career Planning and Development – UCF Response to House Bill 1261 (AESC-2)

Dr. Adrienne Frame, Interim Vice President for Student Development and Enrollment Services, submitted UCF's plan for the development of an online module to enhance career planning and development for undergraduate students during their first year of enrollment as required by House Bill 1261 from the 2021 legislative session.

Trustee Hall motioned to approve, and Trustee Altizer seconded. The committee unanimously approved UCF's plan to comply with House Bill 1261.

Tenure with Hire (AESC-3)

Interim Provost Johnson submitted a tenure with hire request regarding Dr. Maggy Tomova, UCF's new dean of the College of Sciences.

Dr. Tomova received her Ph.D. in mathematics from the University of California, Santa Barbara. She comes to UCF from the University of Iowa, where she was a tenured professor of mathematics.

Trustee Harrington motioned to approve, and Trustee McAlpin seconded. The committee unanimously approved this item.

Conferral of Degrees (AESC-4)

Interim Provost Johnson submitted for approval the conferral of degrees for fall 2021. UCF expects to award more than 6,200 degrees during commencement ceremonies on December 17 and 18, 2021.

Trustee Hall motioned to approve, and Trustee Harrington seconded. The committee unanimously approved the conferral of degrees.

DISCUSSION

The Role of Research in a Metropolitan University (DISC-2)

Dr. Elizabeth Klonoff, Vice President for Research and Dean of the College of Graduate Studies, provided a presentation on the role of research in a metropolitan university. This presentation explained why research is one of the most critical components for faculty and students and the many ways that research benefits society and fuels economic prosperity. She also underscored the role of research in enhancing UCF's reputation and that research will be an integral part of UCF's strategic plan.

Accountability Plan Review (DISC-3)

Dr. Paige Borden, Associate Provost and Chief Analytics Officer, facilitated this discussion item with insights on various UCF accountability plan metrics related to graduate scholarship, research, and innovation.

NEW BUSINESS

N/A

ADJOURNMENT

Chair Seay adjourned the Academic Excellence and Student Success Committee meeting of November 16, 2021, at 11:32 a.m.

Reviewed by: _____

Beverly Seay
Chair, Academic Excellence and Student Success Committee

Date

Submitted by: _____

Mike Kilbride
Associate Corporate Secretary

Date



Board of Trustees

Agenda Memo

Board of Trustees Academic Excellence and Student Success Committee | February 22, 2022

DISC-1: Provost Update

☐

Information

☒

Discussion

☐

Action

Meeting Date for Upcoming Action: N/A

Purpose and Issues to be Considered:

Committee members will receive an update from Interim Provost Michael Johnson to include these topics regarding the academic enterprise:

- Spring Operations/COVID-19
- President's 2021-22 Strategic Investment Program Awards
- Key Searches
- Accolades

Background Information:

UCF's planned return to a typical spring academic calendar began amidst a spike in COVID-19 cases on campus, in Florida and the nation. In mid-January, cases had increased rapidly since the highly transmissible Omicron variant emerged, but with the wave predicted to be shorter in duration than previous ones. UCF continued to emphasize wearing masks and getting vaccinated, [in line with CDC guidelines](#). [Campus communications](#) included guidance on resources, what to do if ill or testing positive, and how to safely return to campus life.

In addition, [faculty were asked](#) to refrain from requiring attendance during the first few weeks of the spring semester so ill students would not feel compelled to come to class. Also, faculty were requested to make an extra effort to make course information available to absent students so they can remain in their courses.

The provost will update the committee on the latest COVID trends and how faculty and students are navigating the current pandemic environment.

The President's 2021-22 Strategic Investment Program

The provost's report will summarize the latest awards made in the [President's Strategic Investment Program](#). Launched in July, the initiative will award up to \$50 million this fiscal year to projects proposed by faculty and staff that can elevate UCF's academic excellence, student success, and impact. The funds resulted from a strategic reallocation in central recurring and non-recurring funds, plus matches from colleges and units.

Following a review process, President Cartwright and Provost Johnson considered projects divided into three priority fund categories: Jump Start, Academic Excellence, and Student Success. Seventeen projects from six colleges and the Office of Research [have been awarded Jump Start money](#). The provost will report on the awards status of the Academic Excellence and Student Success funds.

Key Searches

The provost will update the committee on searches for the [dean of the College of Community Innovation and Education](#), the [associate provost of UCF Downtown](#), and for the next director of the Karen L. Smith Faculty Center for Teaching and Learning.



Board of Trustees

Agenda Memo

Accolades

As time allows, the provost will report on significant achievements, awards and honors by faculty and students since the committee's last meeting.

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel ☐ **N/A** ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Michael D. Johnson, Provost and Executive Vice President for Academic Affairs

Supporting Documentation:

Attachment A: President's 2021-22 Strategic Investment Program

Facilitator/Presenter:

Michael D. Johnson

Provost Update

President's 2021-22 Strategic Investment Program

Dr. Michael D. Johnson

Provost and Executive Vice President for
Academic Affairs

President's 2021-22 Strategic Investment Program



Student Success Fund

*Increasing Retention, Progression,
Graduation and Career Success*

\$3 million recurring

- New Student and Family Programming
- Innovative Advising Support
- Transfer Students in STEM
- Support Modules in STEM Courses
- Removing Barriers to Student Progress



Academic Excellence Fund

Big Ideas with Substantial Impact

\$7 million recurring + **\$21 million** non-recurring + **match**

- Infectious Disease and Tourism Health
- Digital Twin
- Space Education and Industrialization
- Zero-Carbon Energy Economy
- Artificial Intelligence
- Next-Generation Computing Hardware



Board of Trustees

Agenda Memo

Board of Trustees
Academic Excellence and Student Success Committee | February 22, 2022

AESC-1: Conferral of Degrees

☐ Information ☐ Discussion ☒ Action

Meeting Date for Upcoming Action: February 23, 2022

Purpose and Issues to be Considered:

Approval for Spring 2022 Conferral of Degrees

Background Information:

UCF expects to award the following degrees during the Spring commencement ceremonies on May 6 – 7, 2022.

Baccalaureate Degrees:	7,299
Master's Degrees:	1,199
<u>Doctoral and Specialist:</u>	<u>201</u>
Total:	8,699

Recommended Action:

Recommend approval of the conferral of degrees during the Spring 2022 Commencement.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

BOG 1.001 (4)(a)
UCF BOT AESC Charter

Contract Reviewed/Approved by General Counsel ☐ N/A ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Michael D. Johnson, Provost and Executive Vice President for Academic Affairs

Supporting Documentation:

Attachment A: Spring Graduation Count

Facilitator/Presenter:

Michael D. Johnson

UCF Spring 2022 Commencement

College	Bachelor	Master	Doctorate	CollegeTotals
College of Arts and Humanities	631	53	4	688
College of Business Administration	832	197	2	1,031
College of Community Innovation and Education	815	388	24	1,227
College of Engineering and Computer Science	1,100	218	57	1,375
College of Graduate Studies	0	16	0	16
College of Health Professions and Sciences	769	140	35	944
College of Medicine	315	9	4	328
College of Nursing	321	37	25	383
College of Optics and Photonics	20	4	10	34
College of Sciences	1,787	69	36	1,892
College of Undergraduate Studies	348	0	0	348
Rosen College of Hospitality Management	361	68	4	433
Degree level totals:	7,299	1,199	201	8,699

Board of Trustees
Academic Excellence and Student Success Committee | February 22, 2022

AESC-2: Request to Offer New Degree Program Proposal – MS in Event Leadership

☐ Information

☐ Discussion

☒ Action

Meeting Date for Upcoming Action: February 23, 2022

Purpose and Issues to be Considered:

The Rosen College of Hospitality Management (RCHM) proposes a new degree--a Master of Science in Event Leadership. The multi-billion-dollar event industry marketplace is strong locally, nationally, and globally and will continue to evolve and grow across multiple sectors including, private, government, association, cultural, festivals, sports, music, tourism, and corporate. The program graduates will be in high demand as they acquire the leadership skills required by the diverse industry segments.

Background Information:

By introducing a master's degree in event leadership, we will build on the strength and reputation of our undergraduate Bachelor of Science in Event Management degree, our much-in-demand Graduate Certificate in Event Management, and our existing but more generic Master of Science in Hospitality & Tourism Management degree.

Since its launch in 2004, Rosen College has continued to evolve with the maturation of these programs, the experience of our faculty, and the strength of our collaborations across the broad event community spectrum. Contributing to a sound foundation to establish a reputable online graduate degree program in event leadership.

Recommended Action:

Approve the proposed M.S. program in Event Leadership

Alternatives to Decision:

Deny

Fiscal Impact and Source of Funding:

The fiscal impact is minimal for this graduate program in event leadership. The expertise and courses are building on faculty already in place from both the undergraduate program in event management and the more generic master's degree in hospitality & tourism management.

Authority for Board of Trustees Action:

UCF 2.040 Development, Approval, Termination, and Suspension of Degree Programs

Contract Reviewed/Approved by General Counsel ☐ N/A ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

**Submitted by:**

Michael D. Johnson, Provost and Executive Vice President for Academic Affairs

Supporting Documentation:

Attachment A: Request to Offer New Degree Program – Cover Page - MS in Event Leadership

Please click the link below to view the full proposal:

<https://bot.ucf.edu/wp-content/uploads/sites/5/2022/01/AESC-21.pdf>

Attachment B: Analysis Summary for New Degree Program Authorization – MS in Event Leadership

Attachment C: MS in Event Leadership Presentation

Facilitator:

Timothy D. Letzring, Vice Provost for Academic Affairs



Board of Governors, State University System of Florida
REQUEST TO OFFER A NEW DEGREE PROGRAM

In Accordance with BOG Regulation 8.011

(Please do not revise this proposal format without prior approval from Board staff)

University of Central Florida

Institution Submitting Proposal

Fall 2022

Proposed Implementation Term

Rosen College of Hospitality Management

Name of College(s) or School(s)

Name of Department(s)/Division(s)

Event Leadership

Academic Specialty or Field

Master of Science in Event Leadership

Complete Name of Degree

52.0907

Proposed CIP Code (2020 CIP)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met prior to the initiation of the program.

Date Approved by the University Board of Trustees

President's Signature

Date

Board of Trustees Chair's Signature

Date

Provost's Signature

Date

PROJECTED ENROLLMENTS AND PROGRAM COSTS

Provide headcount (HC) and full-time equivalent (FTE) student estimates for Years 1 through 5. HC and FTE estimates should be identical to those in Appendix A – Table 1. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Appendix A – Table 3A or 3B. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 by dividing total E&G by FTE.

Implementation Timeframe	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary/Philanthropy Funds	Total Cost
Year 1	30	22.5	\$7,175	\$161,447			\$161,447
Year 2	60	37.5					
Year 3	60	37.5					
Year 4	60	37.5					
Year 5	60	37.5	\$5,955	\$223,318			\$223,318

Attachment B**Analysis Summary for New Degree Authorization
Program Name: Event Leadership MS**

	Criteria	Proposal Response to Criteria
1.	The goals of the program are aligned with the university's mission and relate to specific institutional strengths.	Met with Strength Rosen has well-established partnerships/collaborations with local, national, and international businesses that directly relate to the Master of Science in Event Leadership. The degree will provide "highly relevant continuing education" that intersects with the hospitality management industry located in Florida and especially in the Orlando metropolitan area. The degree program will bolster the already strong ties the Rosen College has with the various community stakeholders and contribute to its internationally renowned reputation. The faculty supporting the program is respected and diverse and the online delivery will be highly attractive to students representing domestic, international, and underrepresented groups.
2.	If there have been program reviews or accreditation activities in the discipline or related disciplines pertinent to the proposed program, the proposal provides evidence that progress has been made in implementing the recommendations from those reviews.	Met The Rosen College of Hospitality Management programs were evaluated in 2017-18 as part of the SACSCOC 7-year review process. This proposed master's program in Event Leadership is a direct response to the recommendations of this process which included external reviewers from peer institutions. Associated with the review, the existing Program Advisory Board was enhanced to help develop the event leadership area. Other recommendations from the review led to course redesign to better meet industry needs, activities to recruit students from diverse backgrounds, and increasing collaboration with the Alumni Relations Office to develop mentoring networks.
3.	The proposal describes an appropriate and sequenced course of study. Admissions and graduation criteria are clearly specified and appropriate. The course of study and credit hours required may be satisfied within a reasonable time to degree. In cases in which accreditation is available for existing bachelor's or master's level programs, evidence is provided that the programs are accredited or a rationale is provided as to the lack of accreditation.	Met with Strength The ten, 3-credit course sequence are clearly outlined and present a logical path for students to complete the curriculum requirements in five terms (fall, spring, summer, fall, spring). The online format and non-traditional calendar (7-week terms) for the cohort-based degree program will be attractive to students in the industry and facilitate enrollment. The courses benefit from considerable connectivity of the Rosen College with partners in the legal profession, destination professionals, and organizations across the region, nationally and internationally, with an established delivery of graduate leadership courses. There is no relevant accrediting body associated with this non-thesis graduate program.

	Criteria	Proposal Response to Criteria
4.	Evidence is provided that a critical mass of faculty members is available to initiate the program based on estimated enrollments, and that, if appropriate, there is a commitment to hire additional faculty members in later years, based on estimated enrollments. For doctoral programs, evidence is provided that the faculty members in aggregate have the necessary experience and research activity to sustain a doctoral program.	<p>Met with Strength</p> <p>The current graduate faculty is highly qualified in the area of Event Leadership and represents the breadth of expertise that is necessary to support the initiative. The proposal has accounted for enrollment growth (which is capped at 60 students) and will be able to implement the program with the designated eight faculty members. The Rosen College has a long history of delivering event courses associated with their existing MS programs. The courses will be taught at a regular frequency to facilitate degree completion in a reasonable timeframe. The research productivity of the college placed it in #1 in the nation and #2 in the World based on Shanghai Ranking.</p>
5.	Evidence is provided that the necessary library volumes and serials; classroom, teaching laboratory, research laboratory, office, and any other type of physical space; equipment; appropriate fellowships, scholarships, and graduate assistantships; and appropriate clinical and internship sites are sufficient to initiate the program.	<p>Met with Strength</p> <p>The library report indicates that the majority of resources (databases, journals, books) are available with funding provided in the proposal for additional resources where required. However, to ensure that the program remains a leader in its field, \$3,000 has been set aside each year to update library stock, journal subscriptions. There is one database, i.e., Passport, that was noted as absent from UCF, but available among the peer institutions.</p> <p>As this is a fully online program, no classroom or additional faculty office space is required. No laboratory, research laboratory or other types of physical space, equipment, fellowships, scholarships, GTA/GRAs or clinical/internship sites are needed for this program.</p>
6.	Evidence is provided that there is a need for more people to be educated in this program at this level. For all degree programs, if the program duplicates other degree programs in Florida, a convincing rationale for doing so is provided. The proposal contains realistic estimates of headcount and FTE students who will major in the proposed program and indicates steps to be taken to achieve a diverse student body.	<p>Met with Strength</p> <p>The scale, dynamism, and exponential growth of the event management sector demonstrates a need of talented professionals to lead it into the future. This is a view expressed by their partners and collaborators who over many years have helped shape course and program curriculum at the Rosen College. This degree program does not duplicate programs offered at FAMU or FIU. Though FIU has an MS in Hospitality Management with a track in Mega-Events, it consists of only four courses and is designed specifically for people who plan large scale events. It is not a leadership program, nor is it designed to attract both planner and supplier event professionals. Projected enrollments are reasonable, given evidence of demand from the existing Event Management certificate program. The U.S. Bureau of Labor Statistics predicts strong job growth in the industry, providing further evidence of program need. The Disney Aspire educational investment program will consistently supply a pool of students in need of this type of credential.</p>

	Criteria	Proposal Response to Criteria
7.	<p>The proposal provides a complete and realistic budget for the program, which reflects the text of the proposal, is comparable to the budgets of similar programs, and provides evidence that, in the event that resources within the institution are redirected to support the new program, such a redirection will not have a negative impact on undergraduate education. The proposal demonstrates a judicious use of resources and provides a convincing argument that the output of the program justifies the investment.</p>	<p>Met with Strength</p> <p>In Year 1 (with 30 students), the salary and benefits for one existing lecturer @ .13% effort, four existing assistant and associate professors @ .20% effort and one associate professor @ .40% effort totaling \$157,457 will be re-allocated from existing E&G funding to the new program. In Year 5 (with 60 students), the salary and benefits for one existing lecturer @.13% effort, six assistant and associate professors @ .20% effort and one associate professor @ .40% effort totaling \$215,338 will be re-allocated from existing E&G funding to the new program. Year 1 includes \$5,000 for marketing. And as mentioned previously, \$3,000 will be reallocated to the library annually to acquire new resources related to Event Leadership.</p> <p>This program will be a self-sustaining program, supported by traditional E&G standard tuition rates. It will not require a significant reallocation of financial or human resources that would detract from existing programs.</p>
8.	<p>The proposal provides evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service.</p>	<p>Met with Strength</p> <p>RCHM faculty consists of a diverse dynamic team offering their expertise and broad research knowledge reflecting the multi-faceted sectors of the hospitality and tourism industry. Faculty members in the department are recognized for their work in the field of event management and are actively engaged in both research and industry outreach. In 2014 there were only 82 graduate students. The RCHM graduate population currently exceeds 400. Several Tourism Events & Attractions (TEA) faculty members have received the Rosen College Research Incentive Award and Award of Excellence in Research. Rosen College faculty members have extensive experience teaching on-line. The quality of this has been recognized by UCF Distance Learning evaluations and external rankings.</p>

Master's of Science - Event Leadership

- Innovative academic structure – one course every 7 weeks
- Clear Support from industry Leaders
 - Disney Signature Experiences
 - USA GAMES Special Olympics
 - Hello! Florida, Destination Management
 - Entertainment Technology Partners (ETP)
 - Orange County Convention Center

Disney SIGNATURE EXPERIENCES

“Today I am writing to express my full support of the school's plan to launch a new graduate degree program in Event Leadership starting in the fall of 2022. This program will serve the needs of the global meetings, conventions and events business, enhancing the level of professionalism among its practitioners and generating future employment opportunities across this multibillion-dollar industry.”

Thomas Mazloum
Vice President

Board of Trustees
Academic Excellence and Student Success Committee | February 22, 2022

DISC-2: Legislative Budget Request 2022 Process

☐

Information

☒

Discussion

☐

Action

Meeting Date for Upcoming Action: N/A

Purpose and Issues to be Considered:

Committee members will receive an update from Provost Michael D. Johnson about the 2023-24 legislative budget process.

Background Information:

The FY 2023-24 Legislative Budget Request (LBR) for the State University System will be formalized and approved by the Board of Governors later this spring. The board has a new chair, Governor Brian Lamb, who took office effective January 7, 2022, along with new appointed committee chairs. Given that the 2023 Florida Legislature will convene in March and April, the Board of Governors' LBR guidelines and instructions for the universities should be disseminated in May with submissions due toward the end of July.

The provost will update the committee on the latest process for UCF to develop and submit its 2023-24 Legislative Budget Requests, including UCF-specific requests to correspond with the Board of Governors submission dates.

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel ☐ **N/A** ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Michael D. Johnson, Provost and Executive Vice President for Academic Affairs

Supporting Documentation:

N/A

Facilitator/Presenter:

Michael D. Johnson

Board of Trustees
Academic Excellence and Student Success Committee | February 22, 2022

DISC-3: Accountability Plan Review

☐ Information ☒ Discussion ☐ Action

Meeting Date for Upcoming Action: N/A

Purpose and Issues to be Considered:

Provide an update and/or additional depth on various Accountability Plan metrics.

Background Information:

The Accountability Plan is only considered for approval once a year (in late April). To facilitate deeper discussion on the content and implications, various segments will be highlighted during each Academic Excellence and Student Success committee meeting.

This third-round discussion will highlight metrics related to student success.

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

No action. BOG 2.002 (3): Each board of trustees shall prepare an accountability plan and submit updates on an annual basis for consideration by the Board of Governors.

Contract Reviewed/Approved by General Counsel ☐ N/A ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Michael D. Johnson, Provost and Executive Vice President for Academic Affairs

Supporting Documentation:

Attachment A: Student Success - Undergraduate Student Market

Attachment B: Student Success Accountability Plan Highlights-Feb2022

Attachment C: Scoresheet of Selected Accountability Plan Metrics-Feb2022

Facilitator/Presenter:

M. Paige Borden, Chief Analytics Officer

UNIVERSITY OF CENTRAL FLORIDA

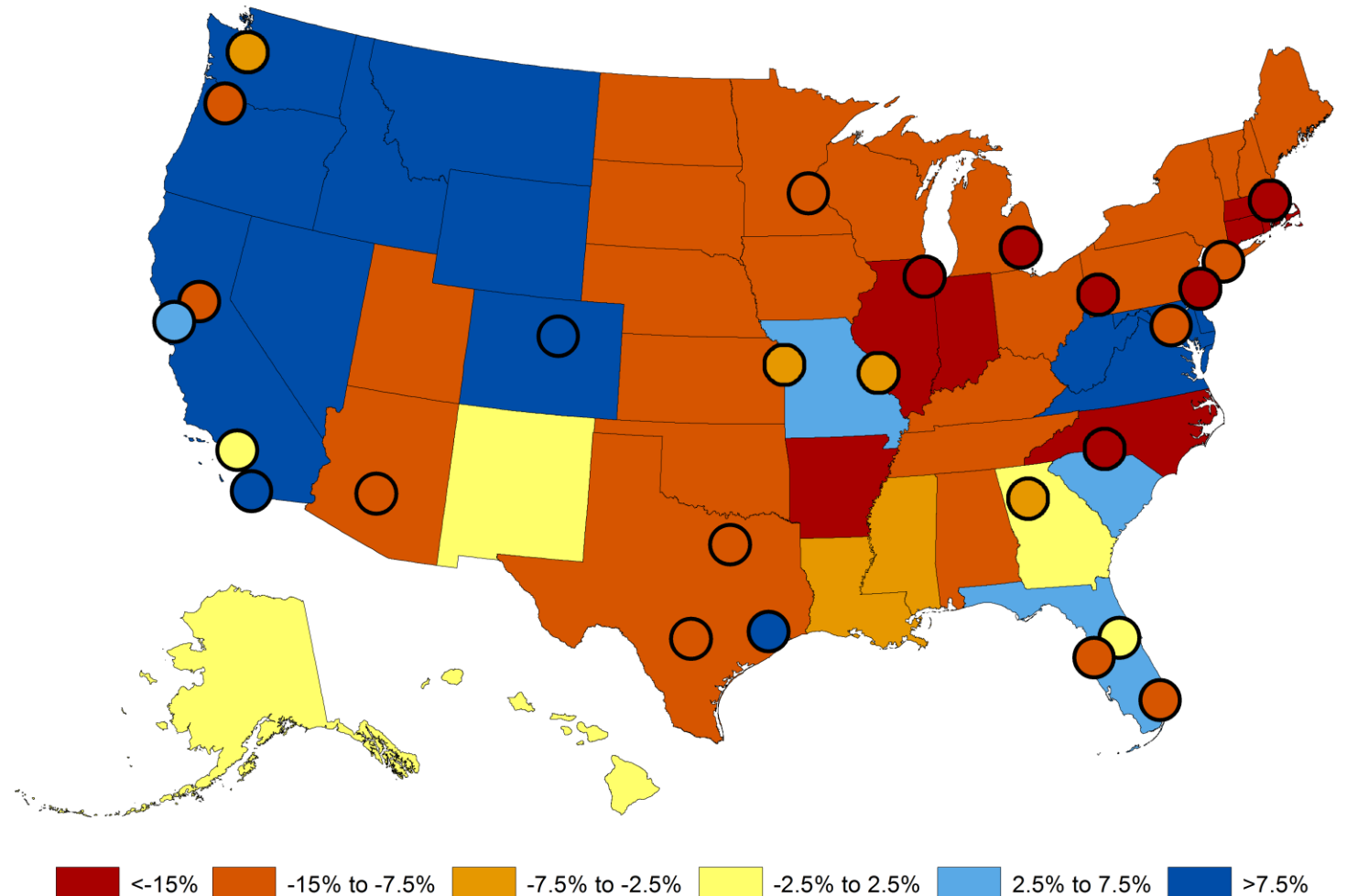
Academic Excellence and Student Success Committee

Student Success

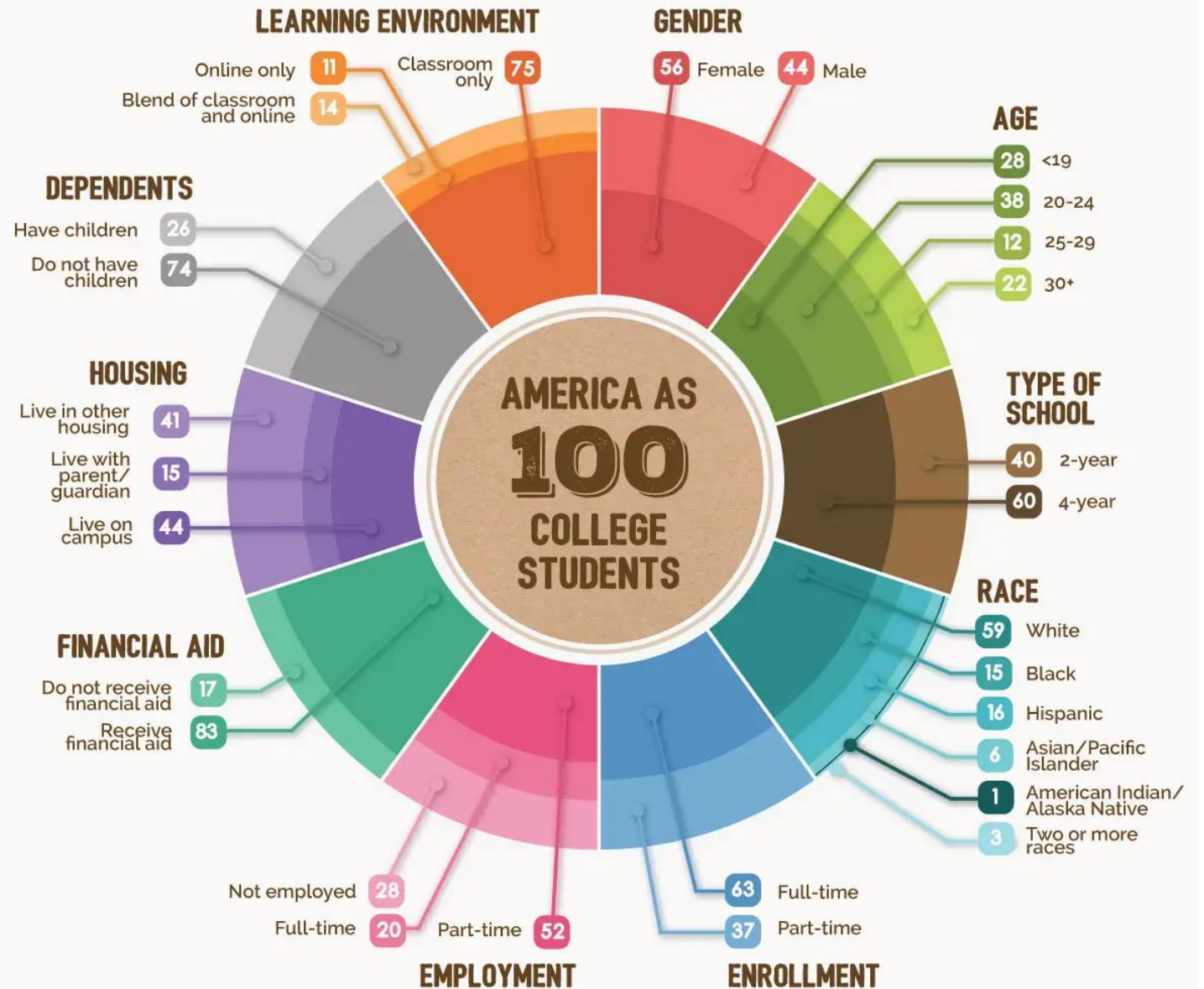
February 2022

Forecasted growth in students who will attend a national four-year institution, 2018 to 2029

The 'traditional' undergraduate student market is shrinking.



The undergraduate student market is becoming more diverse.



The undergraduate student market is becoming more segmented.

Student Segment	Profile	Motivation and Goals	Academic and Student Support Needs	Cross-cutting Support Needs
Aspiring Academics	Age: 18-24 Academically driven Wealthier 24% of the market	College is about getting into graduate or professional school.	Rigorous 4-year experience Faculty research opportunities Academic resume building experiences	DEI Mental health Learning disabilities Financial and food insecurity and homelessness Hybrid delivery and support
Coming of Age	Age: 18-24 Unclear academic goals Wealthier 11% of the market	College is about the experience and eventually about starting a career.	Guided pathways Early career counseling Social belonging Extracurricular activities	
Career Starters	Age: 18-24 Career driven 18% of the market	College is about getting a specific job.	Accelerated programs Job placement Co-op programs and experiential learning	
Career Accelerators	Age: 25+ Currently employed 21% of the market	College is about career advancement.	Accelerated and online programs Industry partnerships Competency-based credit Stackable credentials	
Industry Switchers	Age: 25+ Likely unemployed or financially vulnerable 18% of the market	College is about getting a different job.	Accelerated and online programs Job placement Competency-based credit Career counseling	
Academic Wanderers	Age: 25+ Likely unemployed or financially vulnerable 8% of the market	College is about a better life.	Guided pathways Success coaches Career counseling Job placement	

A large, stylized orange and white graphic on the left side of the slide. It features a large circle containing a crescent moon and a star, with silhouettes of two people standing in front of it. The background is a dark, textured orange.

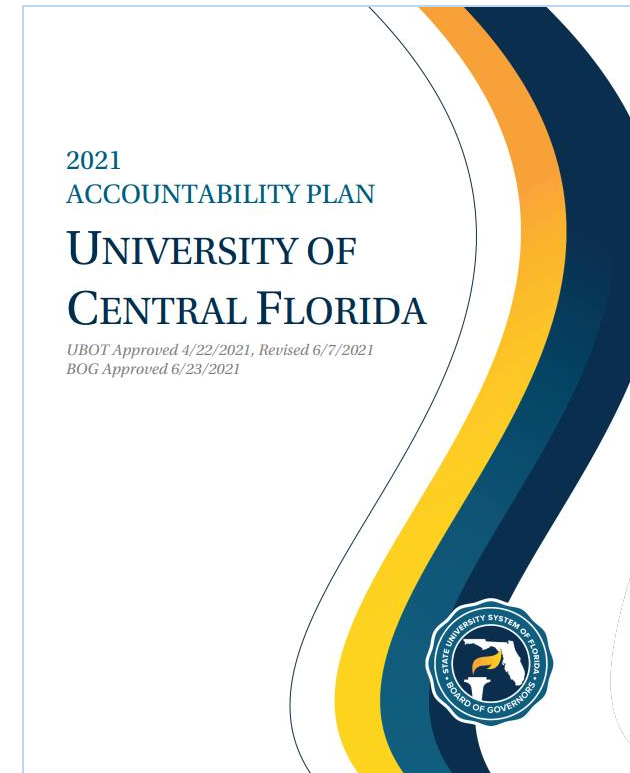
2021 Accountability Plan Review

Dr. Paige Borden
Chief Analytics Officer

February 2022

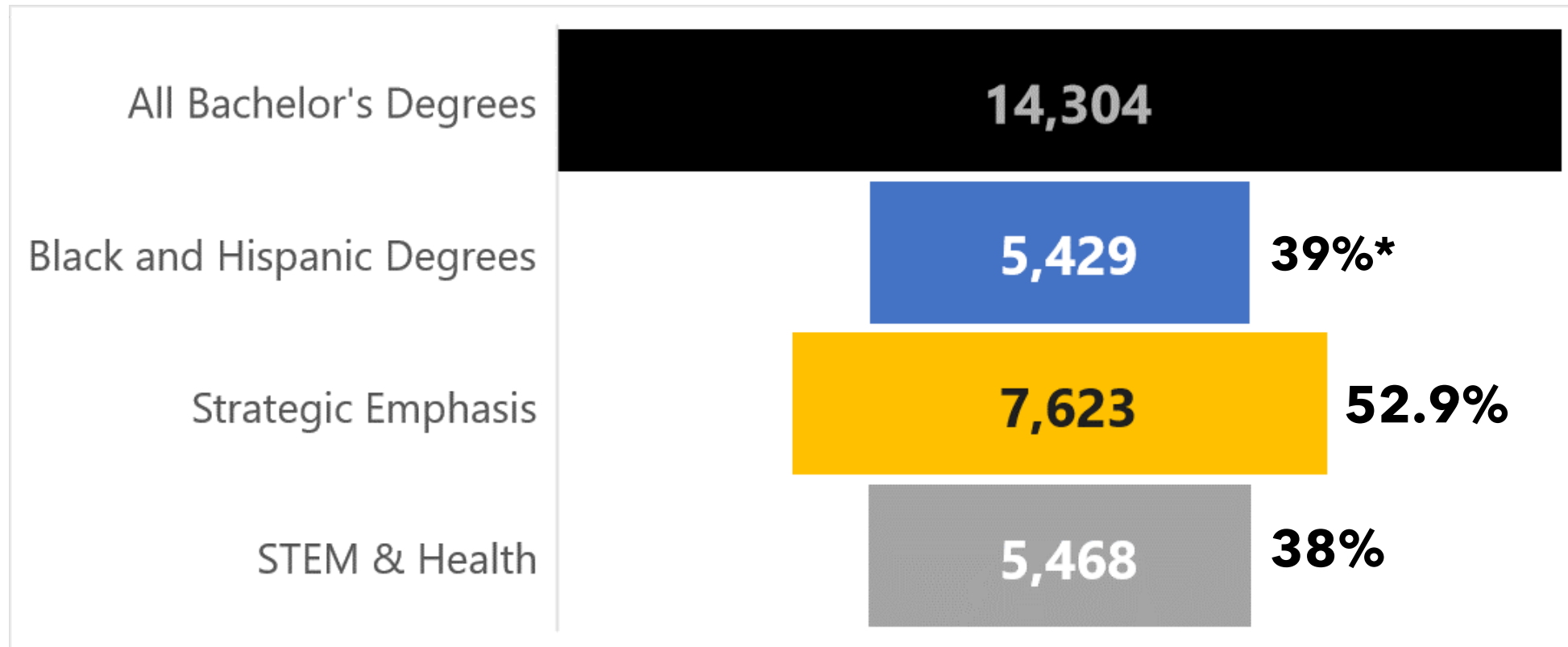
Accountability Plan Metrics

- Student Success Metrics
 - 6 of 11 Performance Based Funding (PBF) metrics
 - 2 of 12 Preeminent (PRE) metrics
 - 8 of 22 Key Performance Indicators (KPI) metrics
 - 8 of 15 Teaching and Learning metrics
 - 0 of 7 Scholarship, Research and Innovation metrics



Bachelor's Degrees

KPI-8, PBF-10/
KPI-10, PBF 6, &
KPI-13

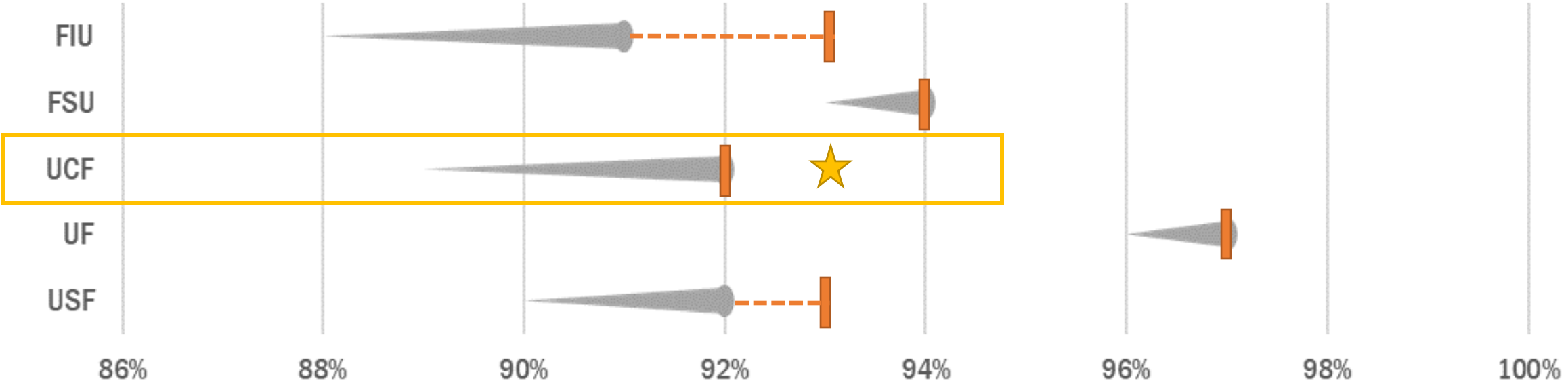


Note *: Based on single major only.

Retention Rate Trend and **Current Goal** for 2025

PRE-C

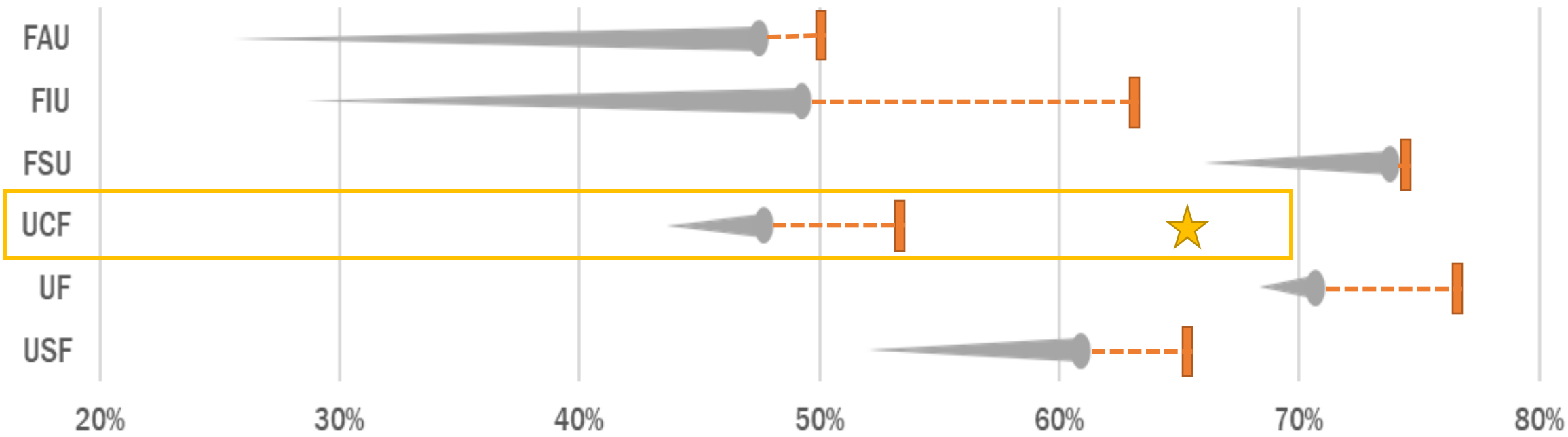
UCF retention improved by 3 points.



Graduation Rate Trend and **Current Goal** for 2025

PBF-4 & PRE-D

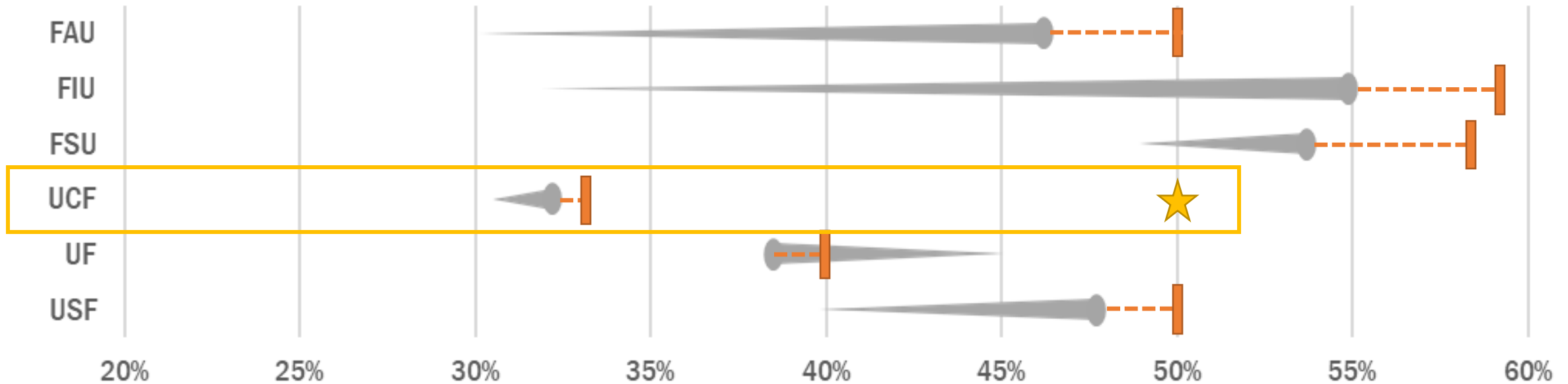
UCF 4-year rate has improved, but at a slower pace.



A.A. Graduation Rate Trend and **Current Goal for 2025**

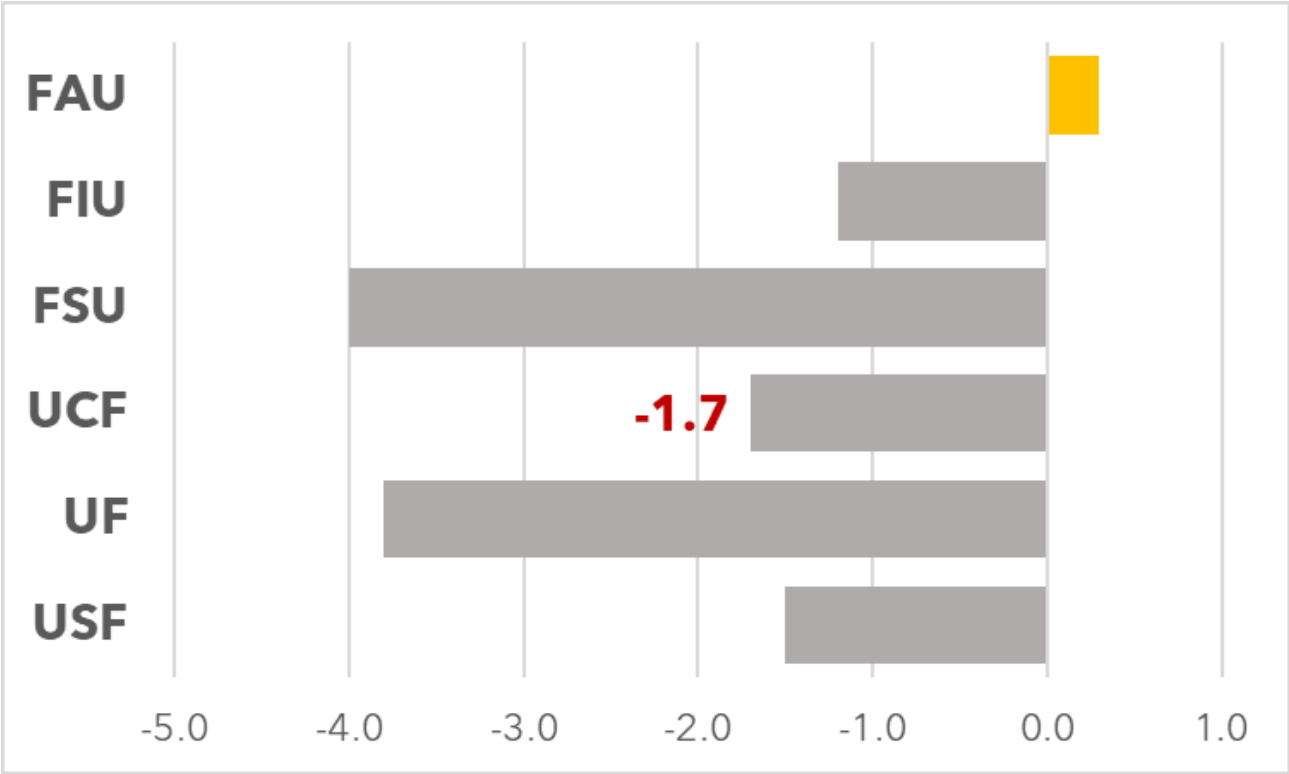
PBF-9a

UCF 2-year rate for FCS AA students is nearly flat.



Equity in Graduation Rates

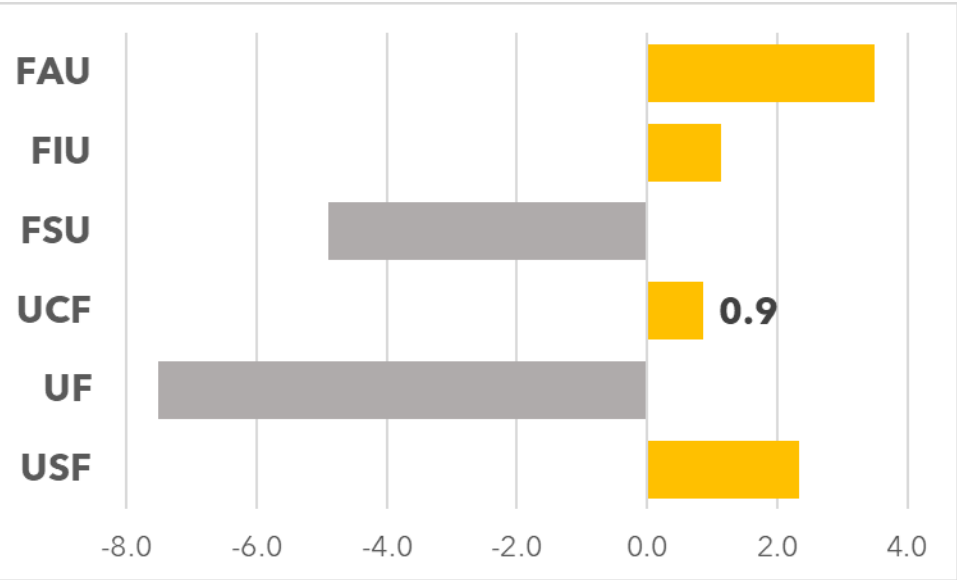
Pell recipient graduation rates trail overall graduation rates at all schools except FAU.
percentage points, deviation



Equity in Graduation Rates

Black graduation rates exceed White graduation rates at UCF, FAU, FIU and USF.

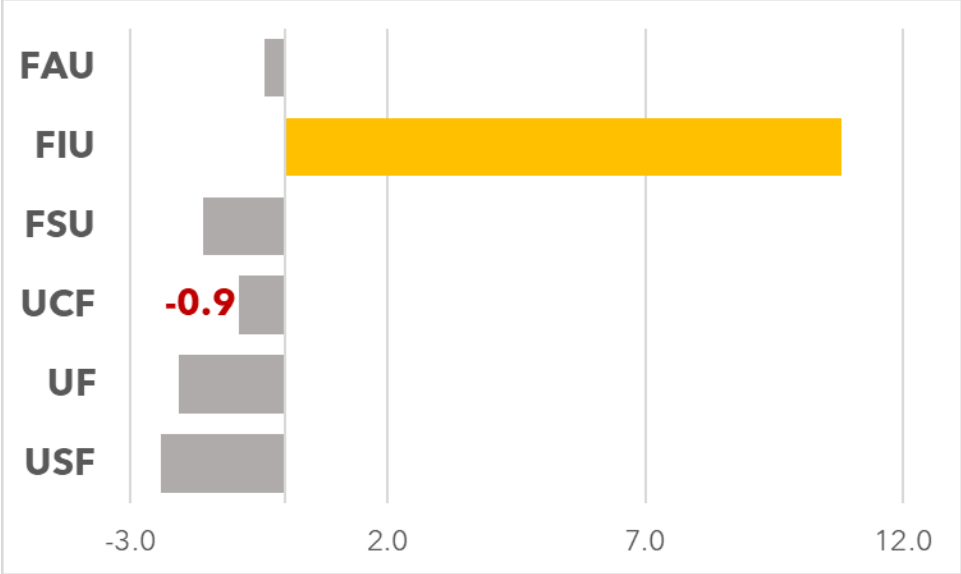
percentage points, deviation



National average among public, 4-year institutions is **-23.3** points.

Hispanic graduation rates trail White graduation rates at all schools except FIU.

percentage points, deviation



National average among public, 4-year institutions is **-14.6** points.

Demonstrating Impact

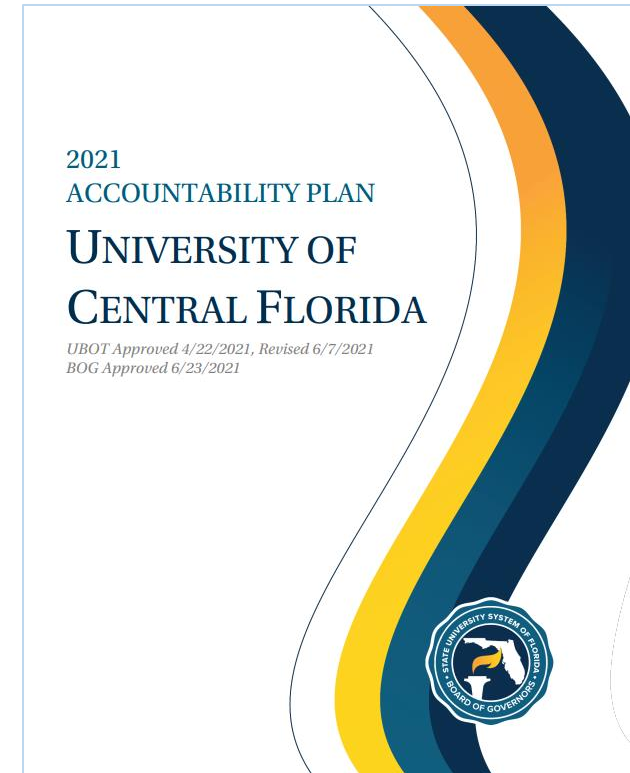


Held by only 24 of 569 HSIs (less than 5%)

Recognizes an intentional and unwavering commitment to SERVE Latino students

Summary and Next Steps

- February Review
 - Bachelor's Degree metrics
 - Student Success metrics
- April Review
 - Remaining 2021 metrics
 - Full 2022 Accountability Plan consideration



Metric Details

Student Success Metrics

Bachelor's Degrees

6. Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
ACTUAL	52	51.9	51.6	51.2	52.9
APPROVED GOALS	50	52.5	52.5	53	53.4	53.8	54	54	54	.
PROPOSED GOALS	53.8	54.0	54.0	54.0	54.0

10. Percentage of Bachelor's Degrees Awarded to African-American & Hispanic Students

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
ACTUAL	33.2	35	35.5	37.9	39
APPROVED GOALS	.	.	.	37	39	40	40	41	41	.
PROPOSED GOALS	40	40	41	41	41

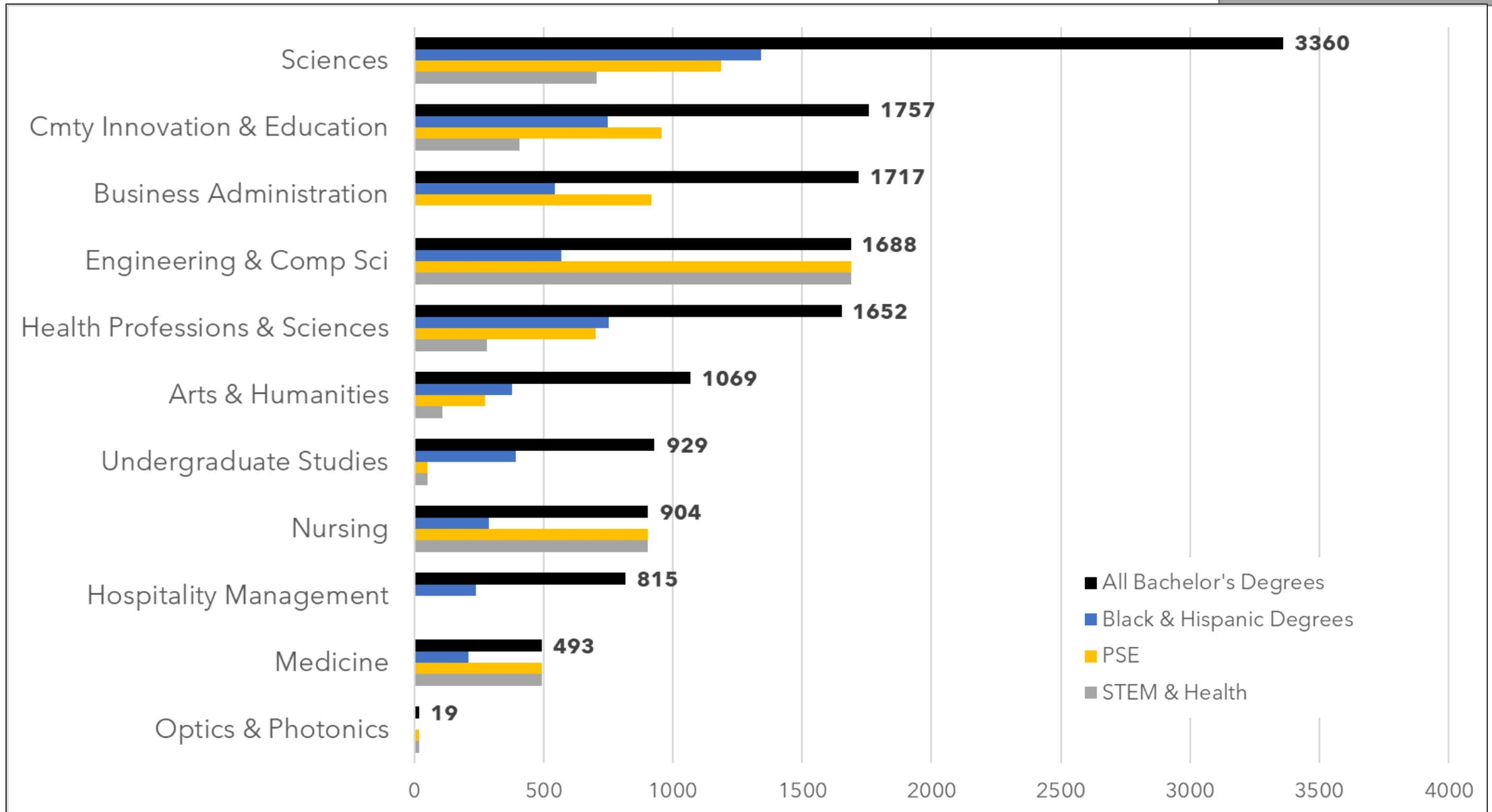
Bachelor's Degrees

8. Bachelor's Degrees Awarded [First Majors Only]										
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
ACTUAL	12,832	13,070	13,341	13,959	14,304
APPROVED GOALS	12,850	13,190	13,330	13,600	14,100	14,250	14,400	14,550	14,700	.
PROPOSED GOALS	14,350	14,400	14,550	14,550	14,400

13. Percent of Bachelor's Degrees in STEM & Health										
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
ACTUAL	34	35	34	35	38
APPROVED GOALS	34	35	36	36	37	38	38	38	38	.
PROPOSED GOALS	38	38	38	38	39

Bachelor's Degrees

KPI-8, PBF-10/ KPI-10, KPI-6, & KPI-13



Completion

3. Time to Degree for FTICs in 120hr programs

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
ACTUAL	4.4	4.4	4.3	4.3	4.3
APPROVED GOALS	4.3	4.2	4.3	4.3	4.2	4.2	4.2	4.2	4.1	.
PROPOSED GOALS	4.2	4.2	4.2	4.1	4.1

4. Percent of Baccalaureate Degrees Awarded Without Excess Hours

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
ACTUAL	66	76	78	79	78
APPROVED GOALS	69	68	76.8	78.1	79.2	79.4	79.6	79.8	80	.
PROPOSED GOALS	79.4	79.6	79.8	80	80

FCS Graduation Rates

9a. BOG Choice: FCS AA Transfer Two-Year Graduation Rate [Full-Time students]										
	2014-16	2015-17	2016-18	2017-19	2018-20	2019-21	2020-22	2021-23	2022-24	2023-25
ACTUAL	30.5	31.8	32.4	33	32.2
APPROVED GOALS
PROPOSED GOALS	32.3	32.6	32.9	33.1	33.3

6. FCS AA Transfer Three-Year Graduation Rate [Full-& Part-time students]										
	2013-16	2014-17	2015-18	2016-19	2017-20	2018-21	2019-22	2020-23	2021-24	2022-25
ACTUAL	54	54	51	53	54
APPROVED GOALS	53	54	54	54	55	.
PROPOSED GOALS	54	54	54	55	55

Retention Rates

C. Freshman Retention Rate [Full-time FTIC students]										
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
ACTUAL	89	89.6	90	91	92
APPROVED GOALS	89	90	90	91	91.7	92	92.4	92.4	92.5	.
PROPOSED GOALS	92	92	92	92	92

5. Academic Progress Rate [Second Fall Retention Rate with at Least a 2.0 GPA for Full-time FTIC students]										
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
ACTUAL	86.5	87.6	88.7	90.1	91.4
APPROVED GOALS	88	87.4	87.9	88.9	90.3	90.5	90.6	90.7	90.8	.
PROPOSED GOALS	90.5	90.6	90.7	90.8	90.9

Graduation Rates

9b. BOG Choice: FTIC Pell Recipient Six-Year Graduation Rate [Full-Time and Part-Time]										
	2010-16	2011-17	2012-18	2013-19	2014-20	2015-21	2016-22	2017-23	2018-24	2019-25
ACTUAL	65.9	66.5	70	69.3	71.3
APPROVED GOALS
PROPOSED GOALS	71.4	71.4	71.5	71.5	71.6

7. Pell Recipient Four-Year Graduation Rate [for Full-Time FTIC]										
	2012-16	2013-17	2014-18	2015-19	2016-20	2017-21	2018-22	2019-23	2020-24	2021-25
ACTUAL	40	41	43	43	43
APPROVED GOALS	44	45	46	47	48	.
PROPOSED GOALS	45	46	47	48	48

Graduation Rates

4. FTIC Four-Year Graduation Rate [Full-time, First Time in College students]

	2012-16	2013-17	2014-18	2015-19	2016-20	2017-21	2018-22	2019-23	2020-24	2021-25
ACTUAL	43.6	43.7	45.7	46.3	47.7
APPROVED GOALS	42	45	44.7	46.8	48	50.1	50.7	51.8	52.9	.
PROPOSED GOALS	50.1	50.7	51.8	52.9	53.0

5. Six-Year FTIC Graduation Rates [Full-& Part-time students]

	2010-16	2011-17	2012-18	2013-19	2014-20	2015-21	2016-22	2017-23	2018-24	2019-25
ACTUAL	68	70	72	72	73
APPROVED GOALS	70	71	70	72	73	73	74	74	74	.
PROPOSED GOALS	73	74	74	74	74



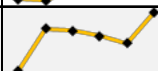

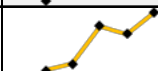
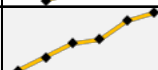
Discussion


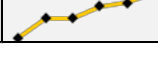


Accountability Plan 2021 Update: February 2022

Full [Accountability Plan 2021](#)

Metrics related to Student Success and Completions

	Performance-Based Funding Metrics	10-Point Excellence	SUS 2021 Comparison	2021 Points Result	2021	Trend
4	FTIC 4-year Graduation Rate (Full-time students)	50%	7th	8	47.7%	
5	Academic Progress Rate (FTIC 2-year Retention Rate with GPA > 2.0)	90%	3rd (max pts)	10	91.4%	
6	Bachelor's Degrees Awarded Within Programs of Strategic Emphasis	50%	7th (max pts)	10	52.9%	
9A	AA Xfer 2-year Graduation Rate (Sum-Fall FT FCS AA Xfer students)	50%	10th	1	32.2%	
9B	Pell 6-year Graduation Rate (Sum-Fall All FTIC students with Pell)	80%	4th	3	71.3%	
10	BOT Choice: Percent of Bachelor's Degrees Awarded to African American and Hispanic Students	40%	n/a	9	39.0%	

	Preeminent University Metrics	Benchmark	SUS* 2021 Comparison	2021 Result	2021	TREND
C	Freshman Retention Rate (Summer-Fall Full-time FTIC)	90%	T-3rd	✓	92%	
D	4-year Graduation Rate (Summer-Fall Full-time FTIC)	60%	5th		48%	

	KPI	2021 SUS Comparison	2021 Actual
3	Time to Degree for FTICs in 120hr programs	T-7th	4.3
4	Percent of Baccalaureate Degrees Awarded Without Excess Hours	11th	78%
5	Six-Year FTIC Graduation Rates	T-3rd	73%
6	FCS AA Transfer Three-Year Graduation Rates	T-9th	54%
7	Pell Recipient Four-Year Graduation Rate	8th	43%
8	Bachelor's Degrees Awarded	1st	14,304
10	Percentage of Bachelor's Degrees Awarded to African-American and Hispanic Students	4th	39%
13	Percent of Bachelor's Degrees in STEM & Health	7th	38%
14	Percent of Graduate Degrees in STEM & Health	4th	47%



Board of Trustees

Agenda Memo

Board of Trustees Academic Excellence and Student Success Committee | February 22, 2022

DISC-4: Student Success – Academic Achievements and Student Well Being

☐ Information ☒ Discussion ☐ Action

Meeting Date for Upcoming Action: N/A

Purpose and Issues to be Considered:

Provide an update of initiatives designed to enhance all areas of student success and consider strategic targets.

Background Information:

Student success is a key mission of the university and an area of constant focus and improvement. UCF's achievements in this area are tracked through the strategic plan, annual Accountability Report, Performance-based Funding metrics, Preeminent Research University metrics, and several ranking agencies.

There are many ways to measure student success, but the gold standard for benchmarking is the six-year graduation rate of First Time in College Students (FTIC). This metric is used by the federal government and U.S. News and World Report. However, in Florida we focus more on the four-year graduation rates. The most recent 2017 entering class of FTIC students achieved a four-year graduation rate of 50.0%. The 2007 cohort achieved a 35.9% four-year graduation rate translating to a 10-year improvement of +14 percentage points. U.S. News would rank the current four-year graduation as 56th among public, national universities and represents a large improvement over the 2007 cohort ranked as 110th.

While these achievements have been significant, UCF has shown gradual improvements. Opportunities and newer initiatives promise continued gains, but at a more rapid pace.

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel ☐ N/A ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Michael D. Johnson, Provost and Vice President for Academic Affairs

Supporting Documentation:

Attachment A: Student Well Being at UCF

Attachment B: Student Academic Success – The UCF Story

Facilitators/Presenters:

Adrienne Frame, Interim Vice President for Student Development and Enrollment Services

Theodorea Berry, Vice Provost for Student Learning and Academic Success and Dean, College of Undergraduate Studies

Student Well Being at UCF

Presented by Adrienne Frame, Ed.D.
Interim Vice President
Student Development & Enrollment Services

February 22, 2022

Well Being Model Roots

- Creation of Student Learning and Academic Success (SLAS)
- Board of Governor's Task Force Dashboard
- What do we teach in SDES?
- Presented to Direct Connect Coaches and Direct Connect Campus Reps
- Well Being Curriculum Advancement Team

The Pillars & Foundations of Well Being at UCF



Our Well Being focus in SDES has 5 core components that we call Pillars. The Pillars include:

- Purpose
- Resilience
- Engagement
- Harm Reduction
- Financial Literacy

The Pillars stand on the shared Foundation of Cultural Consciousness.

Minimizing Academic Impediments

Through our focus on the **5 Pillars** and the **Culturally Conscious Foundation of Well Being**, SDES endeavors to help students **minimize the impacts of the following academic impediments:**

- Stress
- Anxiety
- Sleep Difficulties
- Depression
- Procrastination
- On going/Chronic Medical Conditions
- Finances



MINIMIZING IMPEDIMENTS
TO ACADEMIC PROGRESS

(These represent the most frequently cited factors that UCF students identified as affecting their individual academic performance — defined as negatively impacting their performance in a class or delaying progress towards their degree — within the past 12 months according to our institution specific data for the 2021 NCHA/ACHA survey.)

Well Being Model In Action

Real World Example



Well Being and Orientation

The icons representing the **pillars** and **foundation** of the well being model appear throughout orientation to help students identify how various pieces of orientation contribute to student well being and success.



PURPOSE



ENGAGEMENT



**FINANCIAL
LITERACY**



RESILIENCE



**HARM
REDUCTION**



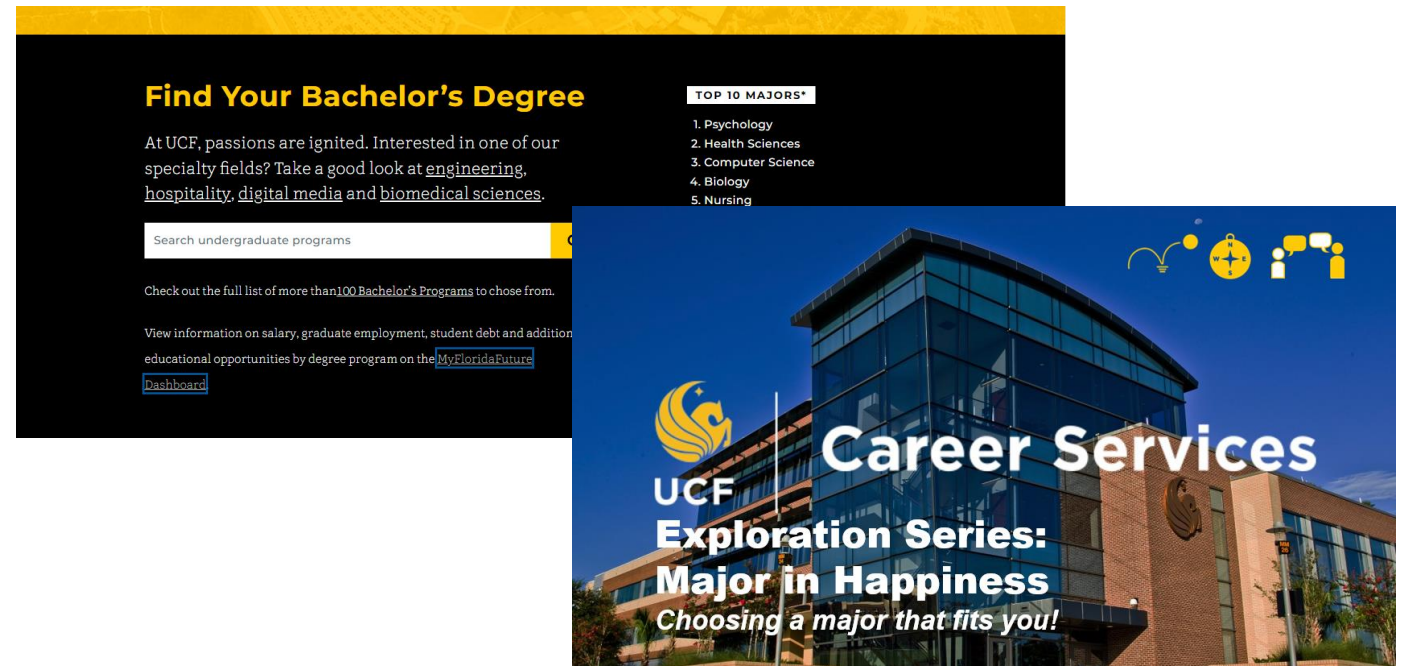
**CULTURALLY
CONSCIOUS**

Well Being Across the Division



Well Being and Student Success in Student Recruitment & Onboarding (HB 1261)

1. UCF admissions website and BOG My Florida Future Dashboard Link
2. Career and Experiential Learning Module



Well Being Curriculum Advancement Team

Co-Chairs: Jim Wilkening and Maureen Hawkins

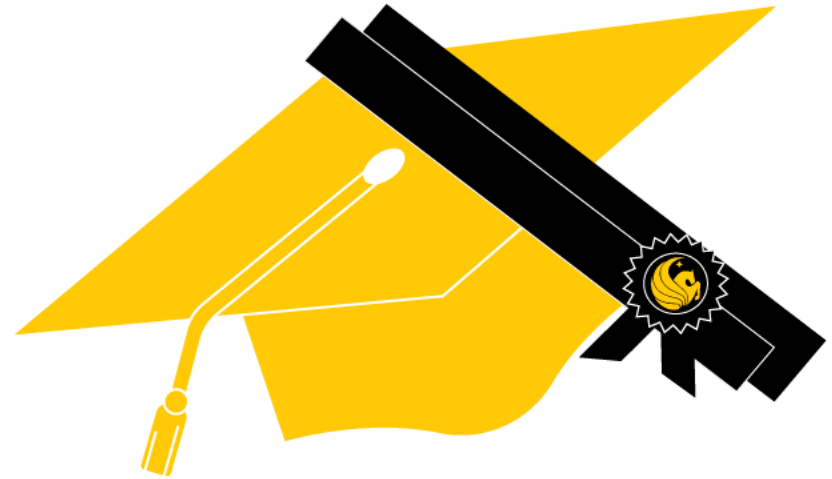
*Recreation and
Wellness Center*

*Wellness and Health
Promotion Services*

- Vivian Ortiz
Vice President Operations
- Karemah Manselle
Student Financial Assistance
- Jocelyn Buhain
*Counseling and Psychological
Services*
- Megan Case
Recreation and Wellness Center
- Gary Cahen
Recreation and Wellness Center
- Tim Donovan
Downtown Student Services
- Jeannie Kiriwas
Student Union
- Jaclyn Klinger
Housing and Residence Life
- Stefanie Campbell
Social Justice and Advocacy
- Mary Schmidt-Owens
Student Health Services
- Amanda Torrellas
TRIO Center

The Ultimate Goal...

The goal of the Well Being Curriculum is for SDES to develop successful students that emerge from UCF as WELL BEINGS...WELL PERSONS...prepared to face the challenges of the world as culturally conscious, engaged citizens who act with purpose, demonstrate resilience, incorporate harm reducing strategies and practice financial literacy.



STUDENT SUCCESS

Retention & Graduation Rates & Career Readiness

Student Academic Success: The UCF Story

Theodorea Regina Berry. Ed.D.
Vice Provost for Student Learning and Academic Success
Dean of the College of Undergraduate Studies

Overview

- Attributes of Academic Success
- Goals for Academic Success
- Plans for Academic Success
- Actions for Academic Success
 - Current
 - Future

Attributes of Student Academic Success

- Retention
- Persistence and Major Readiness
- Progression and Graduation
- Post-Graduation/Success



Current Retention Activities

Retention Target

Increase FTIC retention from 92% to 93% by 2026



PeerKnights Program

Helps students refine their academic and personal goals. Undergraduates meet with a PeerKnight, who connects them to resources and recommends educational experiences and co-curricular activities.



Current Persistence Activities

Persistence Targets

- FTIC second year success rate from 85% to 88%
- FTIC third year success rate from 74% to 84.8%



Transfer Center

A hub for transfer student engagement. Undergraduates meet with success coaches and PeerKnights to connect with academic resources and experiences and learn about co-curricular opportunities for success.





Current Major Readiness Activities

Major Readiness Targets

- Success Pathways storytelling
- Increase A.A. first-year UCF success rate from 84% to 88%
- Increase A.A. second year UCF success rate from 80.6% to 84%

Success Pathways

Outlines required lower-level courses and academic milestones aligned with a prospective transfer students' anticipated UCF major. They are encouraged to use pathways in consultation with their current academic advisor.



WELCOME TO UCF SUCCESS PATHWAYS!

Are you earning an A.A. at a state college and planning to transfer to UCF? UCF Success Pathways outlines required lower-level courses and academic milestones aligned with your anticipated UCF major. We encourage you to use pathways in consultation with your current academic advisor.

To determine your earned college credits based on the courses you've already taken visit [UCF Transfer Equivalency System \(TES\) site](#).

SEARCH BY MAJOR
ABCDEFGHIJKLMNPRTW
[View Past Catalogs](#)

2021-2022 Catalog

- Accounting (B.S.B.A.)
- Actuarial Science (B.S.)
- Advertising/Public Relations (B.A.)
- Aerospace Engineering (B.S.A.E.)
- Anthropology (B.A.)
- Architecture (B.Des.)
- Art, Visual Arts Management Track (B.A.)
- Art-History (B.A.)
- Art-Studio (B.A.)
- Biology (B.S.)
- Biomedical Sciences (B.S.)
- Biotechnology (B.S.)
- Business Economics (B.S.B.A.)

Current Graduation/ Success Activities

Graduation/Success Targets

- Increase 4-year graduation rates for SFFT FTIC from 47.4% to 65% by 2026
- Increase 2-year graduation rates for A.A. transfer students from 32% to 50% by 2026



LIFE Coaches

Members of the Learning Institute for Elders at UCF (LIFE) serve as mentors for UCF juniors and seniors. The LIFE coaches leverage their experiences to help students achieve their academic and career aspirations.



Future Actions for Academic Success



Retention



Persistence/
Major Readiness



Graduation/
Success

Key Factors to Academic Success



Closing Slide

