University of Central Florida

Board of Trustees
University of Central Florida
Educational Programs Committee
November 15, 2012, 9:30 a.m. – 10:45 a.m.
Live Oak Center
Conference call-in phone #800-442-5794, passcode 463796
Agenda

I. Minutes	**Ida Cook**, Chair
II. New business	
• Conferral of Degrees (approval) (EPC-1)	**Tony Waldrop,** Provost and Executive Vice President
• 2012 UCF Annual Report to the Board of Governors (approval) (EPC-2)	**Tony Waldrop** **Paige Borden**, Assistant Vice President, Institutional Knowledge Management
• Tenure with Hire (approval) (EPC-3)	**Tony Waldrop**
• Status of New Degrees (INFO-1)	**Ross Hinkle,** Interim Vice Provost and Dean for the College of Graduate Studies **Elliot Vittes,** Interim Vice Provost and Dean for the Office of Undergraduate Studies
• 2011-12 Program Review Results Summary (INFO-2)	**Diane Chase,** Executive Vice Provost

- UCF Student Success report (INFO-3)

Maribeth Ehasz , Vice President for Student Development and Enrollment Services
Joel Hartman, Vice Provost and Chief Information Officer, Information Technologies and Research
Elliot Vittes, Interim Vice Provost and Dean for the Office of Undergraduate Studies
Paige Borden

- Provost's update
  - Dean updates: Jean Leuner and Bahaa Saleh

Tony Waldrop

III. Other business

Minutes
Educational Programs Committee

University of Central Florida
Board of Trustees
September 27, 2012
10:00 a.m. – 12 noon
Live Oak Center
Conference call-in phone #800-442-5794, passcode 463796

The Honorable Ida Cook called the meeting to order at 10:30 a.m. Present was Trustee Ray Gilley. Trustees Robert A. Garvy and John Sprouls participated by telephone. Also attending were Chair Michael Grindstaff, Vice Chair Olga Calvet, Trustee Cortez Whatley, and committee liaison Provost and Executive Vice President Tony Waldrop.

The minutes from the July 26, 2012, meeting were approved as written.

NEW BUSINESS

2010-11 Academic Program Reviews. Diane Chase, Executive Vice Provost, provided an overview of the Academic Program Review process, which is one of the ways the quality of UCF's academic programs is ensured. Reporting on recommendations made for each program reviewed in 2010-11, including changes that are underway as a result of these reviews, were:

- Dean Michael Johnson, College of Sciences
- Dean Michael Frumkin, College of Health and Public Affairs
- Dean José Fernández, College of Arts and Humanities
- Associate Dean Youcheng Wang, Rosen College of Hospitality Management.

State University System Annual Status Report on Market Tuition. Market tuition rate proposals were first approved by the Board of Governors in February 2011. An annual status report on the approved market tuition rates was presented to the Educational Programs Committee and will be provided to the Board of Governors at its November 2012 meeting.

Protected Classes. In response to a question about protected classes posed at a prior meeting, Janet Balanoff, Director, Equal Opportunity and Affirmative Action Programs, explained that the federal government requires universities to collect data on protected classes to receive federal funding. The Board of Governors has in place a system of reporting to determine how all of the state universities are fulfilling their obligations to provide representation in selected employment categories.

Provost's Update. Tony Waldrop, Provost and Executive Vice President, noted the following:

- Maintaining university accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) requires interim progress reports. The SACSCOC Fifth-Year Interim Report was submitted in March 2012, and a follow-up

document was recently submitted to provide additional information about one area. The document was well received by SACSCOC.

- A new department has been created in the College of Engineering and Computer Science: the Material Sciences Engineering Department. As a result, the name of the Mechanical, Materials, and Aerospace Engineering Department was changed to the Mechanical and Aerospace Engineering Department.
- Waldrop updated the committee about three searches. Candidates for the position of dean of the College of Engineering and Computer Science are expected for on-campus interviews in January 2013. Three candidates interviewed recently for the position of vice provost and dean, College of Graduate Studies. The search for a vice provost for Regional Campuses is underway, with candidates expected to interview on campus in Spring 2013.

Tenure with Hire. There was a brief discussion of the process for granting tenure and the importance of tenure. Waldrop also reviewed the handout that provided percentages of faculty members who did not receive tenure in the last four years.

Waldrop requested tenure for eight recently hired faculty members:

- Dr. Malcolm Butler, associate professor, School of Teaching, Learning, and Leadership
- Dr. Lynette Feder, professor and assistant dean, Department of Criminal Justice
- Dr. Linda Howe, associate professor, College of Nursing
- Dr. George Jacinto, associate professor, School of Social Work
- Dr. Paul Jarley, dean, College of Business Administration, proposed tenure in the Department of Management
- Dr. Vodopyanov Konstantin, professor, College of Optics and Photonics
- Dr. Matthew Marino, associate professor, Department of Child, Family, and Community Sciences
- Dr. Sampath Parthasarathy, professor, Burnett School of Biomedical Sciences.

A motion to approve the eight candidates for tenure with hire was unanimously approved.

Trustee Cook adjourned the meeting at 11:58 a.m.

ITEM: EPC-1

EDUCATIONAL PROGRAMS COMMITTEE
University of Central Florida

SUBJECT: Conferral of Degrees

DATE: November 15, 2012

PROPOSED BOARD ACTION

Concurrence: Conferral of degrees at the Fall 2012 commencement ceremonies.

BACKGROUND INFORMATION

UCF expects to award the following degrees at the Fall 2012 commencement ceremonies on December 14-15, 2012:

4,106	baccalaureate degrees
752	master's degrees
125	doctoral and specialist degrees
4,983	**Total**

Supporting documentation: Registrar's Graduation Count

Prepared by: Amy Swinford, Senior Administrative Assistant to the Vice President and Chief of Staff

Submitted by: John C. Hitt, President

UCF Fall 2012 Commencement

Note: Procession of graduates begins 20 minutes prior to each ceremony.

*Projected Attending (Baccalaureate only) is an estimate based on 70% attending rate

College	Baccalaureate					Master's				Doctorate		
	Intent to graduate	Projected* attending	Picked-up cap/gown	Head-count	Degree award	Intent to graduate	Indicated attending	Picked-up cap/gown	Head-count	Intent to graduate	Indicated attending	Picked-up cap/gown
Friday, 12/14, 9:00 a.m.												
College of Business Administration	763	534				123	123			5	5	
College of Engineering and Computer Science	339	237				136	136			36	36	
College of Medicine	82	57				13	13			3	3	
College of Optics and Photonics	0	0				5	5			11	11	
College Totals:	**1,184**	**829**	**-**	**-**	**-**	**277**	**277**	**-**	**-**	**55**	**55**	**0**
Total Students Anticipated in Attendance:	**1,161**											
Friday, 12/14, 2:30 p.m.												
College of Arts and Humanities	344	241				94	94			2	2	
College of Graduate Studies	0	0				1	1			0	0	
College of Sciences	982	687				42	42			30	30	
Office of Undergraduate Studies	251	176				0	0			0	0	
College of Nursing	151	106				27	27			6	6	
College Totals:	**1,728**	**1,210**	**-**	**-**	**-**	**164**	**164**	**-**	**-**	**38**	**38**	**0**
Total Students Anticipated in Attendance:	**1,412**											
Saturday, 12/15, 9:00 a.m.												
College of Education	341	239				158	158			28	28	
* Education Specialists						3	3					
Rosen College of Hospitality Management	255	179				12	12			0	0	
College of Health and Public Affairs	598	419				138	138			4	4	
College Totals:	**1,194**	**836**	**0**	**0**	**0**	**311**	**311**	**0**	**0**	**32**	**32**	**0**
Total Students Anticipated in Attendance:	**1,179**											
Degree level ITG totals:	**4,106**					**752**				**125**		
Combined ITG submissions:	**4,983**											
All ceremony projected* attending:	**3,751**	**75.3% of all ITG's**										
Anticipated attendance - cap/gown pickup:	**0**	**0.0% of all ITG's**										
Headcount totals:	**0**	**0.0% of all ITG's**										
Undergraduate degrees awarded:	**0**	**0.0% of all UGRD ITG's**										

ITEM: EPC-2

EDUCATIONAL PROGRAMS COMMITTEE
University of Central Florida

SUBJECT: 2012 UCF Annual Report to the Board of Governors

DATE: November 15, 2012

PROPOSED BOARD ACTION

Approval of the 2012 UCF Annual Report to the Board of Governors.

BACKGROUND

The Board of Governors has requested that each university file an annual report.

Supporting documentation: 2012 UCF Annual Report to the Board of Governors

Prepared by: M. Paige Borden, Assistant Vice President for Institutional Knowledge Management

Submitted by: Tony Waldrop, Provost and Executive Vice President

2011-12

Annual Accountability Report

UNIVERSITY OF CENTRAL FLORIDA

STATE UNIVERSITY SYSTEM *of* FLORIDA

Board of Governors

Key Achievements

Selected Accomplishments for University of Central Florida (July 2011 - June 2012)

STUDENT AWARDS/ACHIEVEMENTS

1. Students awards: Astronaut Scholarship, Boren Scholarship, American Medical Association Foundation Minority Scholarship, Fulbright Fellowships, Goldwater Scholarship, Gilman International Scholarships, National Defense Science and Engineering Graduate Fellowship, NSF Graduate Research Fellowships, and Pickering Undergraduate Fellowship.
2. Student-athlete awards: Conference USA Commissioner's Academic Medals, 221 student athletes named to the 2011-12 Commissioner's Academic Honor Roll, and the UCF football team is tied for third in the nation in the number of team members with earned bachelor's degrees.
3. Organization achievements: first place in the NASCAR Kinetics competition, first place in the U.S. Department of Energy's Clean Energy Challenge, first place in the SAS Data Mining Shootout, and third place in the National Collegiate Sales Competition.

FACULTY AWARDS/ACHIEVEMENTS

1. Faculty members were awarded Fulbright Fellowships and NSF Early Faculty CAREER awards.
2. Faculty member recognitions: William A. Niering Outstanding Educator, Optical Society Wood Prize, Allan Krause Thermal Management Medal, Jefferson Science Fellow, College of American Pathologists Lifetime Achievement Award, Richard L. Kegg Outstanding Young Manufacturing Engineering Award, and *Princeton Review's* "The Best 300 Professors."
3. Faculty member listed by Thomson Reuters as one of the top 100 researchers in the field of materials science achieving the highest citation impact scores for publications since January 2000.

PROGRAM AWARDS/ACHIEVEMENTS

1. Florida Interactive Entertainment Academy ranked fourth in the nation for Graduate Game Design by *Princeton Review.*
2. Sport Business Management MS ranked a top five graduate sport business management program by the *Wall Street Journal, New York Times, and ESPN The Magazine.*
3. The Sport and Exercise Science BS program was accredited by the National Council for the Accreditation of Coaching Education (only 13 accredited organizations in the nation).

RESEARCH AWARDS/ACHIEVEMENTS

1. UCF placed among the top 10 award recipients with five research grants from the Defense University Research Instrumentation Program.
2. UCF team of researchers discovered an exoplanet candidate designated UCF 1.01
3. UCF earned the James S. Cogswell Outstanding Industrial Security Achievement Award, the nation's highest honor for protecting national security information.

INSTITUTIONAL AWARDS/ACHIEVEMENTS

1. *Kiplinger* and *The Princeton Review* have recognized a UCF education as one of the best values in the country.
2. *US News & World Report* ranked UCF among the "Top Up-and-Coming" national universities for the seventh year in a row.
3. UCF was awarded the 2011 President's Gold Level Volunteer Service Award for the third consecutive year.

Narrative

ACCESS TO AND PRODUCTION OF DEGREES

Enrollment:

- Fall 2011 enrollment was 58,698 making UCF the second largest university in the nation. Undergraduate enrollment increased by 4.9 percent to 50,002 and graduate enrollment increased by 0.1 percent to 8,696,
- UCF enrolled 74 National Merit Scholars in the Fall 2011 semester, the second most in the state.
- The average high school GPA of the freshman class was 3.87, an increase of .05 points. the average SAT was 1250 for the fall freshman class; The Burnett Honors College SAT average was 1387. The national average for SAT scores was 1011, and the Florida average was 976.
- Fall 2011 African-American and Hispanic enrollment reached 16,129, an increase of 10 percent.
- Distance-learning student credit hours increased: web or video courses totaled 405,223 student credit hours, an increase of 12 percent, and reduced seat-time courses totaled 96,081 student credit hours, an increase of 5.1 percent.
- The Fall 2011 UCF student body reflected the demographics of its area: 55 percent women, 18 percent Hispanic, 10 percent African American, and 5 percent Asian American.
- The College of Medicine successfully matriculated 80 students into the medical education program's third class.
- UCF Student Financial Assistance awarded more than $400 million in financial assistance and provided more than $2 million in student employment opportunities through the federal work-study program.
- UCF awarded 259 minority scholarships in 2011-12.
- UCF students won prestigious scholarships and fellowships including the Astronaut Scholarship, Boren Scholarship, American Medical Association Foundation Minority Scholarship, Fulbright Fellowships, Goldwater Scholarship, Gilman International Scholarships, National Defense Science and Engineering Graduate Fellowship, National Science Foundation Graduate Research Fellowships, and Pickering Undergraduate Fellowship.

Retention:

- The freshman retention rate was to 87.3 percent, exceeding the university's comparison and peer institution averages.
- Student Development and Enrollment Services provided 34 orientation sessions for 27,495 new students and their families.
- The First Year Advising and Exploration Office served 15,926 students, including 93 percent of the freshman class.
- The Sophomore and Second Year Center served 5,797 students. It also helped 80 percent of undeclared second-year students identify an academic major.
- The Student Academic Resource Center provided tutoring and supplemental instruction to more than 85,000 (duplicated count) students.
- The Recreation and Wellness Center had 1,000,359 visits.
- Housing and Residence Life sponsored 1,842 programs with over 45,000 attendees.

Degrees:

- This spring, UCF recognized its 200,000 alumnus. John C. Hitt has conferred 176,000 of those degrees during his more than 20-year tenure as president.
- UCF set a school record by awarding 14,368 degrees this academic year.
- UCF awarded 11,682 bachelor's degrees, an increase of 8.0 percent over the previous academic year, and the university ranked third nationally in this area (2010-11 rankings).
- UCF awarded 2,391 master's degrees, an increase of 7.2 percent; and 265 doctoral degrees, an increase of 7.0 percent. Nationally, UCF ranked in the top quartile for master's degrees and doctoral degrees granted (2010-11 rankings).
- *Diverse: Issues in Higher Education* ranked UCF among the top 10 schools in awarding degrees to minority students, placing fifth in awarding engineering graduate degrees to Hispanic students, 12th for total undergraduate degrees awarded to Hispanic students, and 18th for total undergraduate degrees awarded to African-American students.

MEETING STATEWIDE PROFESSIONAL AND WORKFORCE NEEDS

Curricular:

- Seventy-one faculty members participated in the Provost's Diversity Enhancement Program, which supports the hiring of tenure and tenure-track faculty members, and university librarians, to increase diversity and attract underrepresented faculty members in specified academic disciplines.
- The College of Graduate Studies coordinated the Florida Professional Science Master's Statewide Initiative, resulting in 34 active programs using the PSM format, of which 27 are now nationally certified as PSM programs.

Engagement:

- Approximately 21,000 experiential-learning students practiced in their community what they learned in the classroom. More than 9,700 academic service-learning students contributed approximately 210,000 volunteer hours of service, and they also generated in-kind donations valued at more than $500,000. These students saved community partners approximately $4.5 million in labor costs. More than 7,100 students participated in internships, and 4,200 students worked in co-operative education placements.
- 337 students participated in short-term study abroad programs in 23 countries, and 188 students participated in reciprocal exchange programs in 13 countries.
- Student Development and Enrollment Services documented 89,964 hours of service by students participating in Student Leadership Development, Greek organizations, Volunteer UCF, Knights Pantry, Alternative Spring Break, Volunteers uKnighted, and Knights Give Back Day of Service.
- The College of Medicine established UCF Pegasus Health, the college's new faculty clinical practice where physicians who are training the next generation of doctors bring their expertise and state-of-the-art patient care to community residents.
- This past year was an historic one for television services when WUCF TV became Central Florida's primary PBS station, reaching more than 3.5 million potential viewers. In addition, UCF's purchase of

WMFE TV's public broadcasting license and broadcast equipment was approved by the Board of Trustees.

- UCF was mentioned 1,354 times in media outlets. Publications mentioning UCF included *The New York Times, USA Today, New York Daily News, Wall Street Journal, US World & News Report, Inside Higher Education, Christian Science Monitor,* and *Wired* magazine. UCF also designed, developed, and delivered an updated *Pegasus Magazine* to more than 200,000 print and online readers.
- UCF's marketing efforts engaged 3.8 million unique visitors from 215 countries via the Web site www.ucf.edu, attracted readers from 189 countries to read online stories on UCF Today at http://today.ucf.edu/, achieved 122,000 Facebook fans throughout the world, and attracted 372,000 viewers to UCF on YouTube.

Partnerships:

- Career Services hosted 11 job fairs and career expos with over 6,000 student attendees and 800 employers.
- Transfer and Transition Services drafted, completed, or updated 11 articulation agreements with partnering colleges, and five dual enrollment agreements with partnering school districts, private high schools, and home schools.
- The UCF Business Incubator Program grew to 10 locations, served more than 130 client companies, and graduated 74 client companies. The program has been credited with creating more than 3,000 jobs with an average salary of $59,000 and an overall economic impact to our community of $300 million annually.
- The GrowFL technical assistance program helped more than 300 companies create more than 1,400 jobs in the first two years of the pilot program.
- Activities of the Office of Research and Commercialization directly resulted in 14 new companies being formed this past year.

Other:

- Joining the Board of Trustees this year were Meg Crofton, Alan Florez, Robert Garvey, Marcos Marchena, John Sprouls, and Cortez Whatley.
- Board of Trustees members awarded chairman *emeritus* status to former chair and charter member Rick Walsh and vice chairman *emeritus* status to former vice chair and charter member Tom Yochum for their distinguished service.
- Harris Rosen, charter member of the Board of Trustees and chief benefactor of the Rosen College of Hospitality Management, was the *Orlando Sentinel's* 2011 Central Floridian of the Year.
- After a successful national search, UCF named Oregon State University Executive Associate Athletic Director Todd Stansbury as Vice President and Director of Athletics.
- Dean Jose Fernandez was named one of Central Florida's 25 most influential Hispanics by *Vision Magazine.*
- The Sloan Consortium awarded Vice Provost and Chief Information Officer Joel Hartman the Frank Mayadas Leadership Award for his contribution to the success of UCF's online learning initiative.
- Three faculty members were awarded Fulbright grants: Dr. John Weishampel, College of Sciences; Dr. Po-Ju Chen, Rosen College of Hospitality Management; and Ms. Tan Huaixiang, College of Arts and Humanities.

- The Office of Global Perspectives reached more than 30,000 people in person and 30,000 electronically, and started multiple new initiatives, such as The India Center.
- Community Relations staff members coordinated the UCF team efforts benefiting the American Heart Walk, raising $41,511.

BUILDING WORLD-CLASS ACADEMIC PROGRAMS AND RESEARCH CAPACITY

World-class Academic Programs:

- The Carnegie Foundation designated UCF to be a "very high research activity" institution, its highest ranking in that category.
- *Kiplinger* and *The Princeton Review* have recognized a UCF education as one of the best values in the country.
- UCF was ranked the fourth "up and coming" school in the country, according to the "2012 Best Colleges" listing of *US News & World Report.*
- According to *Forbes* magazine, UCF was one of the top 50 most-affordable colleges and universities in the nation.
- The College of Business Administration's DeVos Sports Business Management Program was ranked in the top five such programs by *The Wall Street Journal* and *ESPN Magazine.*
- *The Princeton Review* ranked the Florida Interactive Entertainment Academy graduate-level video game design school fourth in the country.
- The College of Business Administration's Dr. P. Phillips School of Real Estate ranked fifth out of 40 schools, according to the International Council of Shopping Centers.

Student Research:

- 378 students along with their faculty sponsors presented 284 poster presentations at the Showcase of Undergraduate Research Excellence, and students published 10 articles in the UCF *Undergraduate Research Journal.*
- The Office of Undergraduate Research implemented a new collaborative NSF grant (with the University of Alabama and Washington State University) called EURO - Enhancing Undergraduate Research Opportunities - beginning with a semester-long Introduction to Research course (Spring 2012).
- The Office of Undergraduate Research initiated a new STEM living-learning undergraduate research community, the Learning Environment and Academic Research Network (LEARN) with students living together, taking three classes together, and getting involved in research as a first-year student, sponsored by a NSF TUES grant.
- 155 students graduated with Honors in the Major distinction.
- 163 graduate students presented at the 2012 Research Forum, a 60 percent increase over the prior year.

Faculty Member and Staff Member Research:

- UCF secured $128.95 million in extramural funding, an amount which was exceeded only in 2010 with the help of stimulus funds. This is the eighth consecutive year of securing more than $100 million in funding.

- The university earned five research grants worth approximately $1.2 million from the Defense University Research Instrumentation Program, which placed UCF among the top 10 award recipients in the country.
- Stories showcasing UCF's leading-edge research appeared in more than 200 science- and technology-related publications, including *New Scientist, Popular Science,* and *Nature News.* In addition, two science research projects were featured on the National Science Foundation Web site.
- UCF faculty members published more than 106 books, 262 book chapters, 1,949 peer-reviewed journal articles, and 493 conference proceedings. Faculty members also gave 294 invited exhibitions or performances and 2,866 peer-reviewed conference presentations.

MEETING COMMUNITY NEEDS AND FULFILLING UNIQUE INSTITUTIONAL RESPONSIBILITIES

Economic Impact and Development:

- The State and Local Government Affairs Office expanded the Legislative Scholars Internship Program for the 2011 legislative session and placed nine UCF students in 13 key Central Florida legislative offices.
- UCF and the neighboring Central Florida Research Park created more than 45,000 jobs with an economic impact of $4.3 billion on the regional economy.
- The Florida High-Tech Corridor Council pairs faculty researchers from the three Corridor universities (UCF, USF, and UF) with regional corporate partners on applied research projects, and in fiscal year 2010-11, it funded 74 projects with 54 companies totaling more than $9.3 million.

Outreach:

- The Office of Student Outreach Programs served 390 socio-economically or educationally disadvantaged local students and their families.
- The Office of Emergency Management developed the first Florida Emergency Management Student Association, which was adopted by the Federal Emergency Preparedness Association as a model student organization.
- The UCF Center for Multicultural and Multilingual Studies served 1,918 students, an increase of 51 percent.
- The International Services Center served 7,223 students, an increase of 4.62 percent.
- The UCF Department of Purchasing awarded $1,127,000 in contracts to new diverse vendors identified through the on-campus Supplier Diversity Day Exposition, an increase of 300 percent.
- The Office of Undergraduate Research hosted the 4th Annual Florida Statewide Symposium for Engagement in Undergraduate Research.
- Community Relations staff members served on more than 66 community boards in leadership capacities.
- Through the Office of Community Relations, the university holds memberships and actively participates in 10 area Chambers of Commerce.

Foundation Fundraising:

- UCF donors contributed $37.5 million to the university and its programs. This included $5.7 million from alumni, $8.7 million from corporate partners, $15.9 million from friends of the university, $5.1

million from foundations, and $2.1 million from other organizations. Also committed were $22.9 million in pledges, $3.4 million in planned gifts, $10.6 million in cash, and $582,000 in gifts-in-kind.

PROGRESS ON PRIMARY INSTITUTIONAL GOALS AND METRICS *(as outlined in University Work Plan)*

High Quality Undergraduate Education Providing Access To and Production of Degrees, With a Focus on Improving Baccalaureate Retention and Graduation:

Metric	Goals for 2012-13	2011-12 Data
first-year retention	87.9% (2011 cohort)	87.3% (2010 cohort)
six-year graduation	65.7% (2007 cohort)	62.8% (2005 cohort)
bachelor's degrees awarded	11,081 (2012-13)	11,691 (2011-12)
online learning	25% of total SCH (2012-13)	32.2% (2011-12)

Graduate and Professional Education:
The UCF College of Medicine was granted provisional LCME accreditation in 2011 and is on target to achieve full LCME accreditation in 2013. The College will graduate its inaugural class in 2013.

To enhance excellence in doctoral degree programs with a focus on increasing student quality, retention, and graduation rates, the College of Graduate Studies has focused on the following activities: completed the second cycle of doctoral satisfaction surveys, improved coordination between the College of Sciences (COS) and the College of Graduate Studies by meeting with each graduate program within COS to discuss retention rates, and implemented a new policy requiring doctoral students to have academic integrity training by organizing Collaborative Institutional Training Initiative, Responsible Conduct of Research training and professional development workshops as part of our Pathways to Success Program for graduate students.

Research and Development:

Metric	Goals for 2012	Fiscal Year 2011
federal academic R&D expenditures	$93.8 million	$69.1 million
total academic R&D expenditures	$160 million	$109.2 million
licenses or options executed	10	14
licensing income	$700,000	$500,966

ADDITIONAL INFORMATION ON QUALITY, RESOURCES, EFFICIENCIES AND EFFECTIVENESS

Facilities and Sustainability Efforts:

- UCF received recognition by Orange County for "Exemplary Performance" in the operational efficiency of buildings.
- UCF received from Progress Energy a $647,000 grant to construct a 107-kilowatt photovoltaic system to generate energy for the campus.

- Conservation initiatives yielded a reduction of 27 percent in electricity use, 27 percent in chilled water use, and 43 percent in natural gas use. Reductions saved approximately 4.4 million kilowatt hours of electricity valued at $2 million, 3.6 million tons-per-hour of chilled water valued at $440,000, and 64,000 therms of natural gas. The overall Energy Use Intensity of the Orlando campus has been reduced by 17 percent from the baseline year of 2005-06.
- UCF has restructured the natural gas purchasing rate, a move which will achieve an estimated $200,000 in annual savings.
- Recent construction projects completed include 181 facilities-improvement projects throughout campus, the Barbara Ying Academic Center renovations, Baseball Stadium expansion, Campus Chilled Water System Piping expansion, Combined Heat and Power Facility, Computer Center I and II renovations, Deck and Tensile Awning Structure for Chick-fil-A, expansion of mass notification system for Towers I-IV and John T. Washington Center, Mechanical, Materials, and Aerospace Engineering Lab, Reclaimed Water System, Roth Tower Club Level restroom addition, UCF Pegasus Health Center.
- For the second consecutive year, the UCF Arena exceeded its financial goal by more than $250,000.
- The Office of Emergency Management launched a new Web site, Knight S.H.A.R.E. (Students Helping Advocate Resources during Emergencies), that provides student information on emergency preparedness, campus safety, and violence prevention.
- The Department of Environmental Health and Safety received a City of Orlando Industrial Waste Pretreatment Program Certificate of Achievement for the UCF Health Sciences Campus at Lake Nona.
- Parking and Transportation Services partnered with the Student Government Association to provide two alternate modes of transportation: Zimride, a ride-sharing option, and Zipcar, a vehicle-lease option.
- UCF earned its second Tree Campus USA recognition from the Arbor Day Foundation.
- The UCF Shuttle Service transported 2,070,729 passengers, and the university implemented a courtesy tram transportation system for football game days.
- Business Services served more than 1.8 million on-campus meals.

Administrative Enhancements:

- UCF offers five baccalaureate and 24 graduate online degree programs, as well as 29 online graduate certificates.
- Online courses accounted for more than 94 percent of credit-hour growth between academic years 2010-11 and 2011-12.
- Nearly 59 percent, or 33,306 students, were enrolled in a fully-online or blended-learning course.
- Enrollments in online and blended-learning courses accounted for 32.7 percent of student credit hours.
- In partnership with the American Association of State Colleges and Universities, UCF received a $250,000 Next Generation Learning Challenges grant to share its blended-learning model with other institutions.
- Online learning sections accounted for 32.2 percent of the university's total 1.55 million semester credit hours. Online courses generated over 94 percent of all SCH growth over the last year.
- Overall, online SCH production increased 10.4 percent. 72.1 percent of all UCF students registered in one or more online course.
- More than 3,300 online learning sections were offered in 2011-12, a five percent increase over the prior year.

- UCF's online courses are rated *excellent* by students more frequently than courses delivered by any other modality.
- The estimated savings in construction costs is nearly $64 million.

Athletics:

- The American Football Coaches Association recognized UCF football for being one of just 17 institutions graduating at least 90 percent of the freshman student-athlete class of 2004.
- Spring Semester marked the ninth consecutive semester that UCF student-athletes have achieved at least a 3.0 grade point average.
- UCF led Conference USA's public institutions with 221 student-athletes named to the 2011-12 Commissioner's Academic Honor Roll, which requires a 3.0 grade point average or higher.
- In Spring Semester, 32 student-athletes achieved a perfect 4.0 grade point average for the semester.
- UCF boasts a competitive, broad-based athletics program that was 55th in the nationwide Directors' Cup rankings. That ranking placed UCF third among NCAA Division I institutions in the state of Florida.
- There were post-season appearances for both men's and women's soccer programs, including a run to the Elite Eight for the women's team.
- Men's basketball recorded its second consecutive season of 20-plus wins.
- Track and field athletes won a Conference USA championship and had a top-10 finish in the NCAA National Indoor Championships. Four student-athletes competed in the U.S. Olympic trials.
- UCF cheerleaders finished third at the 2012 College Cheerleading Championships. UCF has placed in the top 10 of the competition 17 times in the past 19 years.
- The UCF volleyball team received the 2010-11 Team Academic Award from the American Volleyball Coaches Association. To qualify for the award, the entire team must maintain a cumulative grade point average of 3.3 for the academic year.
- Women's outdoor track won its third-straight Conference USA championship. The team ranked 14th in the country.
- The UCF baseball team ranked 16th in the National Collegiate Baseball Writers Association poll.
- Softball advanced to the NCAA tournament for the fourth time in program history.
- UCF Women's golf team competed in the NCAA East Regional. Men's golf finished fifth at the NCAA Regionals at Stanford, and the team advanced to the NCAA championships.
- Golden Knights' Club Annual Fund pledges totaled $1,736,274, a decrease of 1 percent.
- UCF athletics appeared on television a record 48 times, and 29 of those (also a record) were national television broadcasts.

ADDITIONAL RESOURCES

- **Carnegie Classification:** http://classifications.carnegiefoundation.org/lookup_listings/view_institution.php?unit_id=132903&start_page=institution.php&clq=%7B%22first_letter%22%3A%22U%22%7D
- **Voluntary System of Accountability College Portrait of Undergraduate Education:** http://www.iroffice.ucf.edu/college_portrait/index.html
- **Common Data Set:** http://www.iroffice.ucf.edu/commondataset/index.html
- **College Navigator:** http://nces.ed.gov/collegenavigator/?q=University+of+Central+Florida&s=all&id=132903
- **University Institutional Research Unit:** http://www.iroffice.ucf.edu/home.html

ITEM: EPC-3

EDUCATIONAL PROGRAMS COMMITTEE
University of Central Florida

SUBJECT: Tenure with Hire

DATE: September 27, 2012

PROPOSED BOARD ACTION

Approval of tenure with hire.

BACKGROUND INFORMATION

New faculty members are hired each year with tenure. Normally, such faculty members have earned tenure at their previous institution and meet UCF's requirements for tenure. For others, tenure is part of the hiring package when senior faculty members are hired for administrative positions. Department faculty members and the university's administrative officers have approved granting tenure to these faculty members.

Supporting documentation: 2012-13 Tenure with Hire Justifications

Prepared by: Diane Z. Chase, Executive Vice Provost

Submitted by: Tony Waldrop, Provost and Executive Vice President

2012-13 Tenure with Hire Justifications
Board of Trustees
November 15, 2012

College of Education

Dr. Jeffrey Stout, associate professor
Child, Family, and Community Sciences

Dr. Jeffrey Stout received his Ph.D. degree in exercise physiology from the University of Nebraska. Prior to joining UCF, he was an associate professor at Creighton University, at Florida Atlantic University, and at the University of Oklahoma. He has written more than 150 peer-reviewed articles, book chapters, and textbooks. His research in sports nutrition has generated more than $2 million in grants related to nutritional intervention and led to over 30 invited international and national presentations over the past ten years. He has served as vice president of the board of directors of the National Strength and Conditioning Association (NSCA) and president of the board of the International Society of Sports Nutrition. In addition, he has achieved several honors including being listed among the Top 100 Externally-Funded Principle Investigators from the University of Oklahoma, Editorial Excellence Award from the *Journal of Strength and Conditioning Research*, and the 2001 Young Investigator of the Year Award from the NSCA. The College of Education and the Department of Child, Family, and Community Sciences support his tenure with hire.

Dr. Valerie Storey, associate professor
School of Teaching, Learning, and Leadership

Dr. Valerie Storey received her Ph.D. degree in educational leadership from Vanderbilt University. Prior to joining UCF, she served as associate professor in, and director of, the Educational Leadership Doctorate at the Ross College of Education at Lynn University. While at Lynn University, Dr. Storey served as representative to the Carnegie Project on the Education Doctorate (CPED). She is a member of the CPED Fund for the Improvement of Secondary Education research team and a member of the CPED Executive Committee. In addition to her research activities related to CPED, Dr. Storey has written more 25 publications, including peer-reviewed articles, executive and consulting reports, book chapters, and a book. The College of Education and the School of Teaching, Learning, and Leadership support her tenure with hire.

College of Optics and Photonics

Dr. Kathleen Richardson, professor

Dr. Kathleen Richardson received her Ph.D. degree in ceramics from Alfred University in New York. Before coming to UCF, she was a professor in, and director of, the School of Materials Science and Engineering at Clemson University. Prior to joining Clemson University, she was an associate professor at UCF. Her world-renowned research in optical ceramics and infrared glass has led to more than 125 refereed publications, proceedings, and book chapters, and she is the co-owner of five patents. In addition, she has served as the dissertation adviser for eight Ph.D. students. She is an elected fellow of the Optical Society of America, the International Society for Optics and Photonics, the American Ceramics Society (ACS), and the Society of Glass Technology. She also received the Outstanding Educator Award from ACS. She is also a member of the ACS board of directors, a member of the board of trustees at Alfred University, associate editor of *International Journal for Applied Glass Science*, and past-president of the National Institute of Ceramic Engineers and of the Glass and Optical Materials Division. She serves as an advisor to Virginia Tech's Materials Science and Engineering Department, the National Science Foundation Engineering Research Center on Mid-Infrared Technologies for Health and the Environment at Princeton University, and the Australian Research Council's Centre of Excellence for Ultrahigh-bandwidth Devices for Optical Systems, in Sydney, Australia. The College of Optics and Photonics supports her tenure with hire.

INFO-1
Report of Status of New Degree Programs Implemented by the UCF Board of Trustees
November 15, 2012

Graduate Degree Programs:

- Master of Science in Conservation Biology - PSM
- Master of Science in Urban and Regional Planning
- Master of Research Administration
- Doctor of Hospitality Management
- Master of Science in Engineering Management

The Doctor of Security Studies degree program was approved since the 2011Report of Status of New Degree Programs to the UCF Board of Trustees; however, it is not scheduled to be implemented until Fall 2013 and is not included in this report.

Undergraduate Degree Programs:

- Bachelor of Arts in Latin American Studies

Master of Science in Conservation Biology - PSM
Date implemented: Fall 2010
Enrollment and other information:

	Projected headcount (total)	Fall headcount (total)	Degrees granted (annual)	Implemented in 2010; enrollment started in 2011. Enrollment has been lower than projected due to program's intention to ensure internships. Efforts are underway to increase intern partnerships through federal, local, and state agencies, as well as local businesses.
2011-12	10	5	1	
2012-13	20	11	0	

	Applications	Admissions	Acceptance rate (%)	Newly enrolled	Yield (%)	Entering GRE	Entering GPA
2011	15	5	33.33%	1	20.00%	1330	3.50
2012	24	9	37.50%	7	77.78%	1115	3.41

Master of Science in Urban and Regional Planning
Date implemented: Fall 2010
Enrollment and other information:

	Projected headcount (total)	Fall headcount (total)	Degrees granted (annual)	The demand for this program is lower than expected.
2010-11	30	11	0	
2011-12	30	26	0	
2012-13	60	31	0	

	Applications	Admissions	Acceptance rate (%)	Newly enrolled	Yield (%)	Entering GRE	Entering GPA
2010	20	13	65.00%	13	100.00%	940	3.30
2011	35	22	62.86%	18	81.82%	988	3.11
2012	18	13	72.22%	9	69.23%	1140	3.17

Master of Research Administration
Date implemented: Fall 2011
Enrollment and other information:

	Projected headcount (total)	Fall headcount (total)	Degrees granted (annual)	Although below projected headcount, this two-year fully online program is expected to grow as it matures and potential students see the availability.			
2011-12	30	21	0				
2012-13	60	39	0				
	Applications	Admissions	Acceptance rate (%)	Newly enrolled	Yield (%)	Entering GRE	Entering GPA
2011	26	22	84.62%	21	94.45%	1060	3.23
2012	35	22	62.86%	19	86.36%	840	3.25

Doctor of Hospitality Management
Date implemented: Fall 2012
Enrollment and other information:

	Projected headcount (total)	Fall headcount (total)	Degrees granted (annual)	The Fall 2012 class was originally admitted to the education Ph.D., hospitality education track. Students wanting to matriculate into the newly approved degree program were transferred into it following its official approval as an independent program.			
2011-12	0	0	0				
2012-13	6	7	0				
	Applications	Admissions	Acceptance rate (%)	Newly enrolled	Yield (%)	Entering GRE	Entering GPA
2011	0	0	0.00%	0	0.00%	0	0.0
2012	23	5	21.70%	5	100.00%	1035	3.3

Master of Science in Engineering Management
Date implemented: Fall 2011
Enrollment and other information:

	Projected headcount (total)	Fall headcount (total)	Degrees granted (annual)	This degree program has met enrollment expectations. The Fall 2011 classes were originally admitted to the engineering management or the professional engineering management tracks. Students wanting to matriculate into the newly approved degree program were transferred into it following its official approval as an independent program.			
2011-12	50	74	16				
2012-13	60	56	0				
	Applications	Admissions	Acceptance rate (%)	Newly enrolled	Yield (%)	Entering GRE	Entering GPA
2011	34	19	55.88%	14	73.68%	1050	3.08
2012	34	22	64.71%	16	72.73%	1002	3.3

Bachelor of Arts in Latin American Studies
Date Implemented: Fall 2011
Enrollment and other information:

	Projected headcount (total)	Fall headcount (total)	Degrees granted (annual)
Fall 2011	8	2	1
Fall 2012	12	5	1 (Summer Only)
Fall 2013	21		
Fall 2014	28		
Fall 2015	35		

INFO-2
Academic Program Review
Class of 2011-12
Prior Review Recommendations Status Report Summary

Florida Board of Governors regulation 8.015(1)(b) requires a cyclical review of all academic degree programs in state universities at least every seven years. During 2011-12, UCF reviewed all degree programs in the College of Engineering and Computer Science, totaling 31 programs. Of the 31 degree programs, two were reviewed for the first time in 2011-12. Nineteen of the remaining 29 programs were last reviewed during 2004-05. Ten programs in the Department of Electrical Engineering and Computer Science were last reviewed during 2005-06 and were incorporated into the current cycle to facilitate a collegewide review. The 2004-05 and 2005-06 reviews resulted in recommendations for program and department improvement. At the time of the 2011-12 review cycle, 32.9 percent of the reviews' recommendations had been implemented, 53.5 percent had been partially implemented or were still in progress, and 13.5 percent were not implemented. Below is a college-level summary of the implementation status for the applicable 2004-05 and 2005-06 review recommendations.

College of Engineering and Computer Science
Department-level Summary of the Implementation Status
for the 2004-05 and 2005-06 Program Review Recommendations

Number of programs reviewed	Total number of recommendations	Percent of recommendations implemented	Percent of recommendations partially implemented or in progress	Percent of recommendations not implemented
Department of Civil, Environmental, and Construction Engineering				
8	22	22.7%	63.6%	13.6%
Department of Electrical Engineering and Computer Science*				
10	90	38.9%	50.0%	11.1%
Department of Industrial Engineering and Management Systems				
4	12	25.0%	50.0%	25.0%
Mechanical, Materials, and Aerospace Engineering				
7	31	25.8%	58.1%	16.1%

*The programs currently associated with the Department of Electrical Engineering and Computer Science have undergone several organizational changes since they were last reviewed during 2005-06. As of the 2011-12 review, programs housed in the department were organized into two divisions, each with its own division chair: the Division of Electrical and Computer Engineering and the Division of Computer Science.

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
Department of Civil, Environmental, and Construction Engineering		
Civil Engineering, B.S.C.E.		
• dedicated and high-quality faculty members, including adjuncts who are industry experts • industry partnerships • student job placement • instructional labs • student teams successful in national competitions • active student organizations • program advances state STEM goals	• inconsistent leadership • undergraduate student-faculty ratio limits student feedback and creates office-hour congestion; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • insufficient number of graduate teaching assistantships • faculty and student gender diversity • capstone effectiveness • transfer student preparation for rigor of major, particularly in math skills • internship and co-op coordination • insufficient space in the structures lab	• hire a permanent department chair • review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of strategic niche(s), program goals, and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • assess balance and role of adjunct and full-time faculty-member teaching activity and adjust if appropriate to assure effective delivery of fundamental and practical concepts • develop and implement a plan to increase faculty and student gender diversity • review faculty workload policy and adjust as appropriate • review curriculum and scope of course offerings in light of available resources and adjust if appropriate; consider number of faculty members and areas of expertise • review capstone curriculum and its implementation; adjust to improve integration and effectiveness across applicable majors • work with the Office of Undergraduate Studies on curricular alignment with partner institutions to assure student preparation for program rigor; review restricted access requirements and update as appropriate; work with partner institutions and UCF advising units to improve student advising on identifying a path to success • implement a "pending majors" category to improve student success rates • consider establishing a peer mentoring program • review current internship and co-op coordination and consider options for enhancing student and employer access • explore options to meet space needs in the structures lab • assure student access to faculty members • enhance program visibility

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
Civil Engineering, M.S.C.E./M.S.		
• dedicated and high-quality faculty members • student quality and commitment • strong industry connections • equipment • program advances state STEM goals	• inconsistent leadership • instructional loads, due to department undergraduate student-faculty ratio, detract from faculty focus on graduate education, as well as scholarly and other activities that promote program reputation; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • faculty and student diversity • insufficient student office space • insufficient space in the structures lab • availability and variety of courses • breadth of disciplinary knowledge and professionalization levels among some students	• hire a permanent department chair • review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of strategic niche(s), program goals, and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity • review faculty workload policy and adjust as appropriate • explore options for increasing student office space • explore options for meeting space needs in the structures lab • assure reasonable course availability; review multi-year course schedule and make sure it is realistic; consider adding summer sections • review curriculum and adjust if necessary to assure breadth and depth of disciplinary knowledge • enhance professionalization activities and expectations for all students; collaborate with College of Graduate Studies as appropriate; continue to encourage and expand emphasis on student publication • explore additional avenues to foster research funding and student support • assure student access to faculty members • enhance program visibility • review enrollment and retention trends across all programs; develop and implement an action plan for improvement that is consistent with the department strategic plan
Civil Engineering, Ph.D.		
• dedicated and high-quality faculty members • student quality and commitment • strong industry connections • equipment • program advances state STEM goals	• inconsistent leadership • instructional loads, due to department undergraduate student-faculty ratio, detract from faculty focus on graduate education, as well as scholarly and other activities that promote program reputation;	• hire a permanent department chair • review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of strategic niche(s), program goals, and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
	instructional demands threaten faculty retention, particularly for tenure-earning faculty members • faculty and student gender diversity • insufficient student office space • insufficient space in the structures lab • availability and variety of courses • breadth of disciplinary knowledge and professionalization levels among some students • insufficient number of graduate teaching assistantships • current university methodology for assigning international student GPAs	• review faculty workload policy and adjust as appropriate • explore options for increasing student office space • explore options for meeting space needs in the structures lab • assure reasonable course availability; review multi-year course schedule and make sure it is realistic; consider adding summer sections • review curriculum and adjust if necessary to assure breadth and depth of disciplinary knowledge • enhance professionalization activities and expectations for all students; collaborate with College of Graduate Studies as appropriate; continue to encourage and expand emphasis on student publication • review allocation of graduate teaching assistantships and adjust if appropriate • develop and implement a plan to recruit high-quality domestic students to help enhance program rankings • work with the College of Graduate Studies to review methodology used to assign GPA to international students • explore additional avenues to foster research funding and student support • enhance program visibility • review enrollment and retention trends across all programs; develop and implement an action plan for improvement that is consistent with the department strategic plan
Construction Engineering, B.S.Con.E		
• dedicated and high-quality faculty members, including adjuncts who are industry experts • industry partnerships • student job placement • instructional labs • student teams successful in national competitions • active student organizations • one of the only construction engineering programs accredited by the	• inconsistent leadership • undergraduate student-faculty ratio limits student feedback and creates office-hour congestion; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • insufficient number of graduate teaching assistantships • faculty and student gender diversity	• hire a permanent department chair • review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of strategic niche(s), program goals, and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity • review faculty workload policy and adjust as appropriate • assess balance and role of adjunct and full-time faculty-member teaching activity and adjust if appropriate to assure effective delivery of fundamental and practical concepts • review curriculum and scope of course offerings in light of available

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
Accreditation Board for Engineering and Technology (ABET) • all tenured faculty members are licensed professional engineers • program advances state STEM goals	• capstone effectiveness • transfer student preparation for rigor of major, particularly in math skills • internship and co-op coordination • low pass rates on fundamentals in engineering exam • insufficient space in the structures lab	resources and adjust if appropriate; consider number of faculty members and areas of expertise • review capstone curriculum and its implementation; adjust to improve integration and effectiveness across applicable majors • work with the Office of Undergraduate Studies on curricular alignment with partner institutions to assure student preparation for program rigor; review restricted access requirements and update as appropriate; work with partner institutions and UCF advising units to improve student advising on identifying a path to success • implement a "pending majors" category to improve student success rates • consider establishing a peer mentoring program • review current internship and co-op coordination and consider options for enhancing student and employer access • explore options to meet space needs in the structures lab • assure student access to faculty members • enhance program visibility • evaluate effectiveness and return on investment of having a separate undergraduate degree in construction engineering with separate ABET accreditation • encourage students to become licensed •
Environmental Engineering, B.S.V.E.		
• dedicated and high-quality faculty members, including adjuncts who are industry experts • student quality • student gender diversity • industry partnerships • student job placement • instructional labs • student teams successful in national competitions • active student organizations	• inconsistent leadership • undergraduate student-faculty ratio limits student feedback and creates office-hour congestion; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • faculty gender diversity • capstone effectiveness • transfer student preparation for	• hire a permanent department chair • review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of strategic niche(s), program goals, and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty gender diversity • review faculty workload policy and adjust as appropriate • assess balance and role of adjunct and full-time faculty-member teaching activity and adjust if appropriate to assure effective delivery of fundamental and practical concepts

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
• program advances state STEM goals	rigor of major, particularly in math skills • internship and co-op coordination • outdated laboratory equipment	• review curriculum and scope of course offerings in light of available resources and adjust if appropriate; consider number of faculty members and areas of expertise • review capstone curriculum and its delivery; adjust to improve integration and effectiveness across applicable majors • work with the Office of Undergraduate Studies on curricular alignment with partner institutions to assure student preparation for program rigor; review restricted access requirements and update as appropriate; work with partner institutions and UCF advising units to improve student advising on identifying a path to success • implement a "pending majors" category to improve student success rates • consider establishing a peer mentoring program • review current internship and co-op coordination and consider options for enhancing student and employer access • review and update laboratory equipment as resources become available • assure student access to faculty members • enhance program visibility
Environmental Engineering, M.S.V.E./M.S.		
• dedicated and high-quality faculty members • strong industry connections • student quality and commitment • program advances state STEM goals	• inconsistent leadership • instructional loads, due to department undergraduate student-faculty ratio, detract from faculty focus on graduate education, as well as scholarly and other activities that promote program reputation; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • insufficient student office space • outdated laboratory equipment	• hire a permanent department chair • review and update department strategic plan within the context of the college strategic plan; assure clear articulation of strategic niche(s), program goals, and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty gender diversity • review faculty workload policy and adjust as appropriate • explore options for increasing student office space • review and update laboratory equipment as resources become available • assure reasonable course availability; review multi-year course schedule and make sure it is realistic; consider adding summer sections • review curriculum and adjust if necessary to assure breadth and depth of disciplinary knowledge

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
	• availability and variety of courses • breadth of disciplinary knowledge and professionalization levels among some students	• enhance professionalization activities and expectations for all students; collaborate with College of Graduate Studies as appropriate; continue to encourage and expand emphasis on student publication • explore additional avenues to foster research funding and student support • assure student access to faculty members • enhance program visibility • review enrollment and retention trends across all programs; develop and implement an action plan for improvement consistent with the department strategic plan
Environmental Engineering, Ph.D.		
• dedicated and high-quality faculty members • strong industry connections • student quality and commitment • program advances state STEM goals	• inconsistent leadership • instructional loads, due to department undergraduate student-faculty ratio, detract from faculty focus on graduate education, as well as scholarly and other activities that promote program reputation; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • insufficient student office space • outdated laboratory equipment • availability and variety of courses • breadth of disciplinary knowledge and professionalization levels among some students • current university methodology for assigning international student GPAs	• hire a permanent department chair • review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of strategic niche(s), program goals, and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty gender diversity • review faculty workload policy and adjust as appropriate • explore options for increasing student office space • review and update laboratory equipment as resources become available • assure reasonable course availability; review multi-year course schedule and make sure it is realistic; consider adding summer sections • review curriculum and adjust if necessary to assure breadth and depth of disciplinary knowledge • enhance professionalization activities and expectations for all students; collaborate with College of Graduate Studies as appropriate; continue to encourage and expand emphasis on student publication • develop and implement a plan to recruit high-quality domestic students to help enhance program rankings • work with the College of Graduate Studies to review methodology used to assign GPA to international students • explore additional avenues to foster research funding and student support

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
		• enhance program visibility • review enrollment and retention trends across all programs; develop and implement an action plan for improvement consistent with the department strategic plan
Department of Electrical Engineering and Computer Science – Computer Science Division		
Computer Science, B.S.		
• faculty members • facilities • industry board support and engagement • leadership • high demand for graduates • successful high school programming contest that serves as strong recruiting tool • Research Experience for Undergraduates • strong sense of community across divisions • students, including national recognition of programing teams • expertise in virtual environments, computer vision, and machine intelligence • program advances state STEM goals	• undergraduate student-faculty ratio limits student feedback and creates office-hour congestion; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • faculty and student gender diversity • insufficient number of graduate teaching assistants to support instruction • graduate teaching assistants' English communication skills • internship and co-op coordination • transfer student preparation for rigor of major, particularly in math skills	• develop a strategic plan within the context of the college strategic plan; assure clear articulation of program goals; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity • review faculty workload policy and adjust as appropriate • review allocation of graduate teaching assistantships and adjust if appropriate • assure teaching assistants assigned to program courses have appropriate communication skills • review current internship and co-op coordination and consider options for enhancing student and employer access • work with the Office of Undergraduate Studies on curricular alignment with partner institutions to assure student preparation for program rigor; work with partner institutions and UCF advising units to improve student advising on identifying a path to success • improve coordination of courses across computer science and electrical and computer engineering divisions • assure student access to faculty members • enhance program visibility

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
Computer Science, M.S.		
• faculty member quality and scholarly productivity, including notably strong recent junior faculty hires • staff member quality • leadership • expertise in computer vision, machine learning, and virtual reality • local industry connections and advisory board • high demand for graduates • benchmarking • laboratory facilities and equipment • strong sense of community across divisions • program advances state STEM goals	• instructional loads, due to department undergraduate student-faculty ratio, detract from faculty focus on graduate education, as well as scholarly and other activities that promote program reputation; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • faculty and student gender diversity • diffuse program focus • insufficient number of faculty members • elective course availability • time-to-degree • student retention • student recruitment and ability to attract higher numbers of high-quality students • program rigor • inability to address industry demand in certain areas	• develop department strategic plan within the context of the college strategic plan; assure clear articulation of program goals and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity • review faculty workload policy and adjust as appropriate • work towards engaging center and institute faculty members in department instructional activity • review curriculum, including rigor, and adjust as appropriate (e.g., narrow program focus in light of available resources) • assure reasonable availability of courses to facilitate efficient time to graduation; review multi-year course schedule and make sure it is realistic; review appropriateness of minimum enrollment to offer course; improve coordination of courses across computer science and electrical and computer engineering divisions • review enrollment and retention trends across all programs; develop and implement an action plan for improvement • develop and implement a recruitment plan to attract greater numbers of high-quality domestic and international students • assure student access to faculty members • explore additional avenues to foster research funding and student support • enhance program visibility • work towards engaging center and institute faculty members in department instructional activity • work with appropriate units on campus to expand elective course offerings for electrical engineering students

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
Computer Science, Ph.D.		
• faculty member quality and scholarly productivity, including notably strong junior faculty members with exceptionally strong research programs • student quality and satisfaction • staff member quality • leadership • expertise in computer vision, machine learning, and virtual reality • local industry connections and advisory board • internal and external partnerships • high demand for graduates • benchmarking • laboratory facilities and equipment • strong sense of community across divisions • program advances state STEM goals	• instructional loads, due to department undergraduate student-faculty ratio, detract from faculty focus on graduate education, as well as scholarly and other activities that promote program reputation; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • faculty and student gender diversity • diffuse program focus • insufficient number of faculty members • availability of elective courses • time-to-degree • student retention • decreasing number of Ph.D. degrees awarded across college • student recruitment and ability to attract higher numbers of high-quality students • level of rigor and breadth of knowledge in student qualifying process • insufficient number of graduate teaching assistantships; GTA workload detracts from students' own education • graduate teaching assistants' English communication skills • current university methodology	• develop department strategic plan within the context of the college strategic plan; assure clear articulation of program goals and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity • review faculty workload policy and adjust as appropriate • work towards engaging center and institute faculty members in department instructional activity • review curriculum, including rigor, and adjust as appropriate (e.g., narrow program focus in light of available resources; assure appropriate rigor and breadth in qualifying process) • assure reasonable availability of courses to facilitate efficient time to graduation; review multi-year course schedule and make sure it is realistic; review appropriateness of minimum enrollment to offer course; improve coordination of courses across computer science and electrical and computer engineering divisions • review enrollment and retention trends across all programs; develop and implement an action plan for improvement that is consistent with department strategic plan • develop and implement a recruitment plan to attract greater numbers of high-quality domestic and international students • assure appropriate rigor in student qualifying process • review allocation of graduate teaching assistantships and adjust if appropriate • assure teaching assistants assigned to undergraduate courses have appropriate communication skills • explore additional avenues to foster research funding and student support • enhance program visibility • work towards engaging center and institute faculty members in department instructional activity • work with appropriate units on campus to expand elective course offerings for electrical engineering students

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
	for assigning international student GPAs • inability to address industry demand in certain areas	• work with the College of Graduate Studies to review methodology used to assign GPA to international students and adjust as appropriate
Digital Forensics, M.S.		
• program leadership • demand for graduates • quality and quantity of students • computer equipment • availability of highly-qualified adjuncts in the area • up-to-date curriculum • time-to-degree • strong sense of community across divisions • program advances state STEM goals	• impending retirement of the program's only full-time faculty member • insufficient faculty office space limits capacity for growth • faculty and student gender and ethnic diversity • frequency of course offerings from partner units • quality and rigor of student-learning outcomes • lack of integration with other departmental programs	• develop department strategic plan within the context of the college strategic plan; assure clear articulation of program "fit" and goals; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs including program viability that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity • review faculty workload policy and adjust as appropriate • work with partner units to assure reasonable availability of courses to facilitate efficient time to graduation; review multi-year course schedule and make sure it represents a realistic picture; review appropriateness of minimum enrollment to offer course • review enrollment and retention trends across all programs; develop and implement an action plan for improvement that is consistent with department strategic plan • review curriculum, including rigor, and adjust as appropriate • revise programs' target student-learning outcomes; develop formal measures to evaluate the effectiveness of the program; continue to monitor metrics to improve the program • explore options to engage faculty members from other programs • assure student access to faculty members • enhance program visibility
Information Technology, B.S.		
• faculty members • facilities • industry board support and engagement • leadership • high demand for graduates	• only non-accredited bachelor's degree program in the college • courses taught mainly by non-tenure track faculty members • faculty and student gender diversity	• develop a strategic plan within the context of the college strategic plan; assure clear articulation of program vision and goals; consider appropriateness of pursuing accreditation by the ABET and resources necessary to assure program viability to meet demand for majors; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
• student quality • program advances state STEM goals	• insufficient number of graduate teaching assistants to support instruction • disconnect between student expectations and program delivery	resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity • review faculty workload policy and adjust as appropriate • review allocation of graduate teaching assistantships and adjust if appropriate • take appropriate steps to assure prospective majors are adequately apprised of program focus • assure student access to faculty members • enhance program visibility
Department of Electrical Engineering and Computer Science – Electrical and Computer Engineering		
Computer Engineering, B.S.Cp.E.		
• faculty members • industry board support and engagement • leadership • high demand for graduates • Research Experience for Undergraduates • strong sense of community across divisions • program advances state STEM goals	• undergraduate student-faculty ratio limits student feedback and creates office-hour congestion; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • faculty and student gender diversity • insufficient number of graduate teaching assistants to support instruction • graduate teaching assistants' English communication skills • internship and co-op coordination • availability of elective courses	• develop a strategic plan within the context of the college strategic plan; assure clear articulation of program goals; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity • review faculty workload policy and adjust as appropriate • review allocation of graduate teaching assistantships and adjust if appropriate • assure teaching assistants assigned to program courses have appropriate communication skills • review current internship and co-op coordination and consider options for enhancing student and employer access • assure reasonable availability of elective courses; review multi-year course schedule and make sure it represents a realistic picture of available offerings; consider adding summer sections • improve coordination of courses across computer science and electrical and computer engineering divisions • implement a "pending majors" category to improve student success rates • assure students' access to faculty members • enhance program visibility

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
Computer Engineering, M.S.Cp.E.		
• faculty member quality and scholarly productivity, including notably strong recent junior faculty hires • staff member quality • leadership • local industry connections and advisory board • high demand for graduates • benchmarking • strong sense of community across divisions • program advances state STEM goals	• instructional loads, due to department undergraduate student-faculty ratio, detract from faculty focus on graduate education, as well as scholarly and other activities that promote program reputation; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • faculty and student gender diversity • diffuse program focus • insufficient number of faculty members • elective and required course availability • time-to-degree • student retention • student recruitment and ability to attract higher numbers of high-quality students • program rigor • inability to address industry demand in certain areas	• develop department strategic plan within the context of the college strategic plan; assure clear articulation of program goals and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity • review faculty workload policy and adjust as appropriate • work towards engaging center and institute faculty members in department instructional activity • review curriculum, including rigor, and adjust as appropriate (e.g., narrow program focus in light of available resources) • assure reasonable availability of courses to facilitate efficient time to graduation; review multi-year course schedule and make sure it represents a realistic picture; review appropriateness of minimum enrollment to offer course; improve coordination of courses across computer science and electrical and computer engineering divisions • review enrollment and retention trends across all programs; develop and implement an action plan for improvement that is consistent with department strategic plan • develop and implement a recruitment plan to attract greater numbers of high-quality domestic and international students • assure student access to faculty members • explore additional avenues to foster research funding and student support • enhance program visibility
Computer Engineering, Ph.D.		
• nationally ranked program • faculty member quality and scholarly productivity, including notably strong recent junior faculty hires • staff member quality • leadership	• instructional loads, due to department undergraduate student-faculty ratio, detract from faculty focus on graduate education, as well as scholarly and other activities that promote program reputation;	• develop department strategic plan within the context of the college strategic plan; assure clear articulation of program goals and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
• local industry connections and advisory board • high demand for graduates • benchmarking • strong sense of community across divisions • program advances state STEM goals	instructional demands threaten faculty retention, particularly for tenure-earning faculty members • faculty and student gender diversity • diffuse program focus • insufficient number of faculty members • elective and required course availability • time-to-degree • student retention • decreasing number of Ph.D. degrees awarded across college • student recruitment and ability to attract higher numbers of high-quality students • level of rigor and breadth of knowledge in student qualifying process • insufficient number of graduate teaching assistantships; GTA workload detracts from students own education • graduate teaching assistants' English communication skills • current university methodology for assigning international student GPAs • inability to address industry demand in certain areas	• review faculty workload policy and adjust as appropriate • work towards engaging center and institute faculty members in department instructional activity • review curriculum, including rigor, and adjust as appropriate (e.g., narrow program focus in light of available resources; assure appropriate rigor and breadth in qualifying process) • assure reasonable availability of courses to facilitate efficient time to graduation; review multi-year course schedule and make sure it represents a realistic picture; review appropriateness of minimum enrollment to offer course; improve coordination of courses across computer science and electrical and computer engineering divisions • review enrollment and retention trends across all programs; develop and implement an action plan for improvement that is consistent with department strategic plan • develop and implement a recruitment plan to attract greater numbers of high-quality domestic and international students • assure appropriate rigor in student qualifying process • review allocation of graduate teaching assistantships and adjust if appropriate • assure teaching assistants assigned to undergraduate courses have appropriate communication skills • explore additional avenues to foster research funding and student support • work with the College of Graduate Studies to review methodology used to assign GPA to international students • enhance program visibility

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
Electrical Engineering, B.S.E.E.		
• faculty members • facilities • industry board support and engagement • leadership • high demand for graduates • Research Experience for Undergraduates • strong sense of community across divisions • program advances state STEM goals	• undergraduate student-faculty ratio limits student feedback and creates office-hour congestion; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • faculty and student gender diversity • insufficient number of graduate teaching assistants to support instruction • graduate teaching assistants' English communication skills • internship and co-op coordination • availability of elective courses • math and physics preparation among some students	• develop a strategic plan within the context of the college strategic plan; assure clear articulation of program goals; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity • review faculty workload policy and adjust as appropriate • review allocation of graduate teaching assistantships and adjust if appropriate • assure teaching assistants assigned to program courses have appropriate communication skills • review current internship and co-op coordination and consider options for enhancing student and employer access • assure reasonable availability of elective courses; review multi-year course schedule and make sure it represents a realistic picture of available offerings; consider adding summer sections • develop strategies to assure majors have appropriate math and physics preparation • implement a "pending majors" category to improve ability to control incoming student preparation, monitor time-to-degree, and improve student success rates • assure students access to faculty members • enhance program visibility
Electrical Engineering, M.S.E.E.		
• faculty member quality and scholarly productivity, including notably strong recent junior faculty hires • staff member quality • leadership • local industry connections and advisory board	• instructional loads, due to department undergraduate student-faculty ratio, detract from faculty focus on graduate education, as well as scholarly and other activities that promote program reputation; instructional demands threaten	• develop department strategic plan within the context of the college strategic plan; assure clear articulation of program goals and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity • review faculty workload policy and adjust as appropriate

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
• high demand for graduates • benchmarking • facilities • strong sense of community across divisions • program advances state STEM goals	faculty retention, particularly for tenure-earning faculty members • faculty and student gender diversity • diffuse program focus • insufficient number of faculty members • availability of elective courses • time-to-degree • student retention • student recruitment and ability to attract higher numbers of high-quality students • program rigor • inability to address industry demand in certain areas	• work towards engaging center and institute faculty members in department instructional activity • work with appropriate units on campus to expand elective course offerings for electrical engineering students • review curriculum, including rigor, and adjust as appropriate (e.g., narrow program focus in light of available resources) • assure reasonable availability of courses to facilitate efficient time to graduation; review multi-year course schedule and make sure it represents a realistic picture; review appropriateness of minimum enrollment to offer course; improve coordination of courses across computer science and electrical and computer engineering divisions • review enrollment and retention trends across all programs; develop and implement an action plan for improvement that is consistent with department strategic plan • develop and implement a recruitment plan to attract greater numbers of high-quality domestic and international students • assure student access to faculty members • explore additional avenues to foster research funding and student support • enhance program visibility •
Electrical Engineering, Ph.D.		
• faculty member quality and scholarly productivity, including notably strong recent junior faculty hires • staff member quality • leadership • local industry connections and advisory board • high demand for graduates • benchmarking • facilities • strong sense of community across divisions	• instructional loads, due to department undergraduate student-faculty ratio, detract from faculty focus on graduate education, as well as scholarly and other activities that promote program reputation; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • faculty and student gender diversity • diffuse program focus	• develop department strategic plan within the context of the college strategic plan; assure clear articulation of program goals and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity • review faculty workload policy and adjust as appropriate • work towards engaging center and institute faculty members in department instructional activity • review curriculum, including rigor, and adjust as appropriate (e.g., narrow program focus in light of available resources; assure appropriate rigor and breadth in qualifying process)

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
• program advances state STEM goals	• insufficient number of faculty members • availability of elective courses • time-to-degree • student retention • decreasing number of Ph.D. degrees awarded across college • student recruitment and ability to attract higher numbers of high-quality students • level of rigor and breadth of knowledge in student qualifying process • insufficient number of graduate teaching assistantships; GTA workload detracts from students' own education • graduate teaching assistants' English communication skills • current university methodology for assigning international student GPAs • inability to address industry demand in certain areas	• assure reasonable availability of courses to facilitate efficient time to graduation; review multi-year course schedule and make sure it represents a realistic picture; review appropriateness of minimum enrollment to offer course; improve coordination of courses across computer science and electrical and computer engineering divisions • review enrollment and retention trends across all programs; develop and implement an action plan for improvement that is consistent with department strategic plan • develop and implement a recruitment plan to attract greater numbers of high-quality domestic and international students • assure appropriate rigor in student qualifying process • review allocation of graduate teaching assistantships and adjust if appropriate • assure teaching assistants assigned to undergraduate courses have appropriate communication skills • explore additional avenues to foster research funding and student support • enhance program visibility • work with the College of Graduate Studies to review methodology used to assign GPA to international students and adjust as appropriate • work with appropriate units on campus to expand elective course offerings for electrical engineering students • review enrollment and retention trends across all programs and develop an action plan for improvement that is consistent with department strategic plan
Industrial Engineering and Management Systems		
Industrial Engineering, B.S.I.E.		
• industry relations • facilities and equipment • alumni engagement through department advisory board • accelerated B.S. to M.S. degree program	• program coordinator nearing retirement • internship and co-op coordination • no linear algebra requirement • required course availability	• review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of program goals; distribute current and new resources in accordance with the plan • develop and implement a plan to assure a smooth transition following program coordinator's impending retirement • review current internship and co-op coordination and consider options for

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
• program advances state STEM goals	• transfer student preparation for rigor of major, particularly in math skills	enhancing student and employer access • assure teaching assistants assigned to B.S.I.E. courses have appropriate communication skills • review curriculum and course scheduling and adjust as appropriate (e.g., consider adding a linear algebra requirement; assure appropriate availability of required courses) • review faculty workload policy and adjust as appropriate • work with the Office of Undergraduate Studies on curricular alignment with partner institutions to assure student preparation for program rigor; review restricted access requirements and update as appropriate; work with partner institutions and UCF advising units to improve student advising on identifying a path to success • assure student access to faculty members • enhance program visibility
Industrial Engineering, M.S./M.S.I.E.		
• industry relations • facilities and equipment • alumni engagement through advisory board • accelerated B.S. to M.S. degree program • program advances state STEM goals	• program focus • overlap between bachelor's and master's program courses • availability of elective courses • resource imbalance between master's and Ph.D. degree programs	• review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of program goals, strategic niche, and target balance between full-time and part-time students, as well as allocation of resources between master's and Ph.D. degree programs; invest current and new resources in accordance with the plan • review curriculum and adjust as appropriate (e.g., reduce and narrow areas of program focus; streamline curriculum; assure differentiated content and rigor between bachelor's and master's degree programs); assure appropriate availability of elective courses • increase recruitment of high-quality, full-time domestic students to enhance program reputation • review admissions standards and adjust if appropriate (e.g., consider requiring GRE) • review faculty workload policy and adjust as appropriate • assure student access to faculty members • explore additional avenues to foster research funding and student support • enhance program visibility
Industrial Engineering, Ph.D.		
• industry relations • facilities and equipment	• program focus • availability of elective courses	• review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of program goals, strategic

Strengths	Weaknesses	Action Recommendations
• alumni engagement through advisory board • program advances state STEM goals	• resource imbalance between master's and Ph.D. degree programs • uneven faculty research productivity • current university methodology for assigning international student GPAs	niche, and target balance between full-time and part-time students, as well as allocation of resources between master's and Ph.D. degree programs; invest current and new resources in accordance with the plan • review curriculum and adjust as appropriate (e.g., reduce and narrow areas of program focus; streamline curriculum); assure appropriate availability of elective courses) • increase recruitment of high-quality, full-time domestic students to enhance program reputation • improve balance of faculty research productivity • work with the College of Graduate Studies to review methodology used to assign GPA to international students • review faculty workload policy and adjust as appropriate • assure student access to faculty members • explore additional avenues to foster research funding and student support • enhance program visibility
Department of Mechanical, Materials, and Aerospace Engineering		
Aerospace Engineering, B.S.A.E.		
• student advising support structure • faculty members, including adjunct faculty members • student research opportunities • access to internships • student job placement • active professional student organizations • integration with mechanical engineering program provides broad student experience • program advances state STEM goals	• undergraduate student-faculty ratio limits student feedback and creates office-hour congestion; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • facilities and lack of technical staff support • student gender diversity • classroom space • insufficient number of graduate teaching assistantships • high reliance on adjunct faculty members	• review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of program goals; invest current and new resources in accordance with the plan • develop and implement a human resource plan to address program and department needs that considers current and future resources, as well as appropriate mix of full-time versus adjunct faculty members to assure program quality and sustainability • develop and implement a plan to increase student gender diversity • review faculty workload policy and adjust as appropriate • review instructional laboratory equipment and update as resources permit • develop and implement a plan to increase student diversity • explore options to meet space needs • review curriculum and adjust as appropriate; assure appropriate elective course offerings • review current internship and co-op coordination and consider options for enhancing student and employer access

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
	• availability of aerospace-focused elective courses • internship and co-op coordination • transfer student preparation for rigor of major, particularly math skills	• work with the Office of Undergraduate Studies on curricular alignment with partner institutions to assure student preparation for program rigor; review restricted access requirements and update as appropriate; work with partner institutions and UCF advising units to improve student advising on identifying a path to success • assure student access to faculty members • enhance program visibility
Aerospace Engineering, M.S.A.E.		
• student satisfaction and advising support structure • faculty member quality and scholarly productivity • leadership • student research opportunities • student job placement • industry partnerships • research program quality • B.S. to M.S. degree program • non-thesis option meets local industry needs • program advances state STEM goals	• insufficient number of aerospace engineering faculty members • instructional loads, due to department undergraduate student-faculty ratio, detract from faculty focus on graduate education, as well as scholarly and other activities that promote program reputation; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • insufficient technical support for research laboratories • frequency and currency of course offerings • student gender diversity • space availability • no Ph.D. degree program in aerospace engineering • perceived inequities across programs	• review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of program goals and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase student gender diversity • review faculty workload policy and adjust as appropriate • assure appropriate elective course offerings and frequency of offerings; review curriculum and multi-year course schedule; update as necessary • explore additional avenues to foster research funding and student support • develop and implement a plan to increase student diversity • explore options to meet space needs • assure student access to faculty members • enhance program visibility • review demand for a Ph.D. degree program in aerospace engineering • review perceived inequities across programs and take appropriate steps to resolve
Materials Science & Engineering, M.S.M.S.		

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
• student satisfaction and advising support structure • faculty member quality and scholarly productivity • student quality, satisfaction, and motivation • research program quality, including facilities and equipment • student research opportunities • student job placement • industry partnerships • program advances state STEM goals	• disconnect between program goals and curriculum • frequency and currency of elective course offerings • student and faculty gender diversity • space availability • perceived inequities across programs	• review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of program goals and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase student and faculty gender diversity • review faculty workload policy and adjust as appropriate • assure curriculum aligns with program goals and make sure that elective courses are offered with appropriate frequency; review curriculum as well as multi-year course schedule and update each as necessary • explore options to meet space needs • develop and implement a plan to increase student diversity • develop and implement a plan to recruit high-quality domestic students to enhance program reputation • develop and implement a student retention plan • assure student access to faculty members • explore additional avenues to foster research funding and student support • enhance program visibility • review perceived inequities across programs and take appropriate steps to resolve
• ***Materials Science & Engineering, Ph.D.***		
• interdisciplinary • faculty member quality and scholarly productivity • student quality, satisfaction, and motivation • research program quality, including facilities and equipment • student research opportunities • student job placement • industry partnerships	• frequency and currency of elective course offerings • student and faculty gender diversity • space availability • limited numbers of domestic students • perceived inequities across programs • current university methodology for assigning international student GPAs	• review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of program goals and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase faculty and student gender diversity • distribute current and new resources in accordance with department strategic plan • review faculty workload policy and adjust as appropriate • assure appropriate elective course offerings and frequency of offerings; review curriculum and multi-year course schedule; update as necessary • explore options to meet space needs

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
• program advances state STEM goals		• explore additional avenues to foster research funding and student support • develop and implement a plan to increase student diversity and recruit high-quality domestic students to enhance program reputation • work with the College of Graduate Studies to review methodology used to assign GPA to international students • enhance program visibility • review perceived inequities across programs and take appropriate steps to resolve
Mechanical Engineering, B.S.M.E.		
• student advising support structure • faculty members, including adjunct faculty members • student research opportunities • access to internships • student job placement • active professional student organizations • program advances state STEM goals	• undergraduate student-faculty ratio limits student feedback and creates office-hour congestion; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • instructional laboratory facilities and lack of technical staff support • student gender diversity • availability of elective courses • classroom space • insufficient number of graduate teaching assistantships • internship and co-op coordination • transfer student preparation for rigor of major, particularly in math skills	• review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of program goals; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase student gender diversity • review faculty workload policy and adjust as appropriate • review instructional laboratory equipment and update as resources permit • develop and implement a plan to increase student diversity • explore options to meet space needs • review curriculum and adjust as appropriate; assure appropriate elective course offerings • review current internship and co-op coordination and consider options for enhancing student and employer access • assure student access to faculty members • enhance program visibility
• ***Mechanical Engineering, M.S.M.E.***		
• student satisfaction and advising support structure • faculty member quality and scholarly productivity	• instructional loads, due to department undergraduate student-faculty ratio, detract from focus on graduate	• review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of program goals and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
• leadership • student research opportunities • student job placement • industry partnerships • research program quality • B.S. to M.S. degree program • non-thesis option meets local industry needs • program advances state STEM goals	education, as well as scholarly and other activities that promote program reputation; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • insufficient technical support for research laboratories • diffuse program offerings (e.g., number of tracks and certificate programs) • frequency and currency of course offerings • no available student support for those being groomed for Ph.D. degree program • student gender diversity • space availability • perceived inequities across programs	• develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase student gender diversity • review faculty workload policy and adjust as appropriate • narrow program focus and assure appropriate elective course offerings; review curriculum and multi-year course schedule; update as necessary • explore additional avenues to foster research funding and student support • develop and implement a plan to increase student diversity • explore options to meet space needs • enhance program visibility • review perceived inequities across programs and take appropriate steps to resolve • assure student access to faculty members • explore opportunities to address unmet industry demand that benefit department
Mechanical Engineering, Ph.D.		
• student satisfaction and advising support structure • faculty member quality and scholarly productivity • leadership • student research opportunities • student job placement • industry partnerships • research program quality • program advances state STEM goals	• instructional loads, due to department undergraduate student-faculty ratio, detract from focus on graduate education, as well as scholarly and other activities that promote program reputation; instructional demands threaten faculty retention, particularly for tenure-earning faculty members • insufficient technical support for research laboratories	• review and update the department strategic plan within the context of the college strategic plan; assure clear articulation of program goals and target balance between graduate and undergraduate activities; invest current and new resources in accordance with the plan • develop and implement a plan to address program and department human-resource needs that considers current and future resources • develop and implement a plan to increase student gender diversity • review faculty workload policy and adjust as appropriate • assure appropriate elective course offerings and frequency of offerings; review curriculum and multi-year course schedule; update as necessary • explore options to meet space needs • explore additional avenues to foster research funding and student support • develop and implement a plan to increase student diversity and recruit high-

2011-12 Academic Program Review
College of Engineering and Computer Science
Results Summary

Strengths	Weaknesses	Action Recommendations
	• frequency and currency of elective course offerings • space availability • insufficient number of graduate teaching assistantships • student gender diversity • limited numbers of domestic students • perceived inequities across programs • current university methodology for assigning international student GPAs	quality domestic students to enhance program reputation • work with the College of Graduate Studies to review methodology used to assign GPA to international students • enhance program visibility • review perceived inequities across programs and take appropriate steps to resolve

UCF Student Success

UCF Board of Trustees
November 15, 2012

Dr. Maribeth Ehasz
Vice President, Student Development and Enrollment Services

Student Success Goals

- Increase student completion rates
- Reduce time to degree
- Minimize excess credit hour accumulation

Performance Indicators

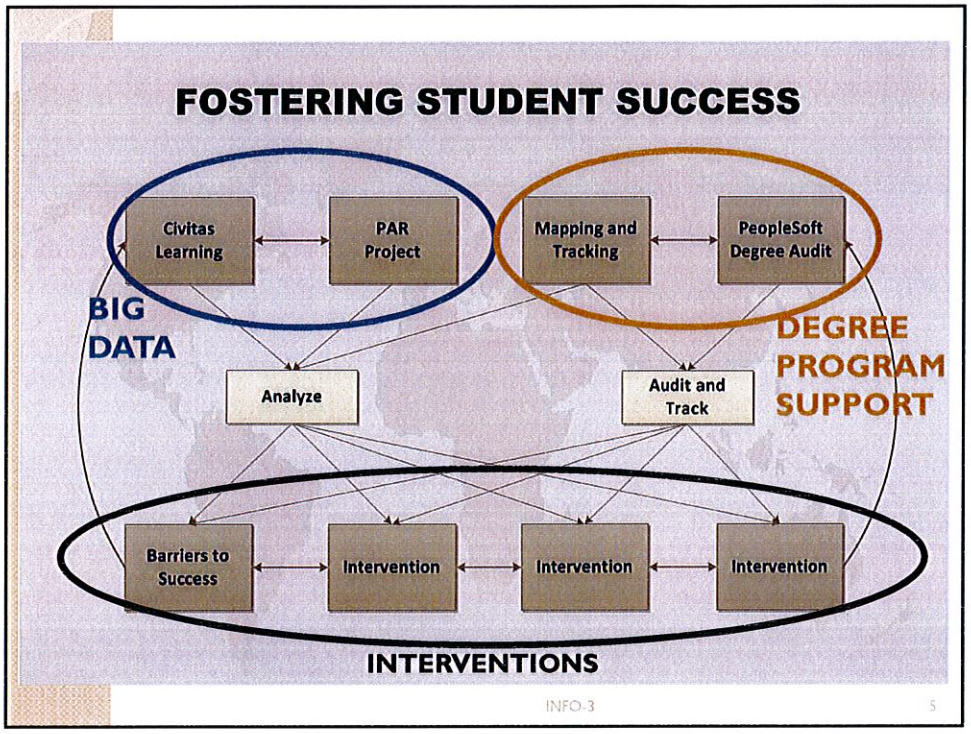
	2011-12 Actuals	2014-15 Work Plan Goals
FTIC retention	87% 2010-11 Cohort	89% 2013-14 Cohort
FTIC four-year graduation rate	35% 2007-08 Cohort	37% 2010-11 Cohort
FTIC six-year graduation rate	63% 2005-06 Cohort	65% 2008-10 Cohort
AA transfer two-year graduation rate	28.4% 2009-10 Cohort	29% 2012-13 Cohort
AA transfer four-year graduation rate	65.8% 2007-08 Cohort	68% 2010-11 Cohort

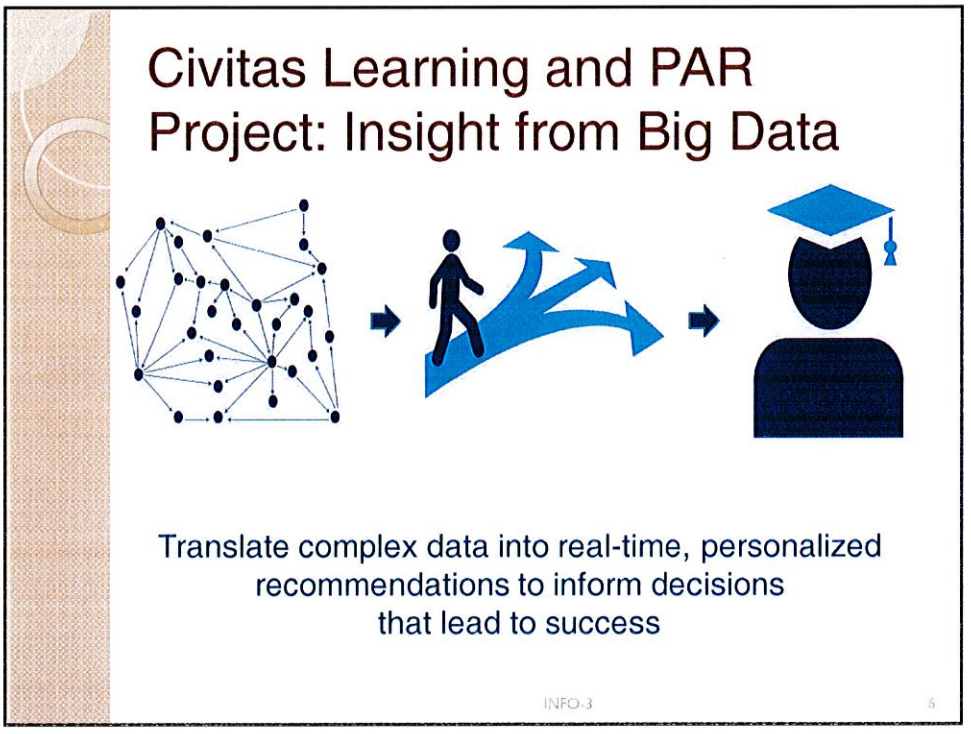
INFO-3 3

Differences in level of insight

Descriptive Analytics	Predictive Analytics
1. How many logins, page views, and other metrics have occurred over time?	1. Which students are exhibiting behaviors early in the semester that put them at risk for dropping or failing a course?
2. What were the course completion rates for a particular program over time? What were the attributes of the students who didn't successfully complete?	2. What is the predicted course completion rate for a particular program? Which students are currently at risk for completing and why?
3. Which tools are being used in courses the most?	3. Which tools and content in the course are directly correlated to student success?

4


FOSTERING STUDENT SUCCESS
Civitas Learning
PAR Project
Mapping and Tracking
PeopleSoft Degree Audit
BIG DATA
DEGREE PROGRAM SUPPORT
Analyze
Audit and Track
Barriers to Success
Intervention
Intervention
Intervention
INTERVENTIONS
INFO-3
5


Civitas Learning and PAR Project: Insight from Big Data
Translate complex data into real-time, personalized recommendations to inform decisions that lead to success
INFO-3
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Executive Committee

- **Dr. Tony Waldrop**, Provost and Executive Vice President
- **Dr. Maribeth Ehasz**, Vice President for Student Development and Enrollment Services
- **Dr. Diane Chase**, Executive Vice Provost
- **Dr. Joel Hartman**, Vice Provost and Chief Information Officer
- **Dr. Elliot Vittes**, Interim Vice Provost and Dean of Undergraduate Studies
- **Dr. Ross Hinkle**, Interim Vice Provost and Dean of the College of Graduate Studies
- **Dr. Paige Borden**, Assistant Vice President of Institutional Knowledge Management