



**Board of Trustees  
Educational Programs Committee  
November 17, 2016, 10:45 a.m. – 11:30 a.m.  
FAIRWINDS Alumni Center  
Conference call-in phone #800-442-5794, passcode 463796**

**AGENDA**

- |   |  |
|---|--|
| <b>I. CALL TO ORDER</b>   | Robert Garvy<br><i>Chair of Educational Programs Committee</i>   |
| <b>II. ROLL CALL</b>  | Susan Tracy<br><i>Senior Administrative Assistant</i>  |
| <b>III. MEETING MINUTES</b> <ul style="list-style-type: none"><li>• <a href="#">Approval of September 15, 2016, Educational Programs Committee meeting minutes</a></li></ul>  | Chair Garvy  |
| <b>IV. NEW BUSINESS</b> <ul style="list-style-type: none"><li>• Conferral of Degrees (<a href="#">EPC-1</a>)</li><li>• Amendment to University Regulation UCF-2.009 Admission of International Students (<a href="#">EPC-2</a>)</li><li>• 2016-17 Tenure with Hire (<a href="#">EPC-3</a>)</li><li>• Provost's update<ul style="list-style-type: none"><li>- Faculty Spotlight: Bradley J. Willenberg (<a href="#">INFO-1</a>)</li><li>- Strategic Planning Update (<a href="#">INFO-2</a>)</li><li>- Forward by Degrees (<a href="#">INFO-3</a>)</li></ul></li></ul> | <div>Chair Garvy</div> <div>A. Dale Whittaker<br/><i>Provost and Executive Vice President</i></div> <div>Cynthia Young<br/><i>Vice Provost for Faculty Excellence and International Affairs and Global Strategies</i></div> <div>A. Dale Whittaker</div> <div>A. Dale Whittaker<br/>Bradley J. Willenberg<br/><i>Assistant Professor of Medicine<br/>College of Medicine</i></div> |
| <b>V. OTHER BUSINESS</b>  |  |



**MINUTES**

**Educational Programs Committee**

**University of Central Florida**

**Board of Trustees**

September 15, 2016

*FAIRWINDS* Alumni Center

Conference call-in #800-442-5794, passcode 463796

**CALL TO ORDER**

Trustee Robert Garvy, chair of the Educational Programs Committee, called the meeting to order at 10:15 a.m. Committee members Ken Bradley, Chris Clemente, Keith Koons, and Beverly Seay were present. Also present were Board of Trustees Chairman Marcos Marchena and trustees Clarence H. Brown III, Alex Martins, and David Walsh.

**MINUTES**

The minutes from the July 28, 2016, meeting were approved as written.

**NEW BUSINESS**

2016 Equity Accountability Program (EPC-1)

Tonnette Harris, Interim Director of Equal Opportunity and Affirmative Action Programs, presented the university's 2016 Florida Equity Report. This annual report analyzes the effectiveness of selected programs supporting equity in enrollment, gender equity in athletics, and faculty employment. A motion to recommend the 2016 Florida Equity Report to the Board of Trustees was unanimously approved.

2016-17 Tenure with Hire (EPC-2)

Dale Whittaker, Provost and Executive Vice President, discussed the process for granting tenure to individuals who have come from outside of the university and whose credentials have been reviewed using the university's standards for tenure. Tenure with hire was requested for the following four faculty members:

- Dr. Shibu Yooseph, Department of Computer Science
- Dr. Murat Yuksel, Department of Electrical and Computer Engineering
- Dr. Julia Soualakova, Burnett School of Biomedical Sciences
- Dr. Lisa Guion Jones, Department of Child, Family and Community Sciences

A motion to recommend the 2016-17 tenure recommendations to the Board of Trustees was unanimously approved.

Provost's Update

Whittaker provided the following updates

- **Faculty Spotlight: Citizen Science GIS in Belize (INFO-1)** – Whittaker introduced Timothy Hawthorne, an assistant professor of geographic information systems in sociology. Hawthorne is a co-founder of the Belize Geosciences Exchange program that provides opportunities for undergraduate and graduate students from all disciplines to learn about community-based, international research experiences that focus on social and environmental disparities in Belize. Hawthorne presented his work with students and community partners in Belize to the committee.

- **Center for Students with Unique Abilities** - Whitaker introduced Dr. Paula Kohler, the new executive director for the Center for Students with Unique Abilities. Kohler is one of the nation's top experts in transition education for students with disabilities. Whitaker stated that UCF, along with Florida Atlantic University, Florida Keys Community College, and Florida Panhandle Technical College, has been approved as a Comprehensive Transition Program, which allows schools to access government funding and scholarships for exceptional students. Whitaker expressed sincere appreciation to Senator Andy Gardiner and his wife Camille, who championed the center, and to Senator Gardner for signing it into law earlier this year.
- **Faculty Hiring** – 178 new full-time faculty members were hired this fall – 43 percent are tenured or on tenure-track. The number of full-time faculty members has increased from 1,604 to 1,803 since Fall 2014, with 55 percent of those currently tenured or on tenure-track. These increases are the result of approximately \$25 million in state performance funding that has been used to hire 200 new faculty members since Fall 2014. UCF has allocated an additional \$5.6 million from this year's state performance funding to hire another 45 new tenured or on tenure-track faculty members. UCF has also allocated about \$3 million from its emerging preeminence funding for the development and recruitment of National Academy Members and additional strategic initiatives to achieve preeminence. UCF currently has two National Academy Members; the goal is to increase the number to six over the next four years.
- **New Budget Model** – The University Budget Committee developed a new budget model designed to establish a transparent and predictable budget process. The budget model focuses on workload, performance, and strategic allocation. The new funding model incentivizes performance that aligns with the strategic plan.
- **UCF Downtown** – UCF will open the downtown campus in Fall 2019. The downtown team, along with the architects, is hosting a series of meetings this semester with the academic programs at UCF and Valencia to help design the new academic facilities.

#### Florida Solar Energy Center (INFO-2)

James Fenton, the Director of the UCF Florida Solar Energy Center, presented a summary of the 2015 seven-year external review of FSEC. Fenton's presentation included information on FSEC's return on investment, industrial partnerships, intellectual property, principal research areas, state standards, training and jobs, and STEM education and opportunities to continue UCF's leadership role in energy research and education.

#### State University System Annual Status Report on Market Tuition (INFO-3)

Whittaker reviewed the SUS Annual Status Report on Market Tuition. UCF's market-tuition-rate degree programs are

- Executive and Professional Master in Business Administration,
- Professional Master of Science in Management,
- Professional Master of Science in Real Estate,
- Master of Science in Health Care Informatics (online program),
- Master of Science in Engineering Management,
- Graduate Health Information Administration Certificate,
- Master of Social Work,
- Master of Science in Management (Business Analytics),
- Executive Masters of Science in Health Services Administration, and
- Master of Science Industrial Engineering (Healthcare Systems Engineering).

The annual status report will be provided to the Board of Governors in November 2016.

2015-16 Program Review Results Summary (INFO-4) and

Centers and Institutes Review Results – Biomolecular Science Center (INFO-5)

Paige Borden, Associate Provost for Academic Program Quality and Associate Vice President for Institutional Knowledge Management, provided a brief overview of the academic program review process and the center and institute review process. Review results were submitted for those programs evaluated during 2015-16. This review cycle looked at programs in the College of Arts and Humanities, the College of Graduate Studies, and the College of Medicine. The Biomolecular Science Center was reviewed concurrently with the College of Medicine degree programs. The program-review results summary includes major changes to each colleges' programs since their last review as well as strengths, weaknesses, and recommendations identified for each.

The program-review results summary will be submitted to the Florida Board of Governors in December. The review-results summary for the Biomolecular Science Center followed a similar format and will be submitted to the Florida Board of Governors later this month.

The deans of the colleges of arts and humanities, graduate studies, and medicine will present 2015-16 program-review updates, including changes that have taken place as a result of the reviews, to the Educational Programs Committee in Fall 2017.

Closing Comment – Higher Education “Mythbuster”

Whittaker stated that a new survey from *Public Agenda* shows a decline in the percentage of the American public who believe a college education is *necessary* in today's workforce. Today, only 42 percent of Americans think it is. That's a 13 percent drop since 2009.

However, the Georgetown University Center on Education and the Workforce released an updated study that explores the types of jobs created since the recovery. The report found that more than 95 percent of jobs created during the recovery have gone to workers with at least some college education. The recession has all but eliminated the need for jobs with just high school education. Whittaker presented a chart that demonstrates how those with at least a college education have captured 11.5 million of the 11.6 million jobs.

Trustee Garvy adjourned the joint committee meeting at 11:15 a.m.

Respectfully submitted:

  
A. Dale Whittaker

Provost and Executive Vice President

11/1/16  
Date

**ITEM: EPC-1**

**EDUCATIONAL PROGRAMS COMMITTEE**  
*University of Central Florida*

**SUBJECT:** Conferral of Degrees

**DATE:** November 17, 2016

---

**PROPOSED BOARD ACTION**

Approval: Conferral of degrees at the Fall 2016 commencement ceremonies.

**BACKGROUND INFORMATION**

UCF expects to award the following degrees at the Fall 2016 commencement ceremonies on December 16 and 17, 2016:

4,714	baccalaureate degrees
668	master's degrees
<u>99</u>	doctoral and specialist degrees
<b>5,481</b>	<b>Total</b>

---

**Supporting documentation:** Attachment A: Registrar's Graduation Count

**Prepared by:** Brian Boyd, University Registrar, Registrar's Office

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

Educational Programs Committee - New Business

Attachment A

**UCF Fall 2016 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 and gown	Head- count	Degree award	Intent to graduate	Indicated attending	Picked-up cap and gown	Head-count	Intent to graduate	Indicated attending	Picked-up cap and gown	Head- count
<b>Friday, 12/16, 9:00 a.m.</b>													
College of Education and Human Performance	427	299				153	153			17	17		
* Education Specialists	-					4	4			-	-		
Rosen College of Hospitality Management	326	228				11	11			3	3		
College of Health and Public Affairs	814	570				135	135			1	1		
<b>College Totals:</b>	<b>1,567</b>	<b>1,097</b>	<b>-</b>	<b>-</b>		<b>303</b>	<b>303</b>	<b>-</b>	<b>-</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>0</b>
<b>Total Students Anticipated in Attendance:</b>	<b>1,421</b>												
<b>Friday, 12/16, 2:30 p.m.</b>													
College of Arts and Humanities	432	302				81	81			2	2		
College of Graduate Studies	0	0		-		2	2			-	-		
College of Sciences	975	683				41	41			20	20		
College of Nursing	158	111				22	22			2	2		
College of Undergraduate Studies	266	186				-	-			-	-		
<b>College Totals:</b>	<b>1,831</b>	<b>1,282</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>146</b>	<b>146</b>	<b>-</b>	<b>-</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>0</b>
<b>Total Students Anticipated in Attendance:</b>	<b>1,452</b>												
<b>Saturday, 12/17, 9:00 a.m.</b>													
College of Business Administration	694	486				91	91			1	1		
College of Engineering and Computer Science	507	355				115	115			47	47		
College of Medicine	113	79				9	9			4	4		
College of Optics and Photonics	2	1	-	-		4	4			3	3		
<b>College Totals:</b>	<b>1,316</b>	<b>921</b>	<b>0</b>	<b>0</b>		<b>219</b>	<b>219</b>	<b>0</b>	<b>0</b>	<b>54</b>	<b>54</b>		<b>0</b>
<b>Total Students Anticipated in Attendance:</b>	<b>1,194</b>												
<b>Degree level ITG totals:</b>	<b>4,714</b>					<b>668</b>				<b>99</b>			
<b>Combined ITG submissions:</b>	<b>5,481</b>												
<b>All ceremony projected* attending:</b>	<b>4,067</b>	<b>74.2% of all ITG's</b>											
<b>Anticipated attendance - cap and gown pickup:</b>	<b>0</b>	<b>0.0% of all ITG's</b>											
<b>Headcount totals:</b>	<b>0</b>	<b>0.0% of all ITG's</b>											
<b>Undergraduate degrees awarded:</b>	<b>0</b>	<b>0.0% of all UGRD ITG's</b>											

**ITEM: EPC-2**

**EDUCATIONAL PROGRAMS COMMITTEE**

*University of Central Florida*

**SUBJECT:** Amendment to University Regulation UCF-2.009 Admission of  
International Students

**DATE:** November 17, 2016

---

**PROPOSED BOARD ACTION**

Approve amendments to University of Central Florida Regulation UCF-2.009.

**BACKGROUND INFORMATION**

Florida Board of Governors Regulation 1.001 provides that “Each Board of Trustees is authorized to promulgate University Regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors.”

Regulation UCF-2.009 is being amended to update the requirements for English language proficiency for international students.

---

**Supporting documentation:** Attachment A: Proposed Amended Regulation  
UCF-2.009 (redline)

**Prepared by:** Youndy C. Cook, Deputy General Counsel

**Submitted by:** Scott Cole, Vice President and General Counsel

## Attachment A

**UCF-2.009 Admission of International Students.**

Admission of international students to UCF is governed by the university admission regulations, Florida Board of Governors Regulation 6.009 and the following:

(1) Eligible international students may be accepted at the appropriate level subject to space and fiscal limitations. International applicants can only be admitted in a status that is appropriate for the visa category designated on the application.

(2) In addition to University admission requirements, international students must meet the following requirements as a minimum:

- (a) The applicant shall be academically eligible for further study in his/~~her~~ own country.
- (b) An applicant whose native language is other than English shall show proficiency in written and spoken English by:
  1. proving they are from a country where English is the only official language; or
  2. establishing that a prior bachelor's, master's or doctoral degree was earned from a regionally accredited college or university in the United States; or
  3. establishing that a prior bachelor's, master's or doctoral degree was earned from a country where English is the only official language, or a university at which English is the only official language of instruction; or
  4. submitting a qualifying score on the Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS). Qualifying scores for graduate applicants are: a TOEFL computer-based score of 220; a TOEFL internet-based score of 80 (or equivalent score on the paper-based test); or an IELTS score of 6.5. Specific programs may establish higher scores for qualification, and such information will be included in the Graduate Catalog and program website information for that specific program. Qualifying scores for undergraduate applicants are: a TOEFL computer-based score of ~~220~~<sup>2013</sup>, a TOEFL internet-based score of 80, ~~or~~ a TOEFL paper-based score of 550<sub>2</sub>, or an IELTS score of 6.5.



5. Completion of the English Language Institute's (ELI) level 4 with a grade of a "B" or better.
  6. Completion of EAP 2851 with a grade of a "C" or better or placement into ENC 1101.
  7. An onsite assessment by UCF ELI faculty qualified to administer English proficiency assessment and determining that the student is English proficient at the university level.
- (c) Students who are non-native speakers of English (and do not have a degree from a U.S. institution) must pass the SPEAK exam administered by the UCF ~~Center for Multilingual Multicultural Studies~~English Language Institute before they will be permitted to teach as a Graduate Teaching Associate or Graduate Teaching Assistant.
  - (d) The graduate applicant shall have an overall GPA of at least 3.0 on a 4 point scale or equivalent.
  - (e) The applicant shall furnish a detailed statement showing specific sources of a satisfactory level of financial support and the amount expected from each source.
  - (f) The applicant shall submit a health examination form to the University physician indicating his fitness, mentally and physically to pursue a college level study program. In addition, all international students on an F or a J visa must submit proof of health insurance that complies with the requirements of BOG Regulation 6.009.
  - (g) International student applications, undergraduate and graduate, along with all other records required for admission must be received by the program or university international application deadline, whichever is earliest, or the deadline must be waived by the university.

*Authority: BOG Regulations 1.001 and 6.009. History–New 10-8-75, Amended 7-14-80, Formerly 6C7-2.09, Amended 3-16-03, Formerly 6C7-2.009, Amended 6-11-09.*

**ITEM: EPC-3**

**EDUCATIONAL PROGRAMS COMMITTEE**  
University of Central Florida

**SUBJECT:** 2016-17 Tenure with Hire

**DATE:** November 17, 2016

---

**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 this faculty member.

---

**Supporting documentation:** Attachment A: 2016-17 Tenure with Hire Justification

**Prepared by:** Cynthia Young, Vice Provost for Faculty Excellence and International Affairs and Global Strategies

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

Attachment A

**2016-17 Tenure with Hire Justification  
Board of Trustees Meeting  
November 17, 2016**

**College of Sciences**

**Dr. Keisha Hoerrner, professor  
Nicholson School of Communication**

Dr. Keisha Hoerrner received her Ph.D. in mass communications from the University of Georgia. She has been appointed as associate dean in the College of Undergraduate Studies at UCF and professor in the Nicholson School of Communication. She was on the faculty of Kennesaw State University for 16 years prior to her arrival at UCF, most recently as a tenured professor of communication and dean for University College. She was previously chair of the Department of Communication and held other high-level administrative roles at Kennesaw State. She has extensive experience in areas including strategic planning, personnel supervision, budget management, and assessment initiatives, all of which will provide her with the appropriate background for her administrative role at UCF. Dr. Hoerrner's teaching, scholarship, and service have focused on student success. The Nicholson School of Communication and College of Sciences support her tenure with hire.

**ITEM: INFO-1**

**EDUCATIONAL PROGRAMS COMMITTEE**  
*University of Central Florida*

**SUBJECT:** Faculty Spotlight: Bradley J. Willenberg, Assistant Professor of Medicine

**DATE:** November 17, 2016

---

For information only.

---

**Supporting documentation:** Attachment A: Bradley J. Willenberg, Assistant Professor of Medicine

**Prepared by:** Bradley J. Willenberg, Assistant Professor of Medicine, College of Medicine

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

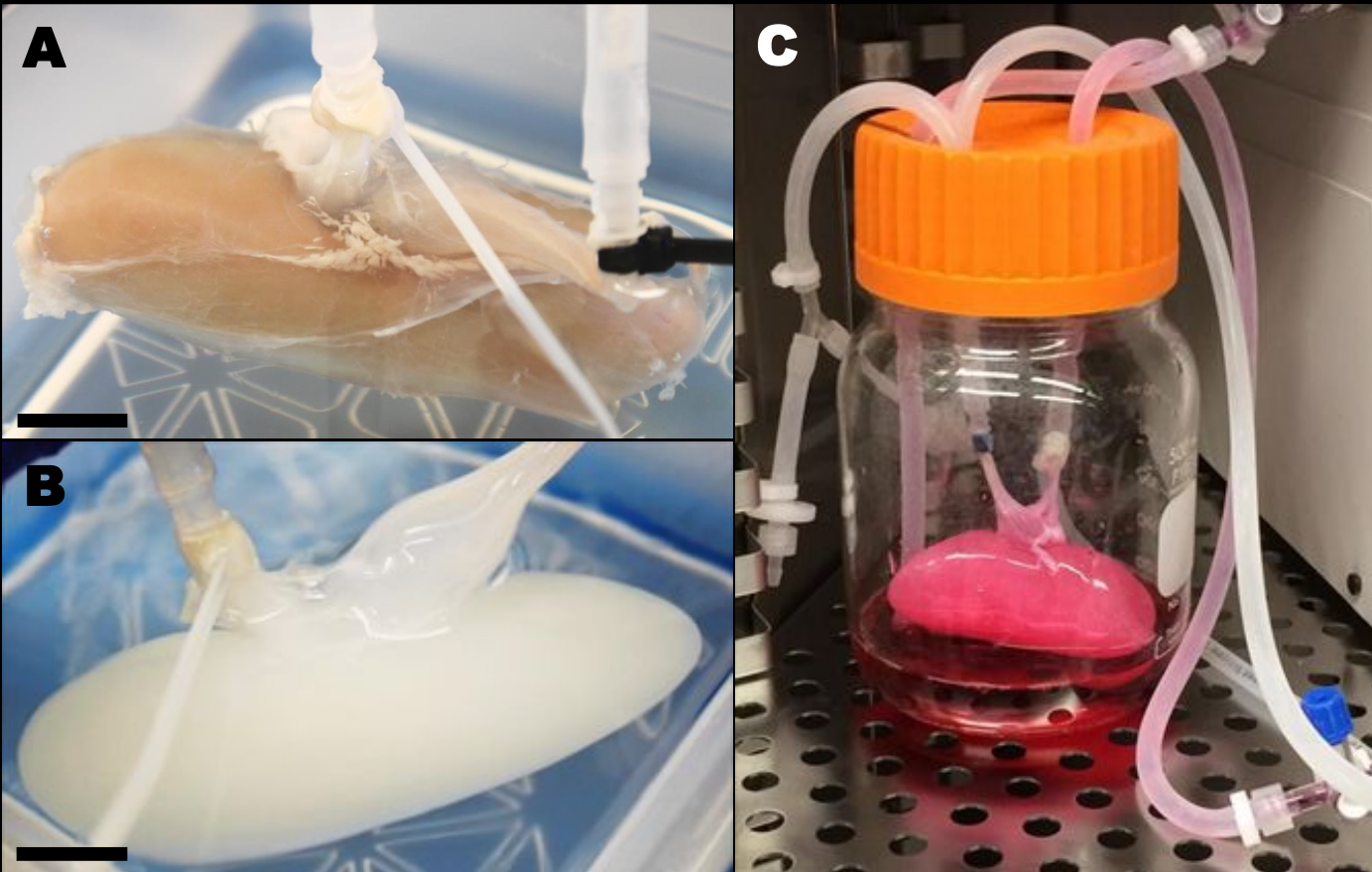
**Faculty Spotlight:  
Bradley J. Willenberg  
Assistant Professor of Medicine**

**Department of Internal Medicine  
College of Medicine**



**UCF Board of Trustees  
Educational Programs Committee Meeting  
November 17, 2016**

# Tissue and Organ Engineering Using Decellularized Pig Kidney Scaffolds



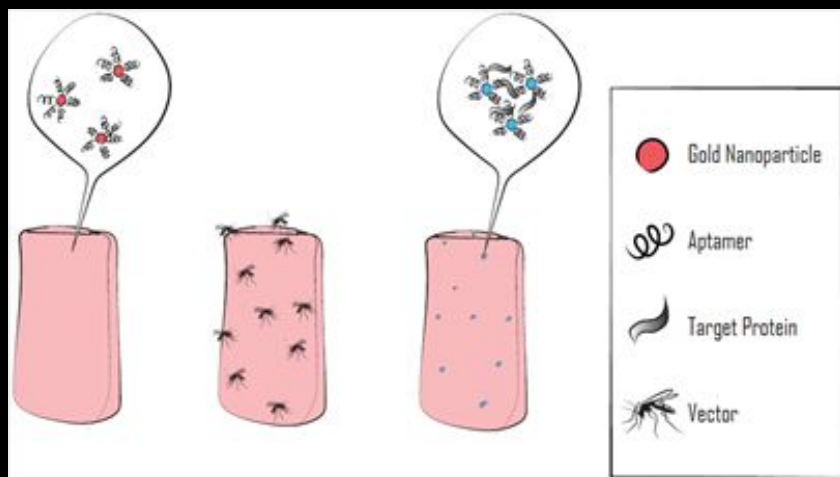
- ~700,000 Americans with end-stage renal disease<sup>1</sup>
- 16,289 transplantations in 2015<sup>1,2</sup>
- ~\$30 billion annually (medicare)<sup>1</sup>

Willenberg et al., Organogenesis, 2015;11(2):47-57

<sup>1</sup><http://www.usrds.org/>, date searched: 02/12/2016

<sup>2</sup><http://optn.transplant.hrsa.gov/>, date searched: 02/12/2016

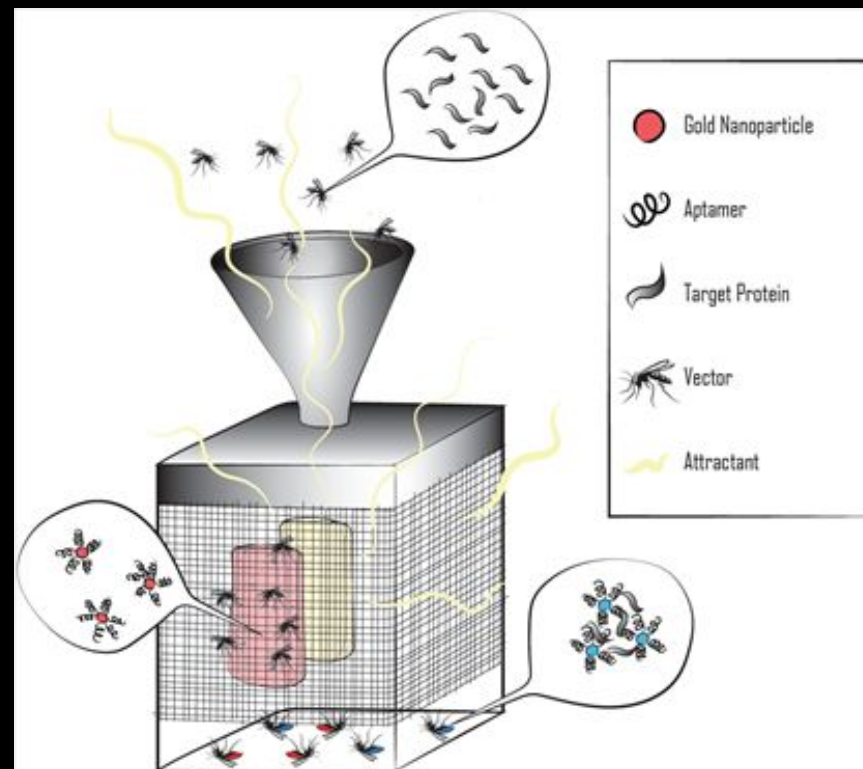
# Innovative Unpowered Devices for Mosquito Repellence, Attraction and Disease Surveillance



Mosquito-borne disease sensor devices using gold nanoparticle-aptamer conjugates.



Mosquitoes drawn to an attractant-releasing device.



Attract-diagnose-kill mosquito surveillance trap using attractant and nanoparticle-aptamer sensor devices.

*Disclosure: Sustained Release Technologies, Inc. and Pest Natural, Inc.  
(minor stock ownership interest, <1%)*

**ITEM: INFO-2**

**EDUCATIONAL PROGRAMS COMMITTEE**  
*University of Central Florida*

**SUBJECT:** Strategic Planning Update

**DATE:** November 17, 2016

---

For information only.

---

**Supporting documentation:** Attachment A: Research and Graduate Studies  
Attachment B: Faculty Excellence and Prominence

Prepared by: Liz Klonoff, Vice President for Research and Dean of Graduate Studies  
Cynthia Young, Vice Provost for Faculty Excellence and International  
Affairs and Global Strategies

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



OCTOBER 10, 2016

Attachment A

# Provost Forums

## Research and Graduate Studies

As we work toward reaching our full impact as a major research university, we have to focus on the future needs of our community, our state and beyond.

A. DALE WHITTAKER, PROVOST AND EXECUTIVE VICE PRESIDENT



### OUR PROMISES

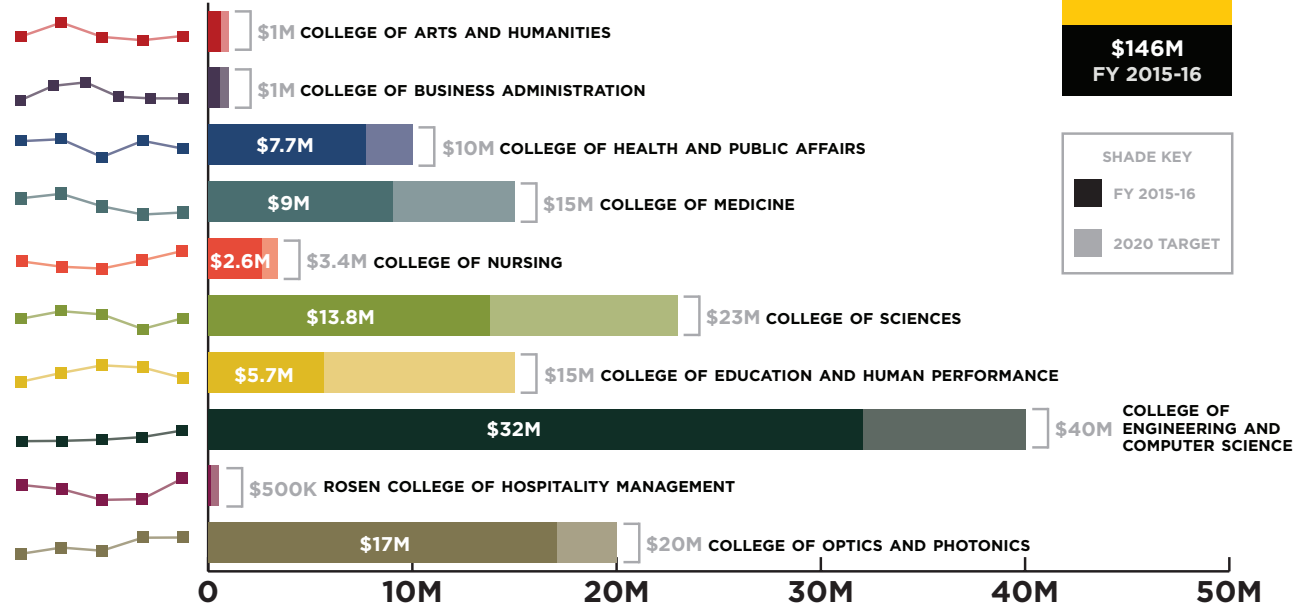
- 1 Harness the power of scale to transform lives and livelihoods.
- 2 Attract and cultivate exceptional and diverse faculty, students, and staff whose collective contributions strengthen us.
- 3 Deploy our distinctive assets to solve society's greatest challenges.
- 4 Create partnerships at every level that amplify our academic, economic, social, and cultural impact and reputation.
- 5 Innovate academic, operational, and financial models to transform higher education.

### KEY METRIC

## RESEARCH AWARDS

Double research awards, becoming a top 50 research university by 2035.

### 2011-2015 TRENDS



### UNIVERSITY TOTAL

**\$250M**  
2020 TARGET

**\$146M**  
FY 2015-16

OTHER (INCLUDING CENTERS, INSTITUTES, UNDERGRADUATE AND GRADUATE STUDIES): 2015-16 \$56.5M 2020 TARGET \$103.7M

## KEY METRIC

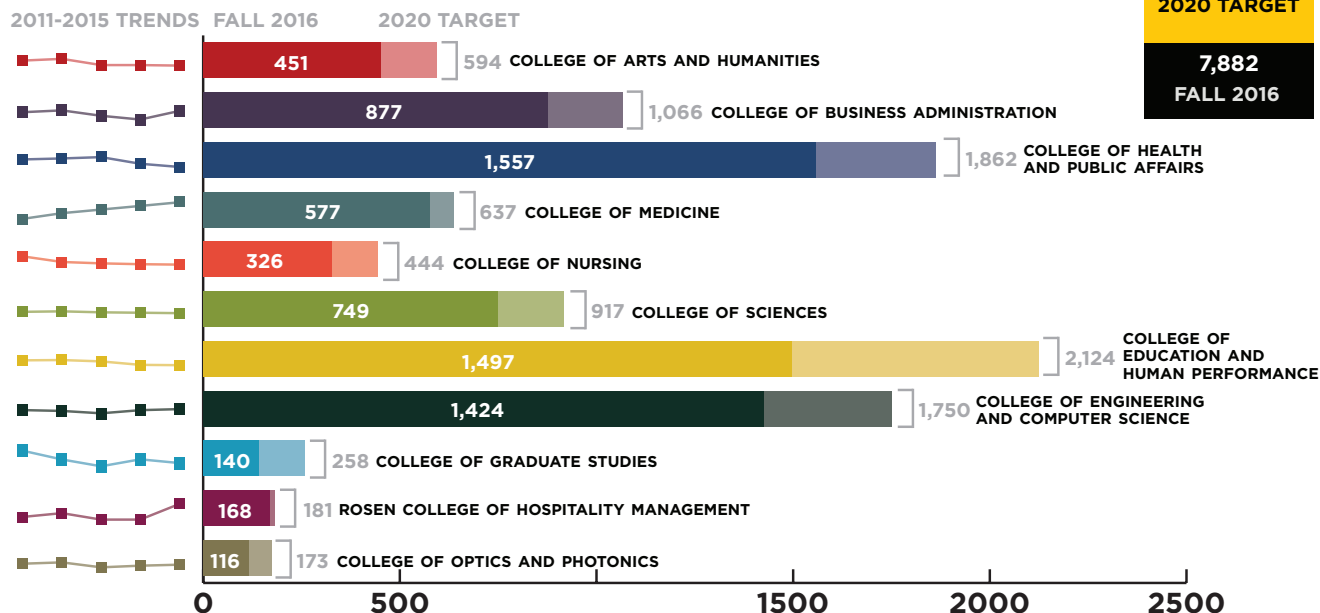
## GRADUATE ENROLLMENT

Expand to 10,000 graduate students, including relevant professional degrees and graduate programs.

UNIVERSITY TOTAL

**10,000**  
**2020 TARGET**

**7,882**  
**FALL 2016**



## KEY METRIC

## POST-DOCTORAL APPOINTEES

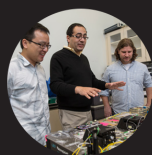
Reach at least 200 post-doctoral research appointees.

**64**  
(FALL 2016)



**200** POST-DOCTORAL  
APPOINTEES BY 2020

## RESOURCES



## New 'Bridge Funding' Available

The College of Graduate Studies is offering limited interim research support to faculty who have supported a graduate assistantship student for a minimum of two years, but expect a gap in their funding. Apply by downloading the "Bridge Funding Program" application on the college's website, under "Forms and Resources." Contact [Jennifer.Parham@ucf.edu](mailto:Jennifer.Parham@ucf.edu) for more information.



## Researcher Experience Development Initiative

This new program – REDI, for short – will help experienced researchers who are ready to lead large grant proposals. Learn from winning PIs on best investments of time into proposals, logistics for seeking political commitments and resources needed, as well as suggestions for team building and leading. Five 90-minute modules are planned, beginning Oct. 27. Contact Debra Reinhart at [Reinhart@ucf.edu](mailto:Reinhart@ucf.edu) for more information.

NOVEMBER 1, 2016

Attachment B

# Provost Forums

## Faculty Excellence & Prominence

Our faculty are our foundation, fueling intellectual curiosity and innovation. They transform lives every day. Our job is to strengthen and support them at every stage of their career.

A. DALE WHITTAKER, PROVOST AND EXECUTIVE VICE PRESIDENT



### OUR PROMISES

- 1 Harness the power of scale to transform lives and livelihoods.
- 2 Attract and cultivate exceptional and diverse faculty, students, and staff whose collective contributions strengthen us.
- 3 Deploy our distinctive assets to solve society's greatest challenges.
- 4 Create partnerships at every level that amplify our academic, economic, social, and cultural impact and reputation.
- 5 Innovate academic, operational, and financial models to transform higher education.

### KEY METRIC

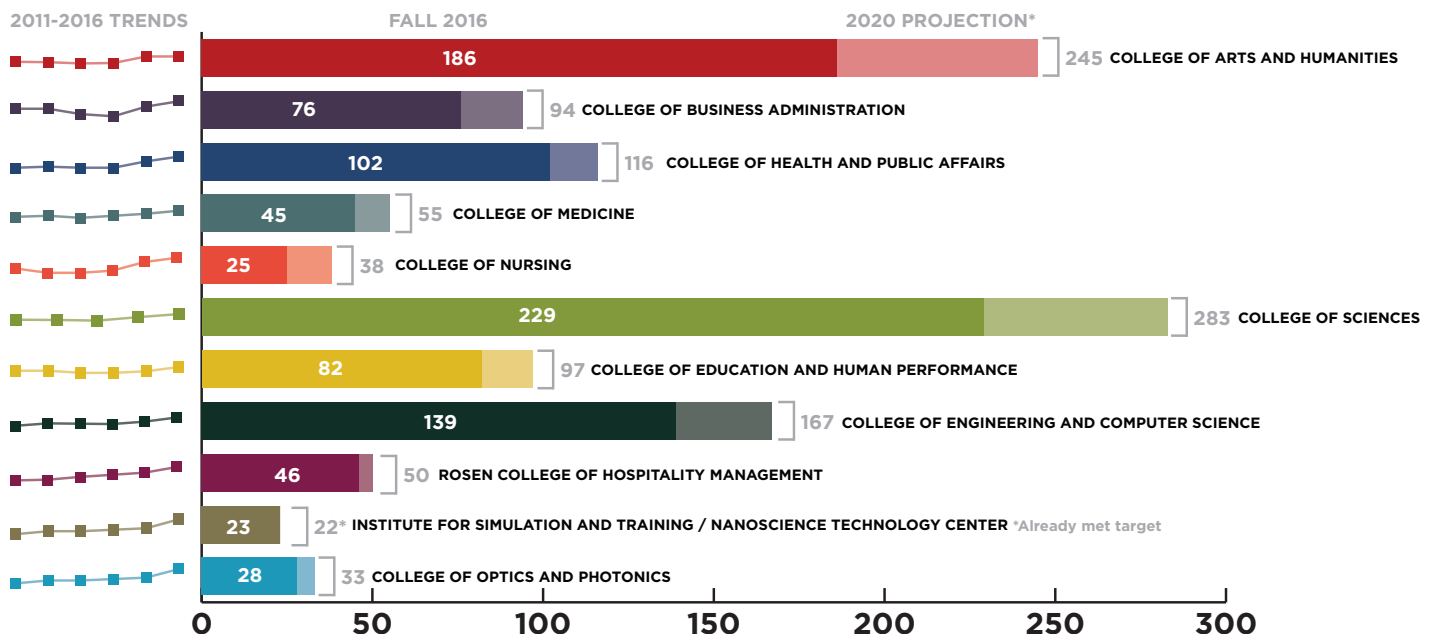
## TENURED & TENURE-TRACK FACULTY

Reach 1,200 full-time tenured and tenure-track faculty members.

### UNIVERSITY TOTAL

981  
FALL 2016

1,200  
2020 TARGET



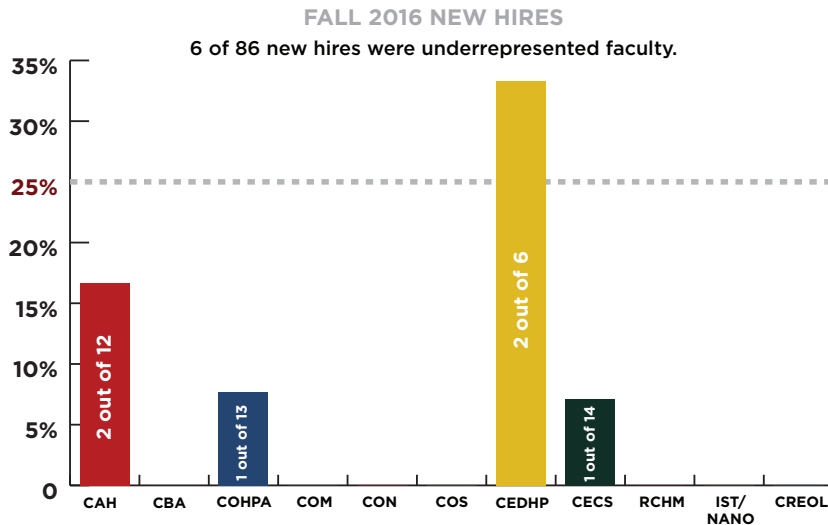
\*Will depend upon student demand and strategic growth.

NOVEMBER 1, 2016

## KEY METRIC

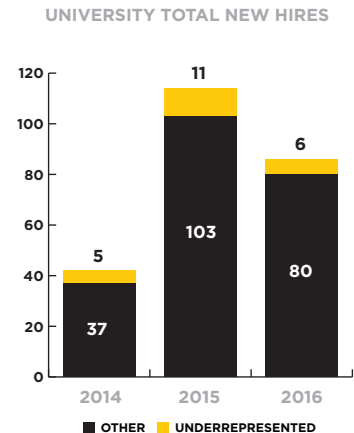
## INCLUSIVE EXCELLENCE

Achieve 25% in employment of underrepresented groups among tenured and tenure-track new hires.\*



\*Underrepresented includes American Indian/Alaskan Native, Black/African American, Hispanic, Multi-racial, and Native Hawaiian/Other Pacific Islander.

**2020 PROJECTION:**  
25% OF NEW HIRES ANNUALLY  
This graph shows the percentage and number of underrepresented new hires.



## KEY METRIC

## ENDOWMENTS

Increase the number of philanthropically endowed professorships and chairs from 64 to 80.



## NATIONAL ACADEMY MEMBERS

Increase the number of National Academy members on the faculty to 6.



## RESOURCES

## Targeted Opportunity Program

This program provides funding to support two hiring priorities at UCF: inclusive excellence among our tenured and tenure-track faculty and becoming the desired university of choice for academic partners. This process is managed through the Office of Faculty Excellence.

Contact [facultyexcellence@ucf.edu](mailto:facultyexcellence@ucf.edu) for more information.

## Assistant Professor Excellence Program

This program is designed to provide professional development and coaching for assistant professors in their early years in academia. Additionally, each assistant professor in the program will be paired with a seasoned faculty member who will serve as a coach.

Contact [Debbie.Hahs-Vaughn@ucf.edu](mailto:Debbie.Hahs-Vaughn@ucf.edu) for more information.

**ITEM: INFO-3**

**EDUCATIONAL PROGRAMS COMMITTEE**  
*University of Central Florida*

**SUBJECT:** Forward by Degrees

**DATE:** November 17, 2016

---

For information only.

---

**Supporting documentation:** Attachment A: Forward by Degrees – Power Point Presentation

**Prepared by:** Christine Dellert, Assistant Vice President for Strategic Communications & Marketing

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

Attachment A

# Forward By Degrees

*Eliminating the Income Inequality Gap*



Attachment A

# Solving the ‘Access Problem’

“Program aims to boost low-income scholarship program’s enrollment”

– WFYI, Oct. 24, 2016

“Helping low-income students fill seats at private schools”

– SFGate.com, Nov. 7, 2016

“Enrollment numbers show more diverse UM”

– *The Detroit News*, Oct. 26, 2016

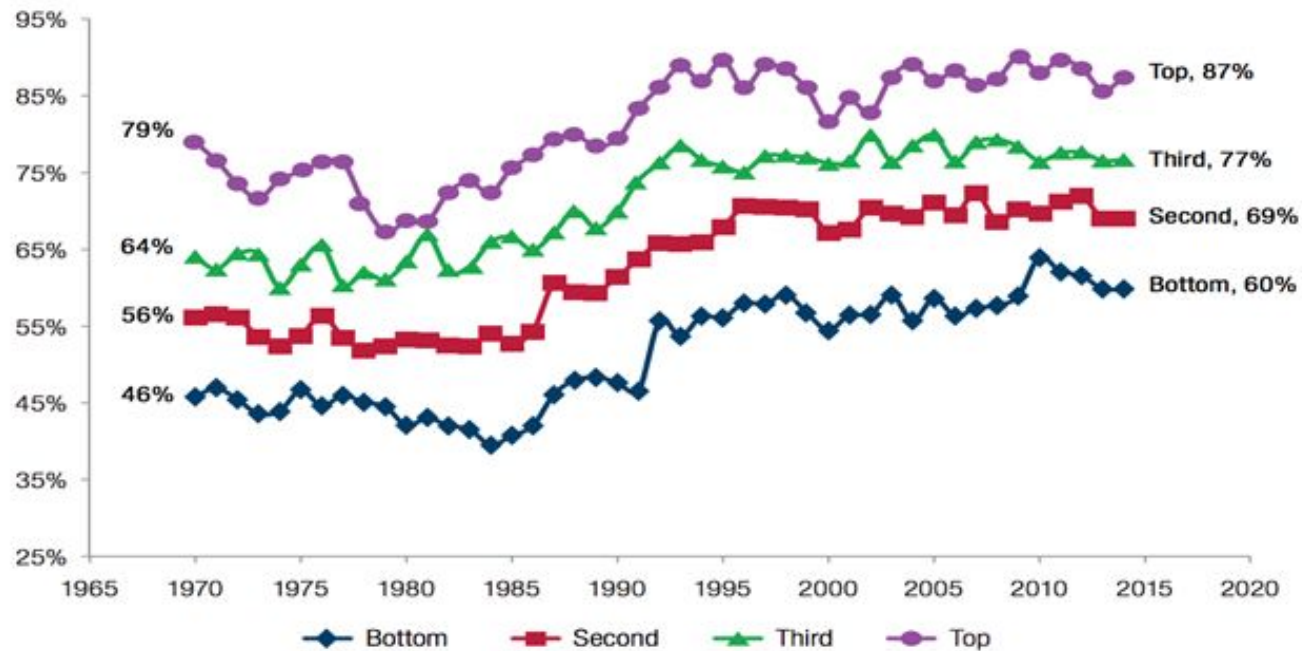
“Oregon Promise: About 6,000 students are attending college so far”

– *The Oregonian*, Oct. 31, 2016

Attachment A

# Enrollment:

## High Inequality But Narrowing the Gap



High school graduates' college continuation rates by family income quartile: 1970 to 2014. Source: *The Pell Institute*



Attachment A

# Educational Inequity

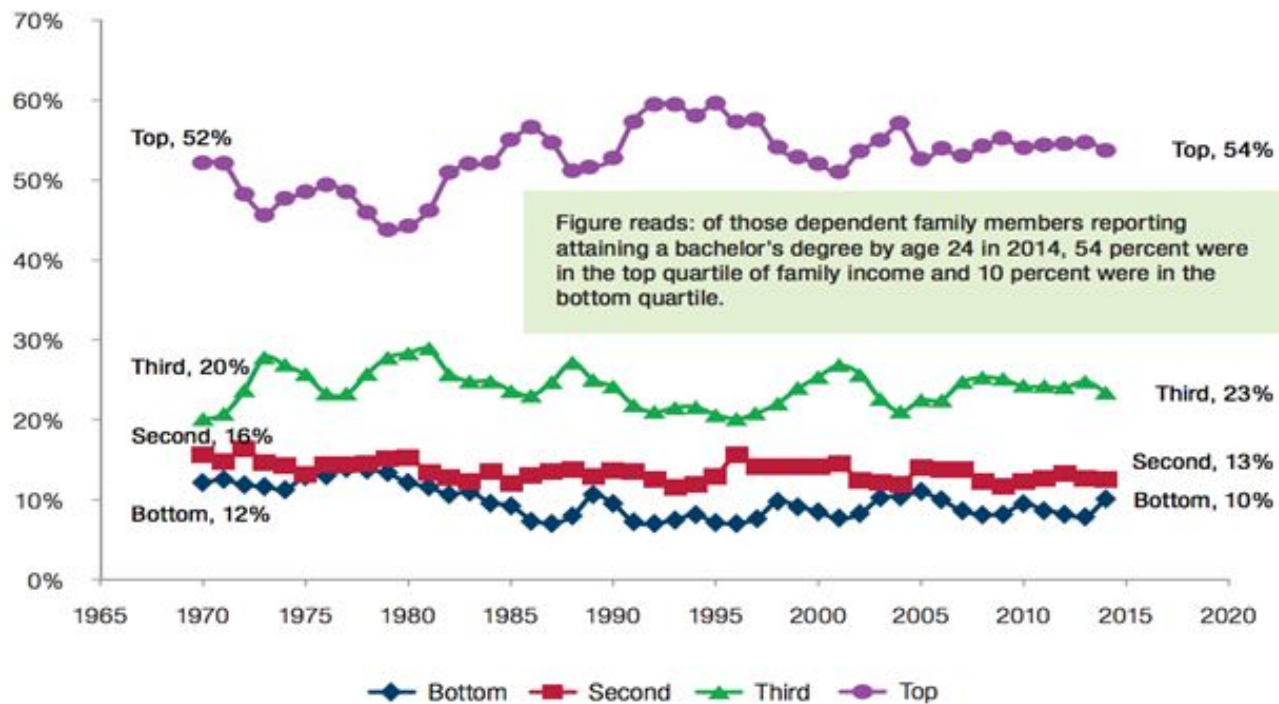
“Rich and poor students don’t merely enroll in college at different rates; they also complete it at different rates. The graduation gap is even wider than the enrollment gap.”

- *The New York Times* (2015), as cited in “Family Income and the College Completion Gap,” Johns Hopkins Institute for Education Policy, March 2016

Attachment A

# Degree Attainment:

## High Persisting Inequality and Increase in Gap






Distribution of family income quartile of dependent family members age 18-24 who attained a bachelor's degree by age 24: 1970 to 2014. *Source: The Pell Institute*



EDITION  
US

THE HUFFINGTON POST  
INFORM • INSPIRE • ENTERTAIN • EMPOWER



  

NEWS POLITICS ENTERTAINMENT WELLNESS WHAT'S WORKING VOICES VIDEO ALL SECTIONS

THE BLOG

## What's Working: Digital Learning that Benefits Students and Faculty

11/14/2016 04:25 pm ET

 **Allan Golston**   
President, U.S. Program, Bill & Melinda Gates Foundation

**"A lot of big schools, they act like you're just lucky to be there and they don't really care if you graduate or not. Here, they really do care what happens to you. They set things up to help you be successful."**

That's how senior and first-generation college student Alex deCurnou described his experience at the University of Central Florida (UCF). Alex is among the students, faculty, and administrators whom I met with during a visit to UCF last month. I was there to see and hear first-hand how UCF grew into one of the most innovative schools in the country.

Over the past 20 years, UCF has expanded to serve more than 64,000 students and is now one of the largest universities in the country. Digital learning has been a key driver of UCF's growth and the university has expanded while simultaneously serving an increasingly diverse undergraduate population, keeping tuition affordable, and increasing graduation rates.

**At a time when the United States is on track to produce 11 million fewer postsecondary credentials by 2025 than the economy will demand, UCF is building a success story that could be a blueprint for many other universities across the nation.**

So how did UCF do it? During my visit, I was impressed by three elements of the university's culture and approach that students, faculty, and administrators believe have been critical to UCF's success.

**Putting student needs and success at the center of decision-making**  
This story started when university leaders looked at the data. The numbers showed that too many