

#### **UCF Board of Trustees Retreat**

Board of Trustees UCF Downtown Campus, Moot Court, DPAC161 Dec 2, 2021 9:30 AM - 3:00 PM EST

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IV. Adjournment		

Board of Trustees Retreat
December 2, 2021
UCF Downtown Campus, Moot Court, DPAC161
9:30 a.m. – 3:00 p.m.

(or upon adjournment of the previous Board meeting)

**Conference Call Number**: 1-929-205-6099 **Meeting ID**: 934 4349 0773

#### **AGENDA**

1. Call to Order and Welcome Alex Martins, Chair, UCF Board of Trustees 2. Roll Call Karen Monteleone, Assistant Vice President, **Board Relations** 3. Public Comment Karen Monteleone 4. Remarks **Chair Martins** 5. University for the Future DISC - 1 Strategic Framework Presenter: Ron Piccolo, Special Assistant to the President for Strategic Planning and Galloway Professor of Management 6. Working Lunch 7. University for the Future, continued Strategic Framework Ron Piccolo 8. Summary / Next Steps Alexander N. Cartwright, President 9. Adjournment **Chair Martins** 



#### Board of Trustees Retreat | December 2, 2021

DISC-1: Strategic Framework			
☐ Information	□ Discussion	☐ Action	
Meeting Da	ate for Upcoming Action:		

#### Purpose and Issues to be Considered:

The Board will consider and discuss a set of emerging themes that could serve as a framework for UCF's next strategic plan. Ron Piccolo, Special Assistant to the President for Strategic Planning and Galloway Professor of Management, will facilitate discussions on each theme and present a catalogue of metrics that support the President's vision for UCF to be a University *for* the Future and a Top-50, public, metropolitan, research university. The Board's discussion will identify potential areas of focus and foundational values that guide the University's strategic plan.

The goals of the Board's discussion and debate throughout the retreat include:

- Building consensus around a strategic framework that aligns with the President's vision of becoming a Top-50 public, metropolitan, research university
- Discussing what metrics will be central in measuring success
- Assessing the investments needed to realize the President's vision

The retreat will conclude with the President's summary of deliverables to the Board at its next meeting.

#### **Background Information:**

The Board is responsible for adopting a strategic plan in alignment with the University's mission, and the Board of Governors' systemwide strategic plan and regulations.

At the August 19, 2021 meeting, Chair Martins announced the appointment of an Ad Hoc Strategic Planning Committee that would be responsible for guiding the strategic planning process. Since that time, the Ad Hoc Strategic Planning Committee met twice on September 23, 2021 and November 15, 2021, to receive updates on the strategic planning process and provide input on the development of the proposed strategic framework. The presentation from the November 15, 2021 Committee meeting is included as Attachment B.

#### **Recommended Action:**

No action is being requested at this time.

#### **Alternatives to Decision:**

N/A

#### Fiscal Impact and Source of Funding:

N/A



Authority for Board of Trustees Action: N/A
Contract Reviewed/Approved by General Counsel ☐ N/A ⊠
Committee Chair or Chair of the Board has approved adding this item to the agenda $igtigtigtigtigtigtigtigtarrow$
<b>Submitted by:</b> Ron Piccolo, Special Assistant to the President for Strategic Planning and Galloway Professor of Management
Supporting Documentation: Attachment A: University for the Future: Strategic Pillars? Attachment B: Updated November 15, 2021 Ad Hoc Strategic Planning Committee Presentation
Facilitators/Presenters: Ron Piccolo

## a University for the Future. Strategic Pillars?



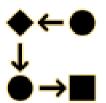
Student Success



Knowledge Enterprise



Impactful Engagement



Operational Excellence

Inclusive Culture | Higher Ed Innovation

Attachment B

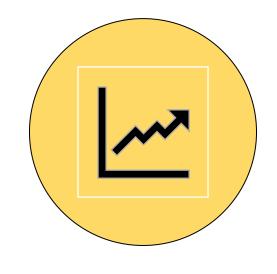
# **Board of Trustees Strategic Planning Retreat**

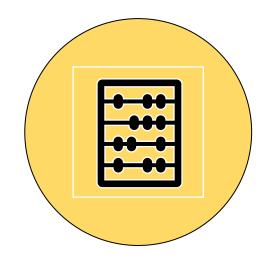
[Updated] November 15, 2021 Ad Hoc Strategic Planning Committee Presentation



## Agenda







PLANNING PROCESS UPDATE

**EMERGING THEMES** 

STRATEGIC FRAMEWORK



## fall 2021 PLANNING TIMELINE









## **Meetings Conducted**

## **Meetings Planned**

**Board of Trustees** 

Alumni Board

**UCF** Foundation Board

Research Foundation Board

Student Government (2)

Faculty Forums (8)

Staff

University Leadership

Staff Advisory Council

**Board of Governors** 

**Industry Partners** 

State Colleges

Faculty

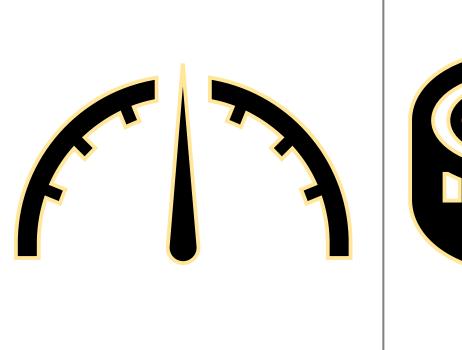
Staff

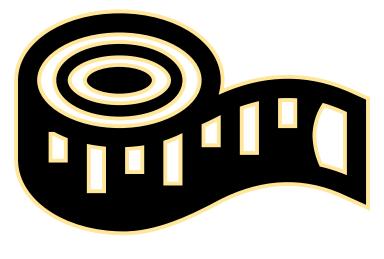
Students

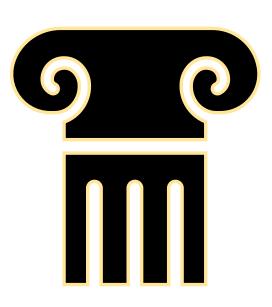


Date	<b>Topics for Discussion</b>	
10/12 (Tu)	A University For the Future	Attendees: 19
10/13 (W)	A University For the Future	Attendees: 12
10/19 (Tu)	Student Enrollment at UCF	Attendees: 4
10/20 (W)	Student Enrollment at UCF	Attendees: 10
10/26 (Tu)	Scholarly Direction and Research Trends	Attendees: 11
10/27 (W)	Scholarly Direction and Research Trends	Attendees: 0
11/9 (Tu)	Trends in Higher Education	Attendees: 9
11/10 (W)	Trends in Higher Education	Attendees: 0

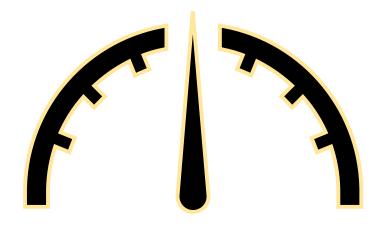








Metrics Status Pillars



**Metrics** 

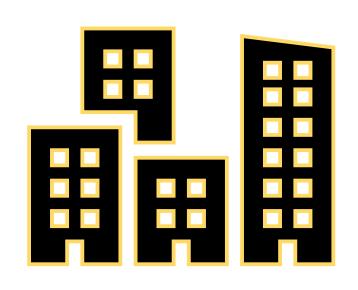
- Enrollment trends
- Cost to educate
- SAT/ACT scores
- Alumni participation rate
- 4-yr graduation rates
- College-level financial performance
- Student:Faculty ratio
- Research/grant revenue
- Students of color success rates
- Outcome rankings

### UCF will become the

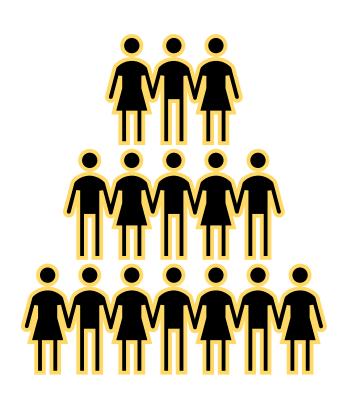
## WORLD'S LEADING PUBLIC METROPOLITAN UNIVERSITY,

## A TOP 50 PUBLIC RESEARCH UNIVERSITY,

determined to foster success for students of all backgrounds and to produce research and creative works that positively impact lives across our community and across the world.



Metropolitan



Public

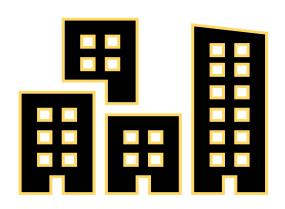


Research

#### **Access**



Social Mobility
Pell-eligible graduation rate
% Students of Color





## **Affordability**



Overall Cost % of Federal Loans Indebtedness

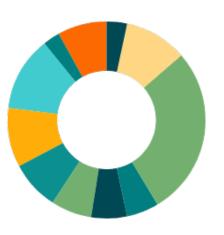
## Quality



Graduation Rate
Retention Rate
Student-to-Faculty Ratio
F/T Faculty Ratio

		National Average	UCF
	Average Tuition and Fees	<b>\$10,338</b> (public, in-state)	<b>\$6,379</b> (in-state)
S	% Graduates Who Took Federal Loans	55%	46%
	Average Federal Indebtedness of Grad Class	\$21,986	\$19,781
	Pell-eligible 6-year Graduation Rate	60%	67%
	6-year Grad Rate Gap: Pell and Non-Pell	-10.5 points	-4.3 points
	% Students of Color Enrollment	37%	49%
~	Freshman Retention Rate	85%	92%
	4-Year Graduation Rate	43%	46%
71	Student-to-Faculty Ratio	17.6	31
			17

# UNIVERSITY INNOVATION ALLIANCE







#### **Arizona State University**

Michael Crow, President

Visit Site»

#### **Georgia State University**

M. Brian Blake, President Visit Site»

#### **Iowa State University**

Wendy Wintersteen, President Visit Site »

#### Michigan State University

Samuel L. Stanley Jr., President Visit Site »

## North Carolina A&T State University

Harold L. Martin Sr., Chancellor Visit Site »

#### The Ohio State University

Kristina M. Johnson, President
Visit Site »

#### **Oregon State University**

Rebecca L. Johnson, Interim President
Visit Site »

#### **Purdue University**

Mitch Daniels, President

Visit Site»

#### **University of California Riverside**

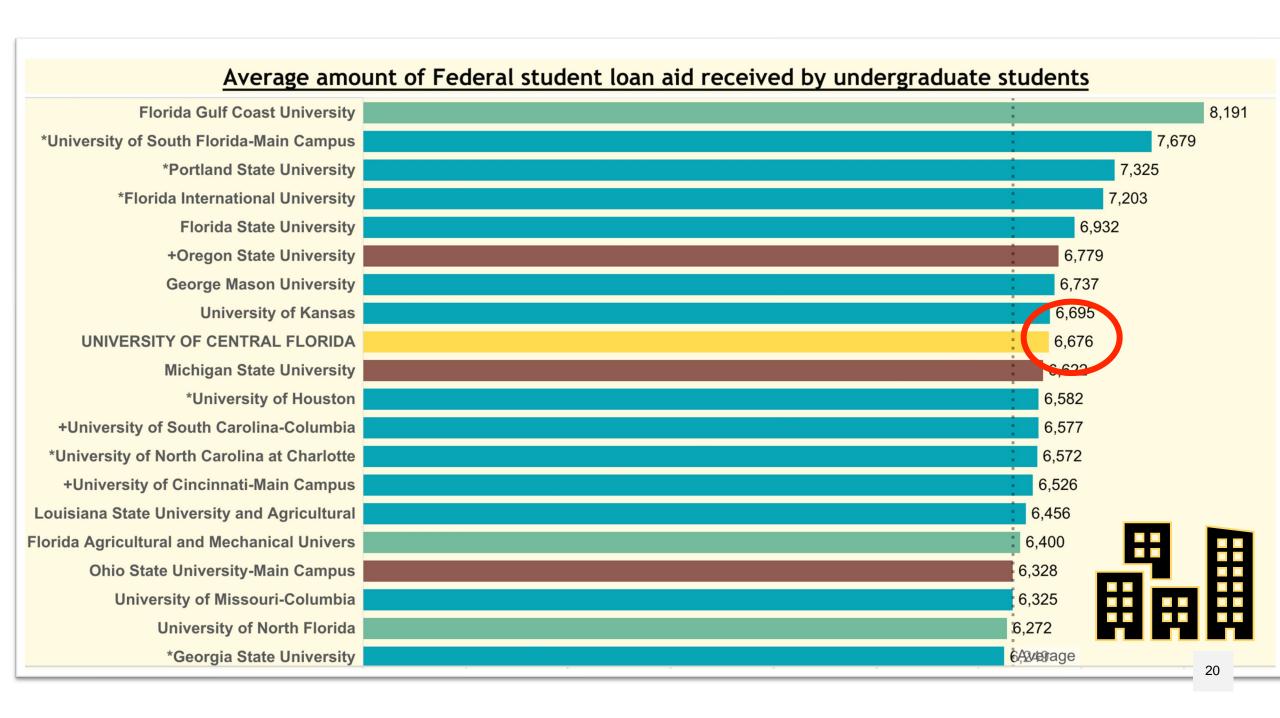
Kim A. Wilcox, Chancellor Visit Site »

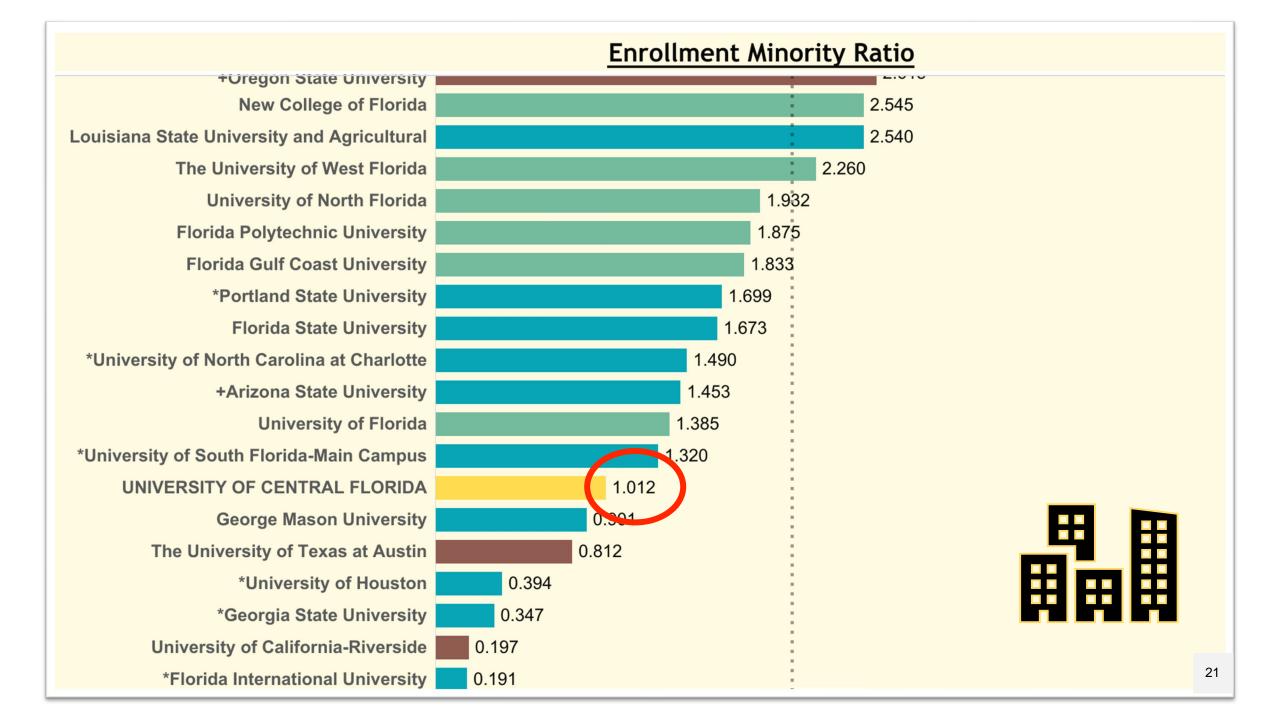
#### **University of Central Florida**

Alexander Cartwright, President Visit Site »

#### **UMBC**

Freeman A. Hrabowski, III, President Visit Site »

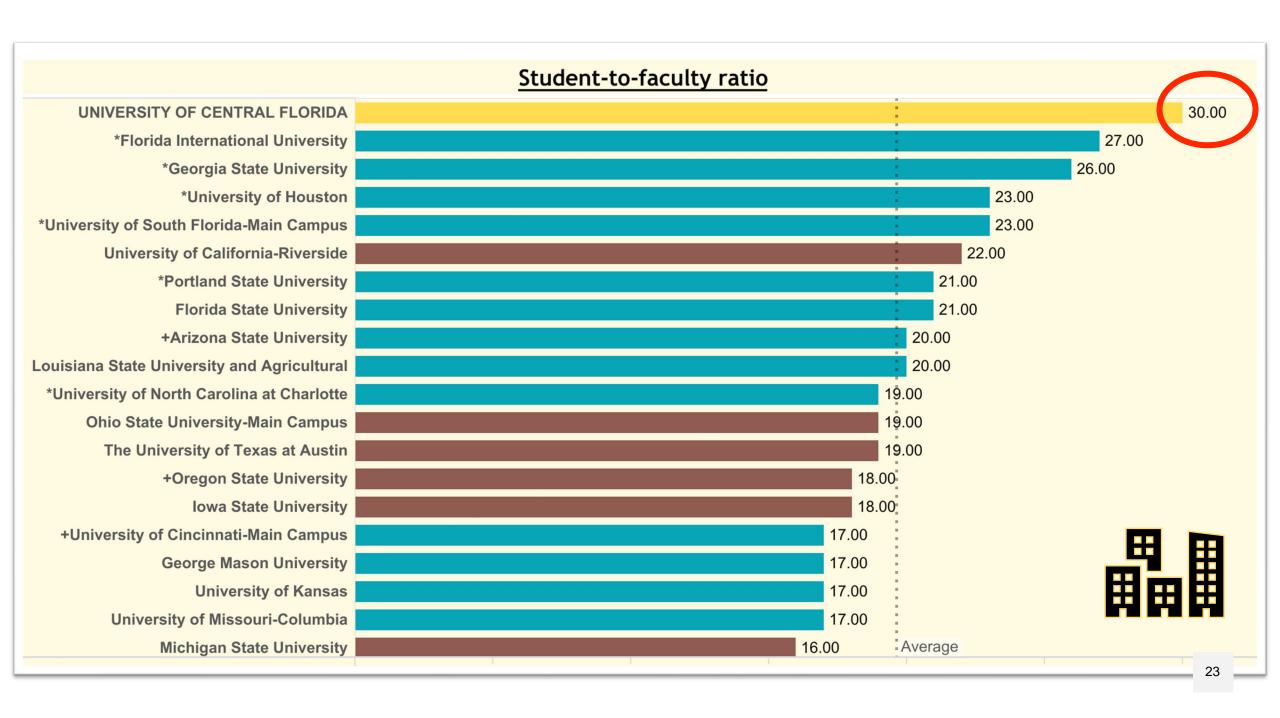




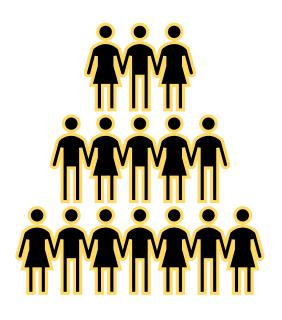


#### Full-time retention rate









Public

	Weight
Graduation and Retention Rank	22%*
Expert Opinion and Rank	20%
Faculty Resources Rank	20%
Financial Resources Rank	10%
Graduation Rate Performance Rank	8%*
Student Excellence Rank	7%
Graduate Indebtedness Rank	5%*
Social Mobility Rank	5%*
Alumni Giving Rank	3%



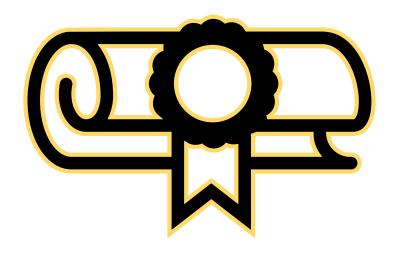






## **U.S. News & World Report**

	2022 Edition	2021 Edition
Overall National Rank	148	160
Public Rank	67	77
Graduation and Retention Rank (22%)	117	120
Faculty Resources Rank (20%)	364	365
Expert Opinion Rank (20%)	142	141
Financial Resources Rank (10%)	342	345
Graduation Rate Performance Rank (8%)	31	32
Student Excellence Rank (7%)	107	110
Social Mobility Rank (5%)	51	62
Graduate Indebtedness Rank (5%)	89	87
Alumni Giving Rank (3%)	215	271



Graduation Rate Performance, 31



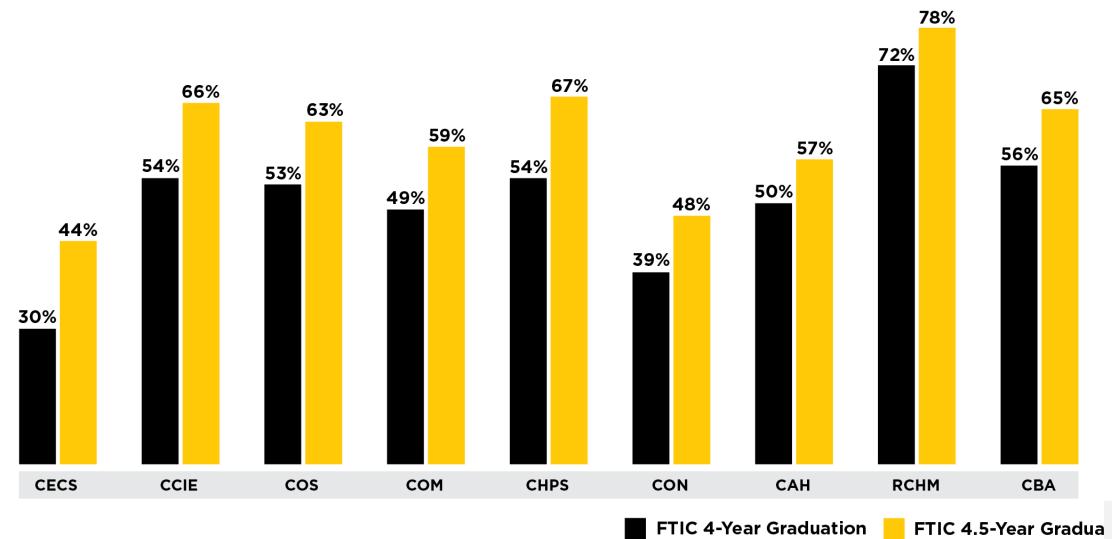
Social Mobility, **51** 



## 6-year graduation rate



## **COLLEGE** comparison



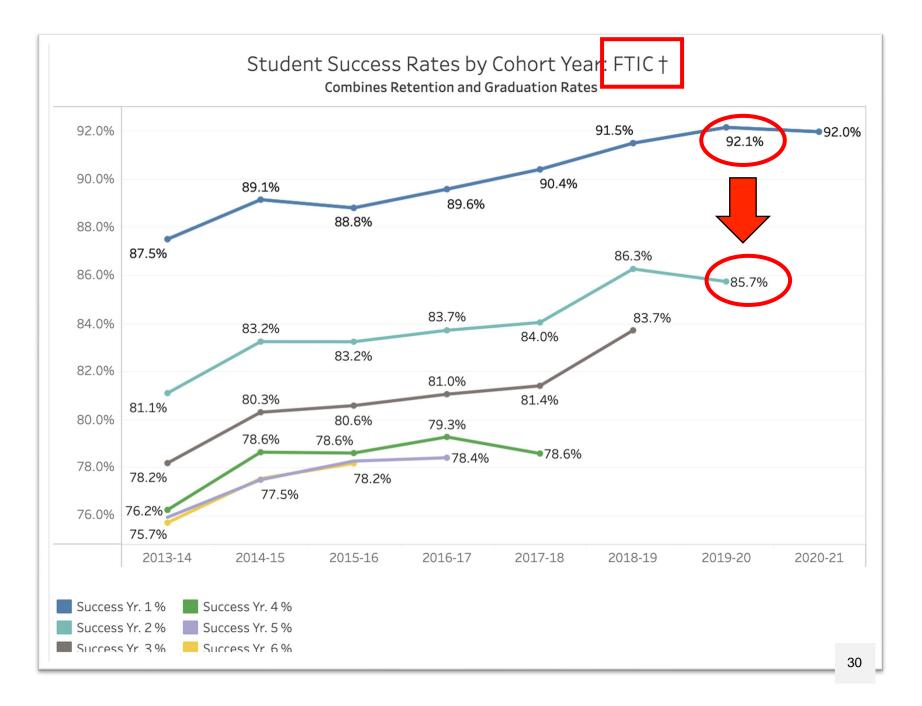


92.1%

1<sup>st</sup> year retention rate of FTIC students

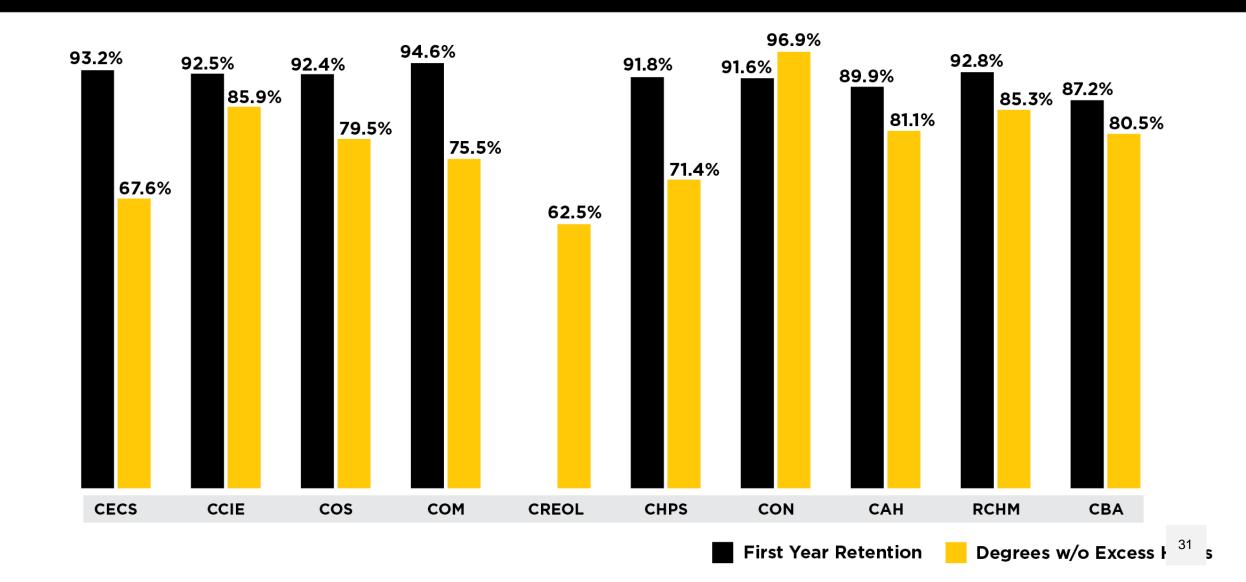
85.7%

2<sup>nd</sup> year success rate of FTIC students





## **COLLEGE** comparison



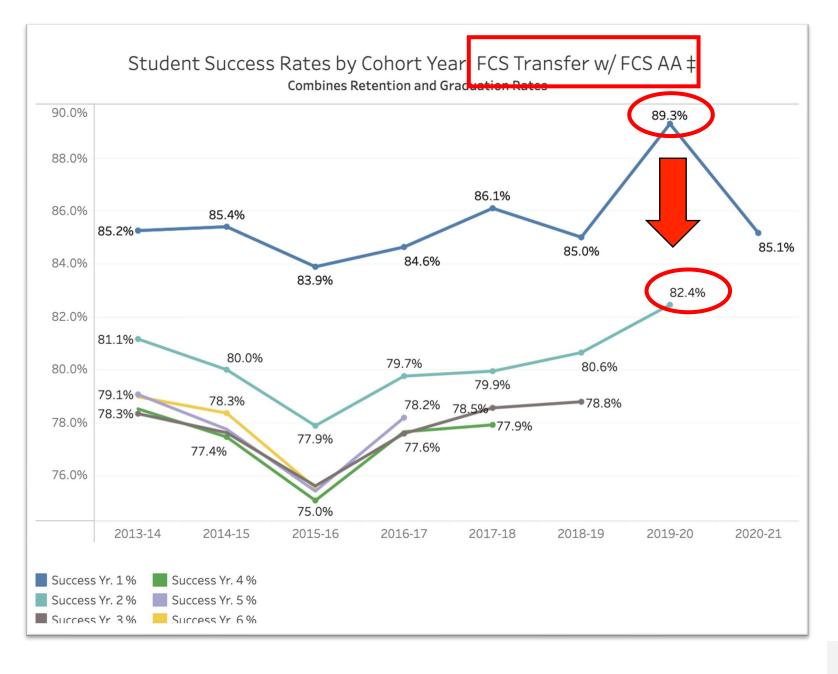


89.3%

1<sup>st</sup> year retention rate of transfer w/ AA students

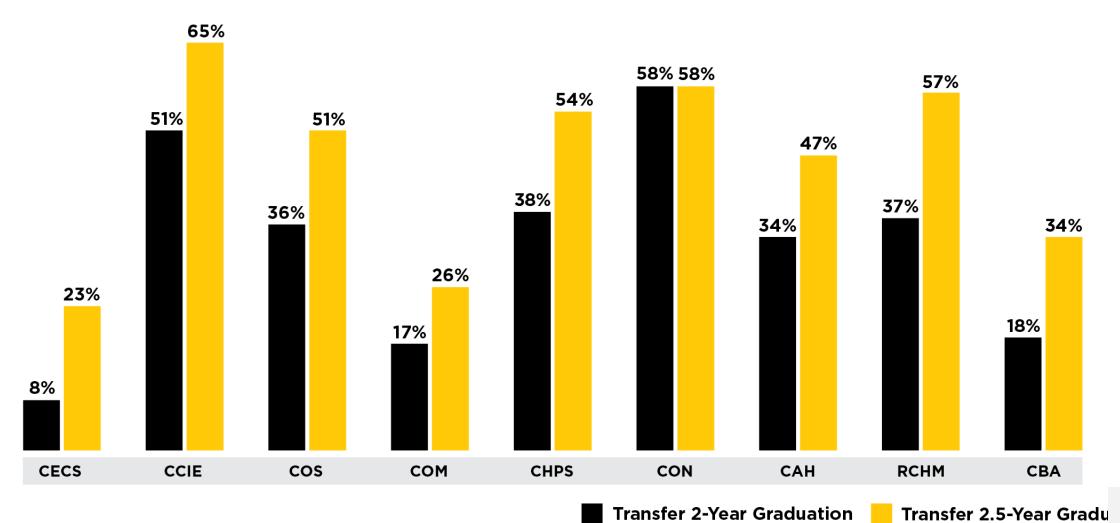
82.4%

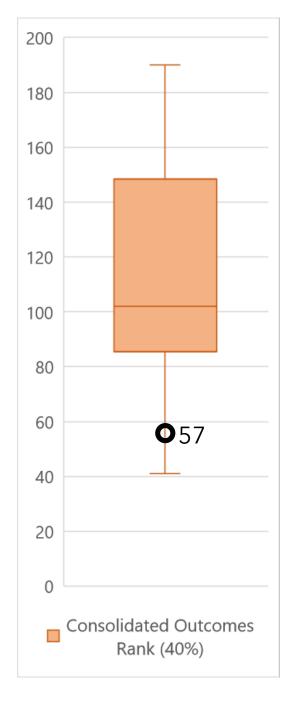
2<sup>nd</sup> year retention + graduation rate of transfer w/ AA students





## **COLLEGE** comparison





## consolidated Student Outcomes Rank

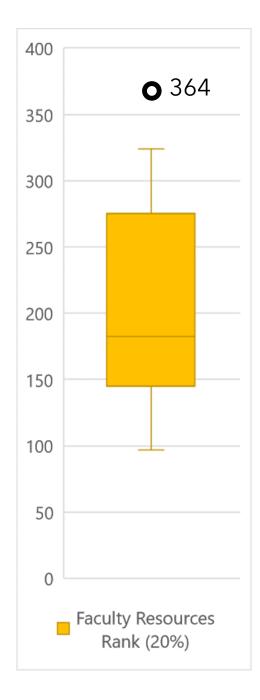
## UCF ranked 25<sup>th</sup> among public universities in student outcomes

Ranked **57<sup>th</sup>** among public + private

- Represents 40% of US News rankings by combining:
  - Graduation and retention (22%)
  - Graduation rate performance (8%)
  - Social mobility (5%)
  - Graduate indebtedness (5%)

O UCF

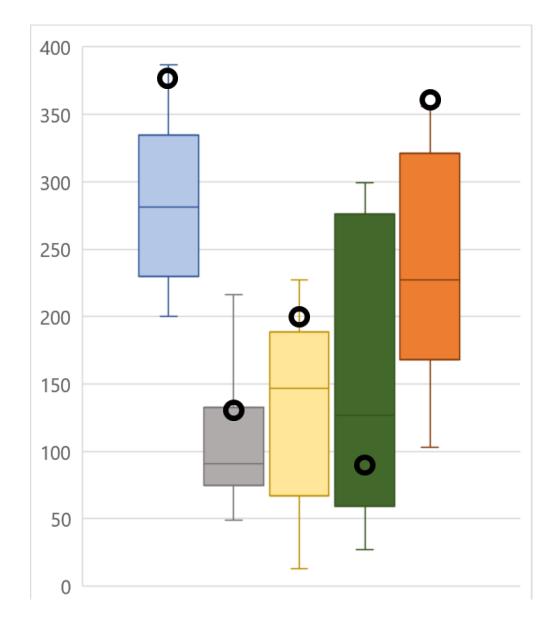




## Faculty Resources

- Faculty resources rank includes five factors from 2020-21 to assess a school's commitment to instruction:
  - Class size (8%)
  - Faculty salary (7%)
  - Percent of faculty with a terminal degree (3%)
  - Percent of faculty who are full-time (1%)
  - Student-to-faculty ratio (1%)



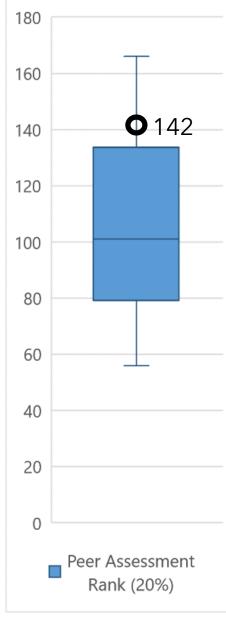


## Faculty Resource Elements

- Class Size Index rank (8%)
- Faculty Compensation rank (7%)
- % faculty Terminal Degree rank (3%)
- % Faculty Full Time rank (1%)
- Student/Teacher Ratio rank (1%)

• UCF





### **Expert Opinion Rank**

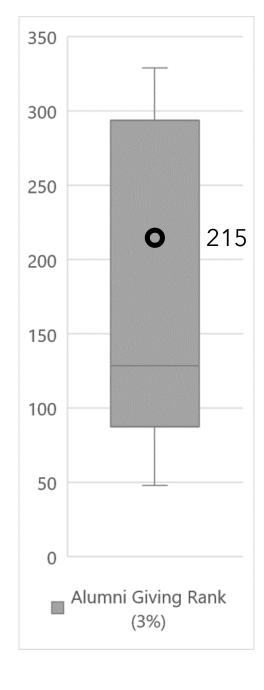
- UCF: **2.9** out of **5.0** (5.0 is the best)
  - Presidents 2.8 (142)
  - Provosts 3.0 (125)
  - Deans of Admission 3.0 (135)

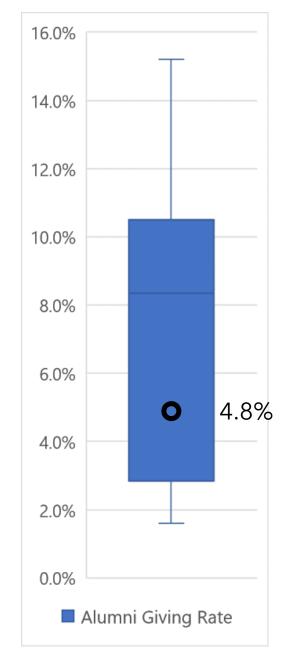
#### Results by Region

- West 3.1 (109)
- South 3.1 (122)
- Midwest 3.0 (136)
- North 2.6 (153)









### Alumni Giving Rank and Rate

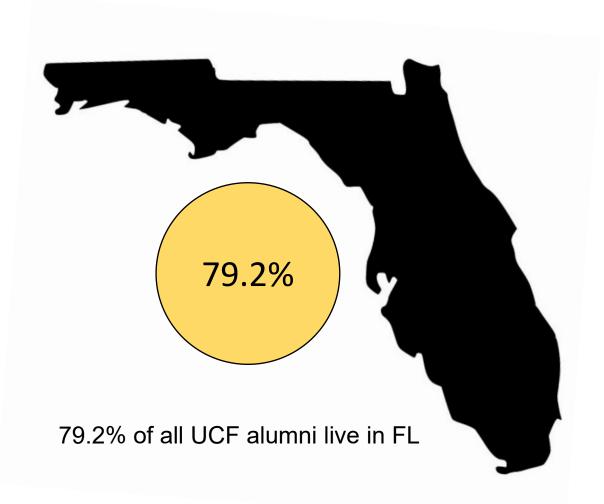
- Average percentage of living alumni with bachelor's degrees who gave to UCF
- Average of 2019 and 2020 rates

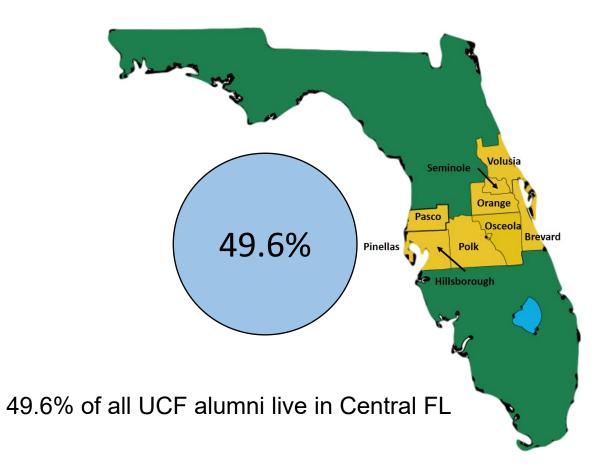
#### TO MOVE THE NEEDLE:

• To Median Rate: Need to increase annual donors from an average of 13,460 to 23,420

O UCF







# alumni by State

Florida	268,768
Georgia	7,620
California	5,927
North Carolina	5,880
Texas	5,820
Virginia	4,081
New York	3,752

# Alumni Participation by College

College	Participation %	
College of Business Administration	3%	
College of Engineering & Comp Sciences	3%	
College of Community Innovation & Education	2%	
College of Nursing	2%	
College of Undergraduate Studies	2%	
College of Sciences	2%	
College of Arts & Humanities	2%	
College of Medicine	2%	
Rosen College Hospitality Management	2%	
College of Health Professions & Sciences	2%	
College of Optics & Photonics	1%	



# fundraising by Unit

Green highlights = Top 5 ranking	3-YEAR TOTALS FY2019-FY2021			
Divisions, Colleges & Units	Total Attainment	Avg. Gift	# Principal Gifts*	# Major Gifts*
ATHLETICS	\$69,506,807	\$962.17	9	135
DIVISION OF DEVELOPMENT AND ALUMNI RELATIONS	\$43,519,216	\$3,601.39	2	18
COLLEGE OF MEDICINE	\$18,397,691	\$12,397.37	6	37
COLLEGE OF BUSINESS ADMINISTRATION	\$9,468,001	\$3,002.85	1	55
ACADEMIC AFFAIRS	\$6,888,876	\$17,308.73	4	19
STUDENT DEVELOPMENT AND ENROLLMENT SERVICES	\$6,541,686	\$540.19	2	51
THE ROSEN COLLEGE OF HOSPITALITY MANAGEMENT	\$3,247,480	\$2,780.38	2	18
COLLEGE OF ENGINEERING & COMPUTER SCIENCE	\$8,492,809	\$3,948.31	4	50
WUCF	\$10,254,819	\$36.02	1	9
COLLEGE OF SCIENCES	\$5,892,611	\$1,748.03	2	48
COLLEGE OF ARTS & HUMANITIES	\$9,590,980	\$2,471.27	2	15
COLLEGE OF NURSING	\$2,783,532	\$1,015.52		31
COLLEGE OF COMMUNITY INNOVATION AND EDUCATION	\$3,842,724	\$2,062.65	2	20
COLLEGE OF OPTICS AND PHOTONICS & CREOL	\$4,633,052	\$18,833.54	2	9
BURNETT HONORS COLLEGE	\$3,793,648	\$6,986.46	1	8
COLLEGE OF HEALTH PROFESSIONS AND SCIENCES	\$1,247,785	\$962.80		12
UNDERGRADUATE STUDIES	\$356,878	\$705.29		5
GRADUATE STUDIES	\$183,993	\$1,088.71		1
ACADEMIC HEALTH SCIENCES CENTER	\$300,000	\$300,000.00		1

Institution	Endowment (\$M)
The Ohio State University	6,800
University of California-Los Angeles	5,540
University of Pittsburgh-Pittsburgh Campus	4,170
University of Minnesota-Twin Cities	3,870
University of Washington-Seattle Campus	3,460
University of Illinois at Chicago	2,400
University of California-San Diego	2,300
Georgia Institute of Technology	2,170
Virginia Commonwealth University	1,990
University of Cincinnati-Main Campus	1,600
University of Delaware	1,450
University of Nebraska-Lincoln	1,435
North Carolina State University at Raleigh	1,420
University of Kentucky	1,400
University of Arizona	1,200
University of California-Irvine	1,030
University of Houston	1,000
UCF	190
George Mason	154
NJIT	136



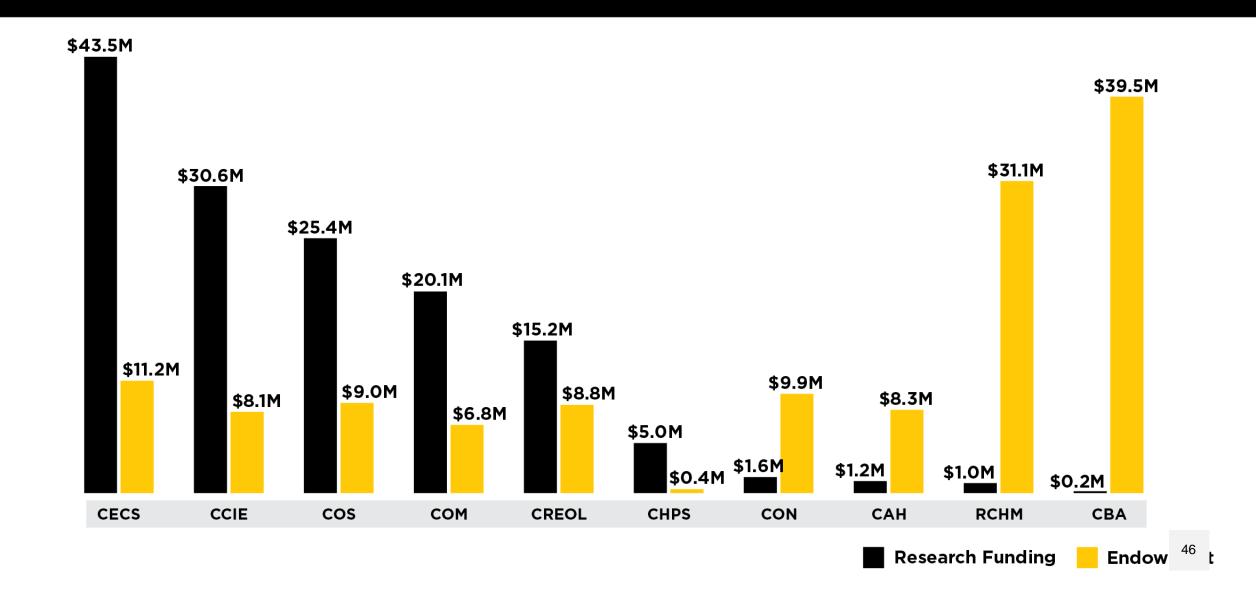


Research



Institution	Graduate Students	Graduate Students as % of Total	R&D \$\$ (millions)
University of Washington	16,530	35%	1,426
University of California-San Diego	9,532	22%	1,354
University of California-Los Angeles	12,828	28%	1,306
University of Maryland-College Park	10,438	25%	1,100
University of Pittsburgh	9,191	32%	1,081
University of Minnesota	11,553	24%	1,009
The Ohio State University	14,400	21%	968
Georgia Institute of Technology	20,330	56%	960
University of Arizona	10,117	22%	734
The University of Texas at Austin	11,645	23%	696
University of Colorado Denver	2,652	20%	543
University of California-Irvine	5,849	17%	449
University of Illinois at Chicago	11,920	35%	446
University at Buffalo	10,041	31%	414
University of Kentucky	7,166	23%	411
University of South Florida	11,425	22%	404
UCF	10,450	15%	\$225

# **COLLEGE** comparison





Academic Unit	2021
Florida Space Institute	\$36,241,210
Optics and Photonics	\$21,218,853
Physics	\$16,486,810
School of Teacher Education	\$12,634,393
Computer Science	\$12,611,046
Biomedical Sciences	\$10,747,088
Mechanical & Aerospace Engineering	\$9,866,596
Institute for Simulation & Training	\$7,787,524
Civil, Environ, & Construction Engineering	\$6,227,361
Electrical & Computer Engineering	\$6,230,032
Industrial Engr & Mgmt Sys	\$4,453,908
Psychology	\$3,822,672
Counselor Education & School Psychology	\$3,038,564
Chemistry	\$3,427,227
Biology	\$2,828,621
Florida Solar Energy Center	\$2,452,599
School of Public Administration	\$1,452,948
Materials Sci & Engineering	\$1,417,537

# Scholarly Research Index percentile rank

Department	College	SRI
Hospitality Services	HSPMG	96%
Learning Sci & Educ Research	CCIE	95%
Accounting	CBA	94%
Management	CBA	90%
Public Administration	CCIE	86%
Computer Science	ENGR	82%
Tourism, Events and Attraction	HSPMG	81%
Civil, Environ, & Constr Engr	ENGR	79%
Food Svcs & Lodging Management	HSPMG	77%
Kinesiology&Phys Thpy, Schl of	CHPS	75%
Sociology	COS	72%
Optics and Photonics	OPTIC	71%
Criminal Justice	CCIE	70%

#### **U.S. News: Best National Universities 2022**



148 +12 spots Overall

67 +10 spots Public

Public ranking improvement for 5<sup>th</sup> year in a row (one of only 3 institutions in the nation)

#### **Most Innovative Schools**

- 1st in Florida
- 8<sup>th</sup> public
- 15<sup>th</sup> overall

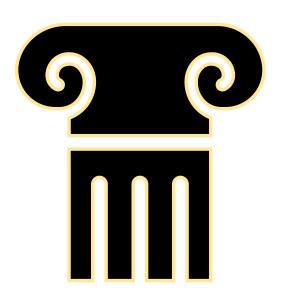
#### **Top 50 Public Rankings**

- #19 in Graduation Rate Performance
- #36 in Social Mobility
- #43 in Student Excellence
- #46 in Graduate Indebtedness
- #49 in Graduation and Retention

Consolidated
Student
Outcomes:







Metrics Status Pillars

# the **UNIVERSITY OF THE FUTURE** must be committed to:

Integration within its community and beyond

Excellence and access

Faculty who are exceptional in research, creative works and teaching

Industry and academia working side by side to solve society's grand challenges

Operational excellence and financial transparency to drive return on investment of every dollar

# the UNIVERSITY OF THE FUTURE in a metropolitan location must:

Leverage location to help solve a myriad of societal problems with impact locally and globally

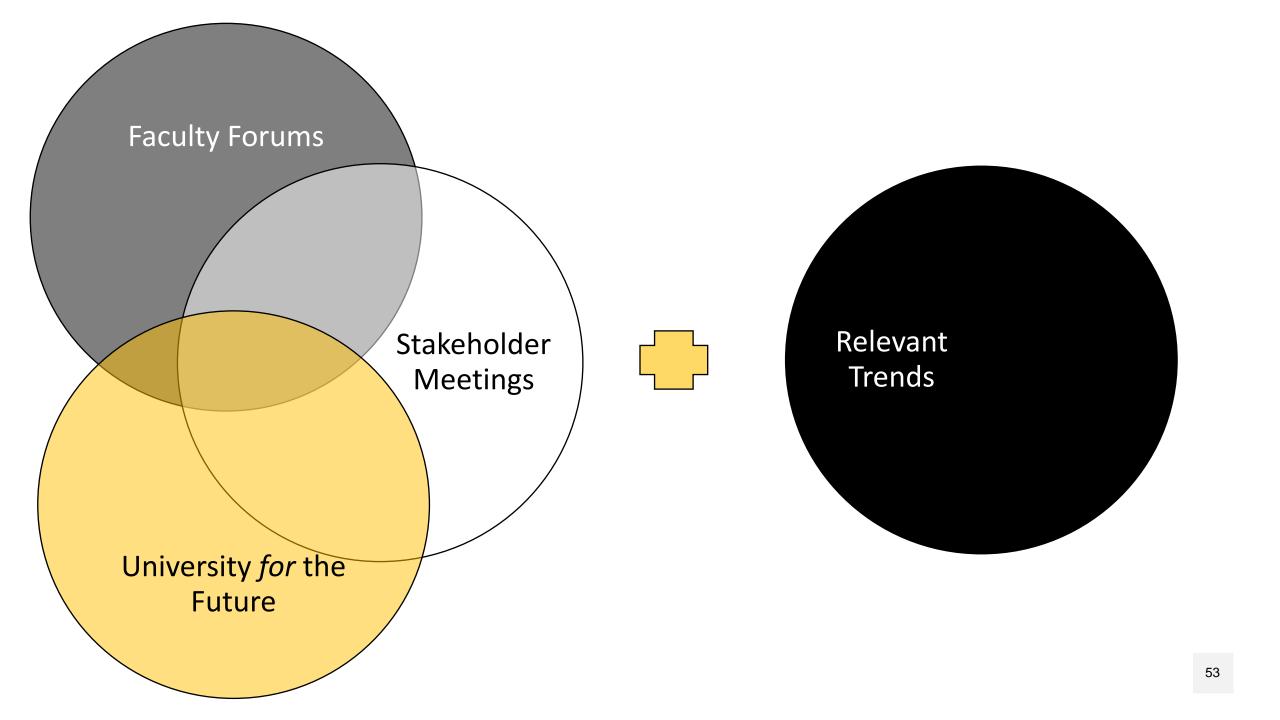
Provide high-impact experiences that enhance practical learning

Provide access to excellence resulting in earned success

Provide a culturally competent and skilled workforce pipeline to fuel sustained economic prosperity

Strategically partner with regional organizations to amplify societal impact

Be a part of the community through sports, arts and more



# University for the Future

- Integration with community and the region: industry partnerships
- Student access and success
- Excellence in research and teaching
- Affordability, operational excellence
- Applied, interdisciplinary research





- UCF Competitive Advantages
  - Location, State and regional population growth, Economic potential of the region
  - Space, simulation/modeling, tourism, gaming, and other key industries
  - Diversity in student population
  - Experience in interdisciplinary clusters
- Infrastructure & Systems
- Student Enrollment
- Work Environment



# Stakeholder Meetings

- Focus on strengths & key regional sectors
- Identify growth sectors and workforce needs
- Enhance approach to industry partnerships, community integration
- Develop alternative revenue sources, strengthen the advancement function
- Supercharge UCF brand





- Enrollment changes in the years ahead
- Orlando's key growth sectors
- DOD's science & technology initiatives
- Changes in higher education
- Florida Chamber's Blueprint 2030
- Population growth and workforce needs

### common themes

- Student Access, Persistence, and Success
- Scholarly Excellence, Collaborative Research, Innovation
- High Impact Teaching Practices
- Community Engagement, Strategic Partnerships, Regional Integration
- Operational Excellence, World-Class Facilities, Transparency
- Culture of Innovation and Entrepreneurship
- Inclusion, Sustainability, Energy Efficiency



- Flat (or declining) State Funding is likely
- Changing demographics in higher education
- Differential Economics: FTIC vs. AA Transfer
- Opportunities for collaborative, applied research UCF
- Alternative Revenue/Strategic Partnerships
- Reputation Enhancement & Branding
- The "New University": boundary breaking innovation in community and industry integration, interdisciplinary research, operational excellence, financial transparency

# a University for the Future. Strategic Pillars?



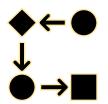
**Student Success** 



**Knowledge Enterprise** 



Impactful Engagement

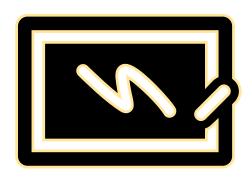


Operational Excellence

Inclusive Culture | Higher Ed Innovation

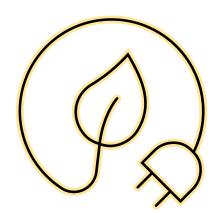
# Teaching Excellence

- High Impact Teaching Practices
- Service Learning
- Hybrid learning options
- Class Size
- Faculty Resources
- Guided, custom learning pathways
- Student:Faculty Ratio



## Operational Excellence

- World Class Facilities
- Infrastructure
- Operating Systems
- Organizational Culture and Climate
- Staff Training & Development
- Sustainability; Energy Efficiency
- Financial Management; Transparency
- Philanthropy & Alternative Revenue Sources
- Faculty Resources
- Return-on-Investment



### Higher Ed Innovation

- Use of Data; Artificial Intelligence
- Technology Enhanced Learning
- External Contracting Mechanisms
- Digitization
- Alternative Teaching Modalities
- Frictionless, Guided, Custom Learning Paths
- Lifelong learning
- Global and International Readiness
- High Tech, High Touch
- College to Career and Signature Experiences

