



September 23, 2021 Ad Hoc Strategic Planning Committee

Board of Trustees

Live Oak Center | Virtual Option

Sep 23, 2021 8:30 AM - 9:30 AM EDT

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**Board of Trustees Meeting
Ad Hoc Strategic Planning Committee
September 23, 2021 | 8:30 a.m. – 9:30 a.m.
Live Oak Event Center**

Livestream: <https://youtu.be/Nwrdi1w4g6g>

AGENDA

- | | |
|------------------------------|---|
| 1. Call to Order and Welcome | Harold Mills, <i>Chair, Ad Hoc Strategic Planning Committee</i> |
| 2. Roll Call | Karen Monteleone, <i>Assistant Vice President Board Relations</i> |
| 3. Remarks | Chair Mills |
| 4. Discussion | Chair Mills |
| | |
| DISC – 1 | Planning Process Overview and Timeline
Ron Piccolo, <i>Special Assistant to the President and Galloway Professor of Management</i> |
| 5. New Business | Chair Mills |
| 6. Adjournment | Chair Mills |



Board of Trustees
Ad Hoc Strategic Planning Committee | September 23, 2021

DISC-1: Planning Process Overview and Timeline

☐ Information

☒ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The Committee will receive an update on the strategic planning process, what it means to be metropolitan research university, and provided data summarizing UCF's current position compared to its aspirations.

During the meeting, the committee will discuss what they hope the process yields for the University.

Background Information:

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

At the August 19, 2021 Board of Trustees meeting, President Cartwright led a presentation highlighting the attributes and distinct advantages of the Public Metropolitan Research University of the Future and Ron Piccolo provided the Board with a summary of a strategic planning process, outlining expectations, roles, responsibilities, and a timeline that will be guided by the president's framework for Building the University for the Future.

At the April 22, 2021 Board of Trustees meeting, the Board engaged in a discussion with President Cartwright around his goal for UCF to become a Top 50 Public Metropolitan Research University and the process for beginning the strategic planning process during the 2021-22 fiscal year. President Cartwright committed to reviewing the previous Collective Impact Strategic Plan with University leadership and presenting a process and timeline for the Board's review.

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 ☒

Submitted by:

Ron Piccolo, Special Assistant to the President for Strategic Planning and Galloway Professor of Management

Supporting Documentation:

Attachment A: Strategic Planning Presentation

Facilitators/Presenters:

Chair Mills
Ron Piccolo

strategic **PLANNING**

planning process **OVERVIEW**

supportive **WORK GROUPS**

BOT Ad Hoc Strategic Planning Committee

- › Oversight
- › Guidance
- › Liaison to BOT

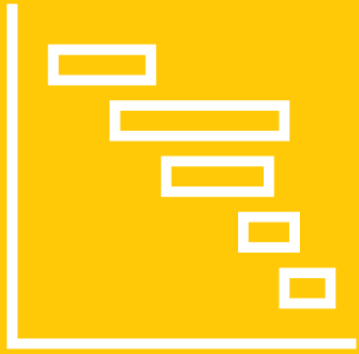
Strategic Planning Work Group

- › Gather Input
- › Conduct and Interpret Research
- › Draft Scenarios for Board's Review

Faculty Senate Strategic Planning Council

- › Faculty Forums
- › Whitepapers

fall 2021 **PLANNING TIMELINE**



SEPTEMBER

Strategic Audit



OCTOBER

Environmental
Analysis



NOVEMBER

Identification of
Distinctive Assets
and Opportunities



DECEMBER

BOT Retreat
and Planning
Workshop



OCTOBER + NOVEMBER

Faculty Senate Strategic Planning Council



Faculty
Forums



Whitepapers

Strategic Planning Work Group

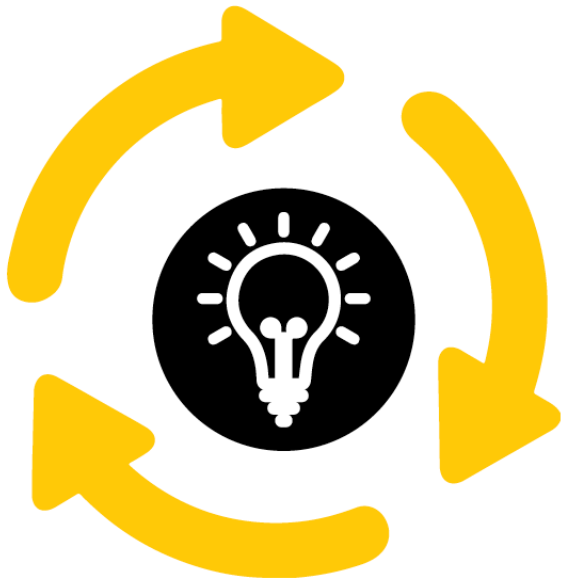


Focus
Groups

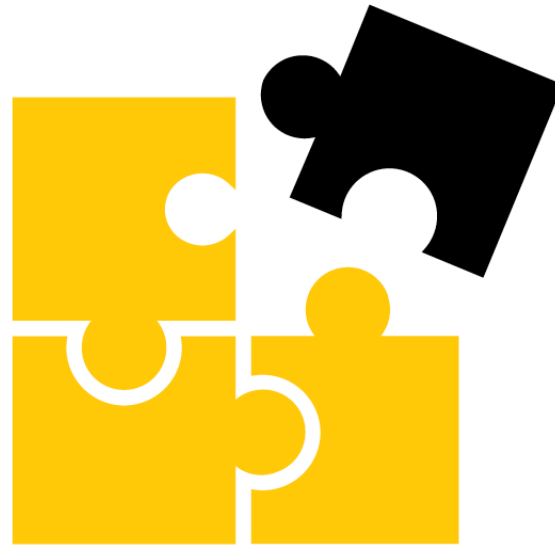


Scenario
Development

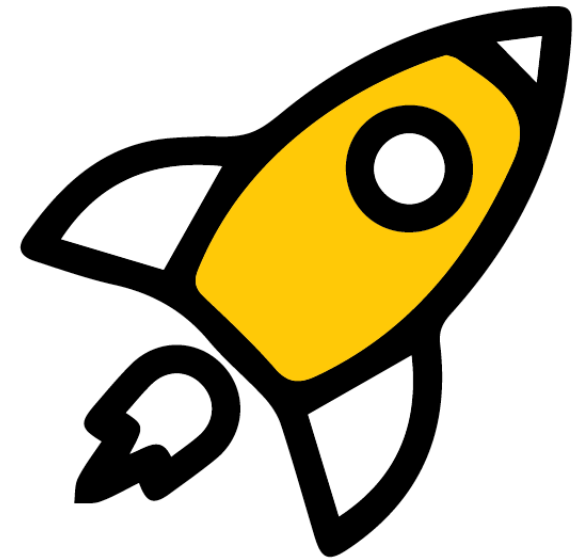
spring 2022



Iteration

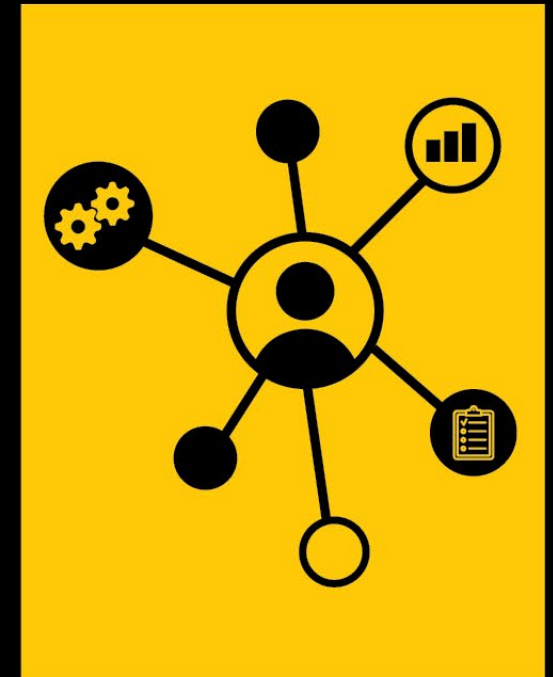
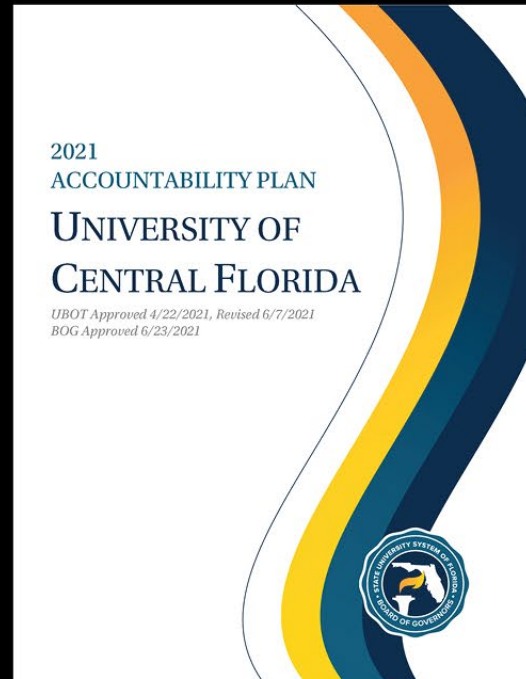


Integration



Implementation

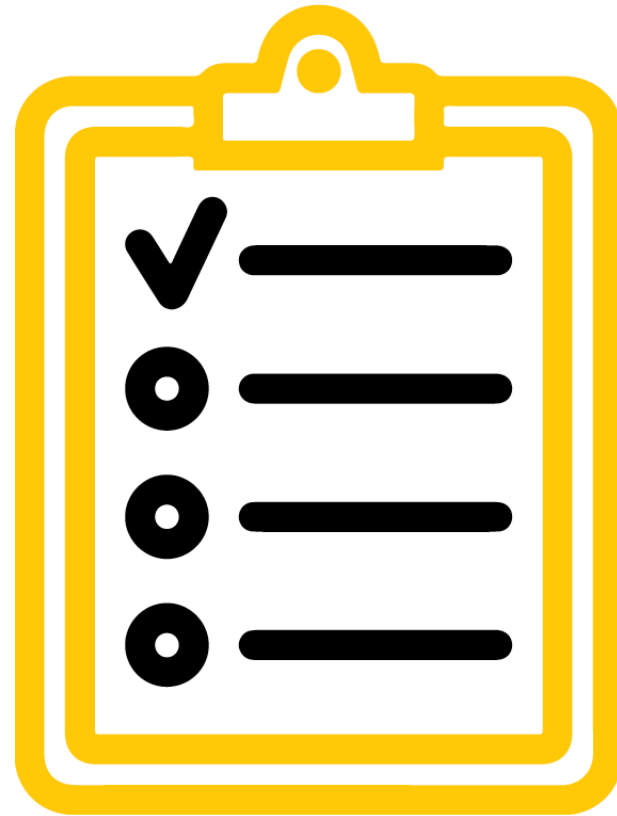
existing **RESOURCES**



LEADERSHIP structure

Academic Enterprise	Administration and Finance	External Affairs and Advancement	Culture and Effectiveness
Academic Affairs <ul style="list-style-type: none">› Colleges and Units› Faculty Affairs› Digital Learning› Undergraduate and Graduate Education› State College Partnerships Student Success <ul style="list-style-type: none">› Enrollment› Student Success› Advising› Student Life› Wellbeing Research & Innovation Health Affairs IT & Cyber Security	Facilities & Business Operations Budget, Finance & Accounting Human Resources DSOs and Related Entities Treasury and Debt Management Public Safety	Development Alumni Engagement Marketing & Strategic Communications WUCF TV & Radio Partnerships & Corporate Relations Community Relations Economic Development	Office of the President Diversity, Equity & Inclusion Legal Affairs Compliance & Risk UCF Athletics Audit Government Relations

PROGRESS to date



SOURCES of input

**Academic
Enterprise**

**Administration
and Finance**

**External Affairs
and Advancement**

**Culture and
Effectiveness**



Boards

- › Board of Governors
- › Board of Trustees
- › UCF Foundation Board
- › Alumni Board



Internal Stakeholders

- › Students
- › Faculty
- › Staff
- › University Leadership



External and Community Stakeholders

- › Industry Partners
- › State College Partners
- › Regional Public Partners
- › State Leadership
- › Donors



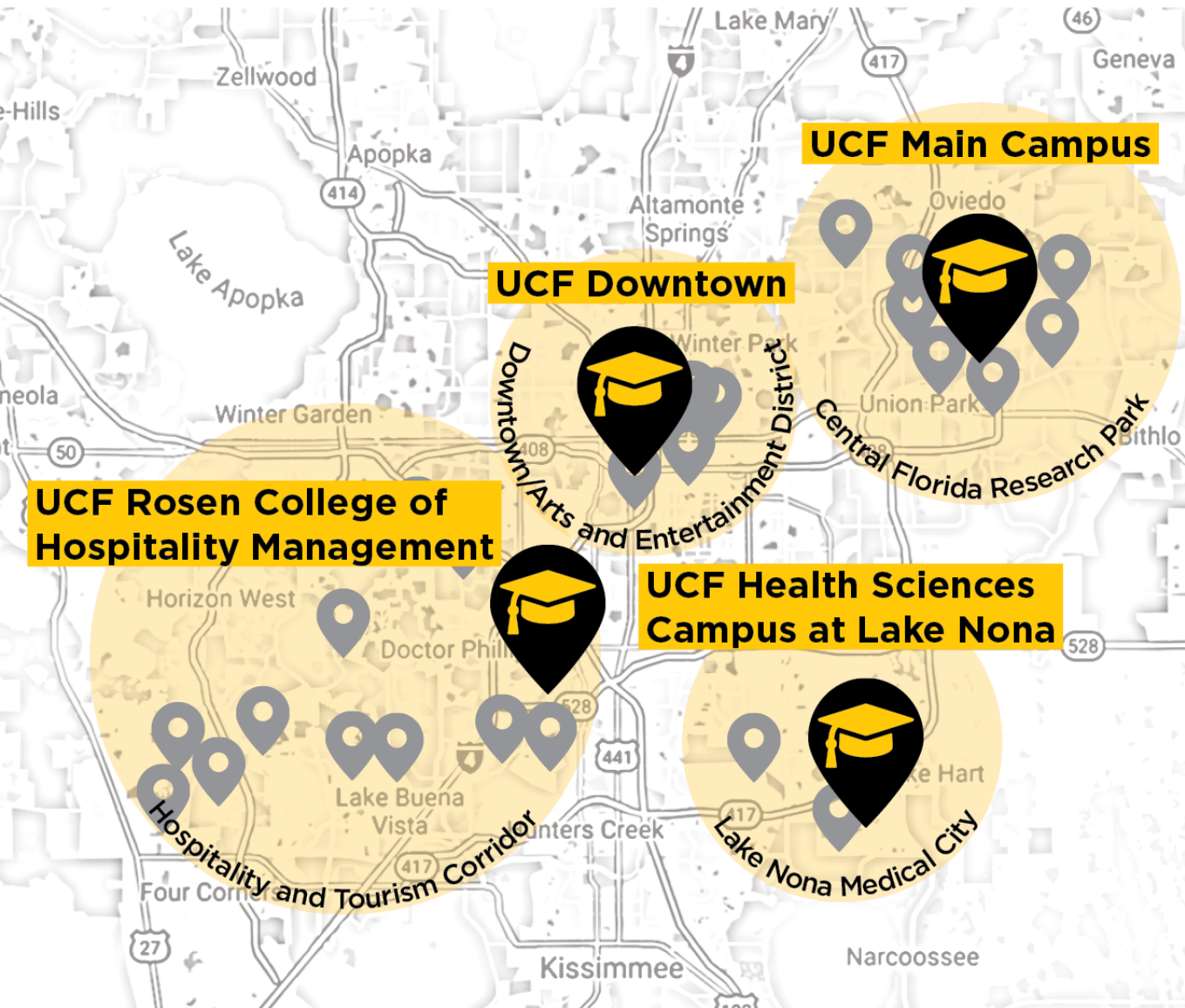
UCF will become the

**WORLD'S LEADING PUBLIC
METROPOLITAN UNIVERSITY,**

A TOP 50 PUBLIC RESEARCH UNIVERSITY,

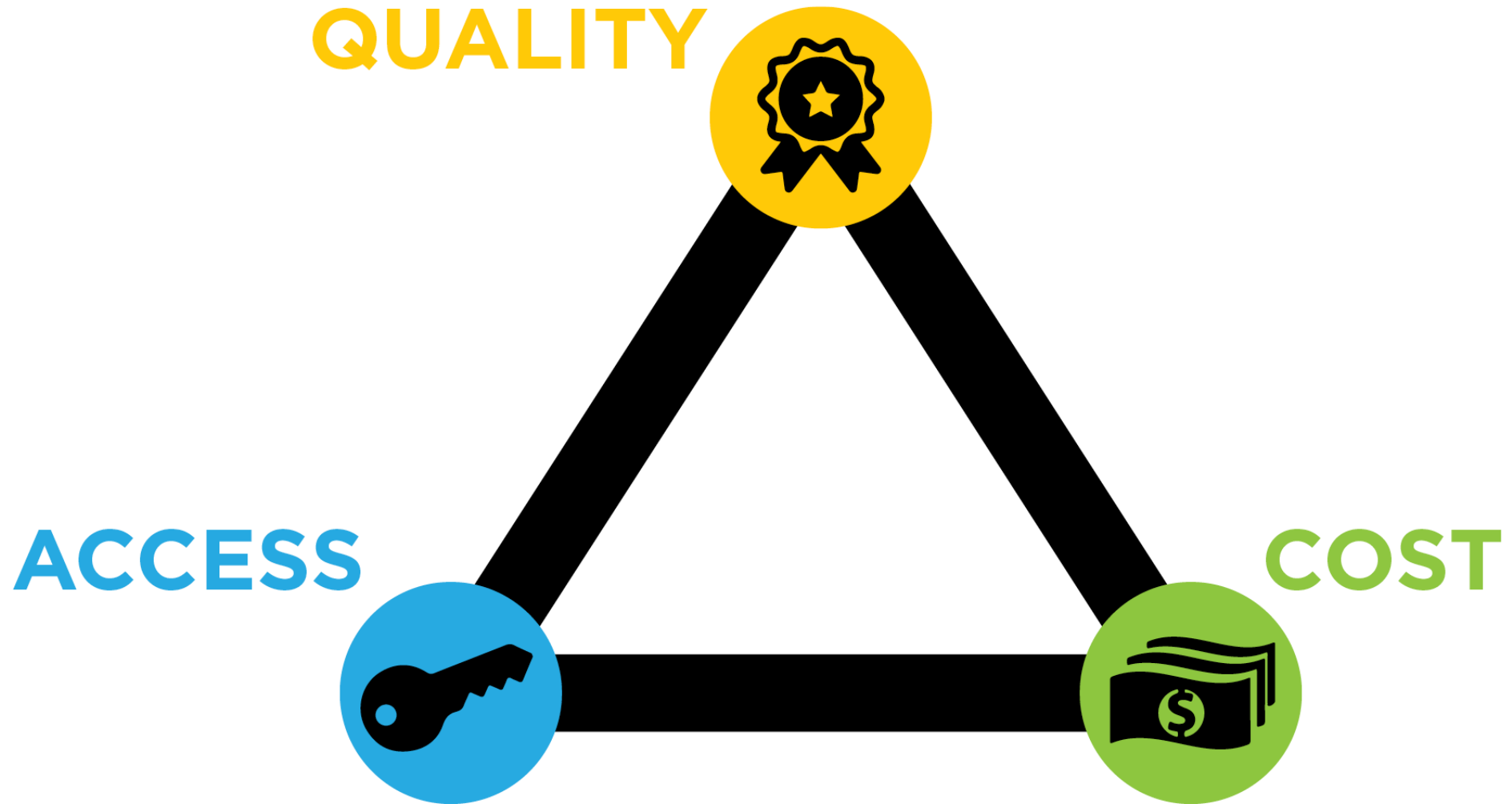
determined to foster success for students
of all backgrounds and to produce research
and creative works that positively impact lives
across our community and across the world.

leading **METROPOLITAN UNIVERSITY**



- › Located in MSA population > 1 million
- › Majority of students within 50 miles
- › Diversity in student population
- › R-1 Research
- › Mission integrated with economic development of the region

IRON triangle



IRON triangle



Average Tuition and Fees

National Average

UCF

\$10,338
(public, in-state)

\$6,379
(in-state)

% 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%

Student-to-Faculty Ratio

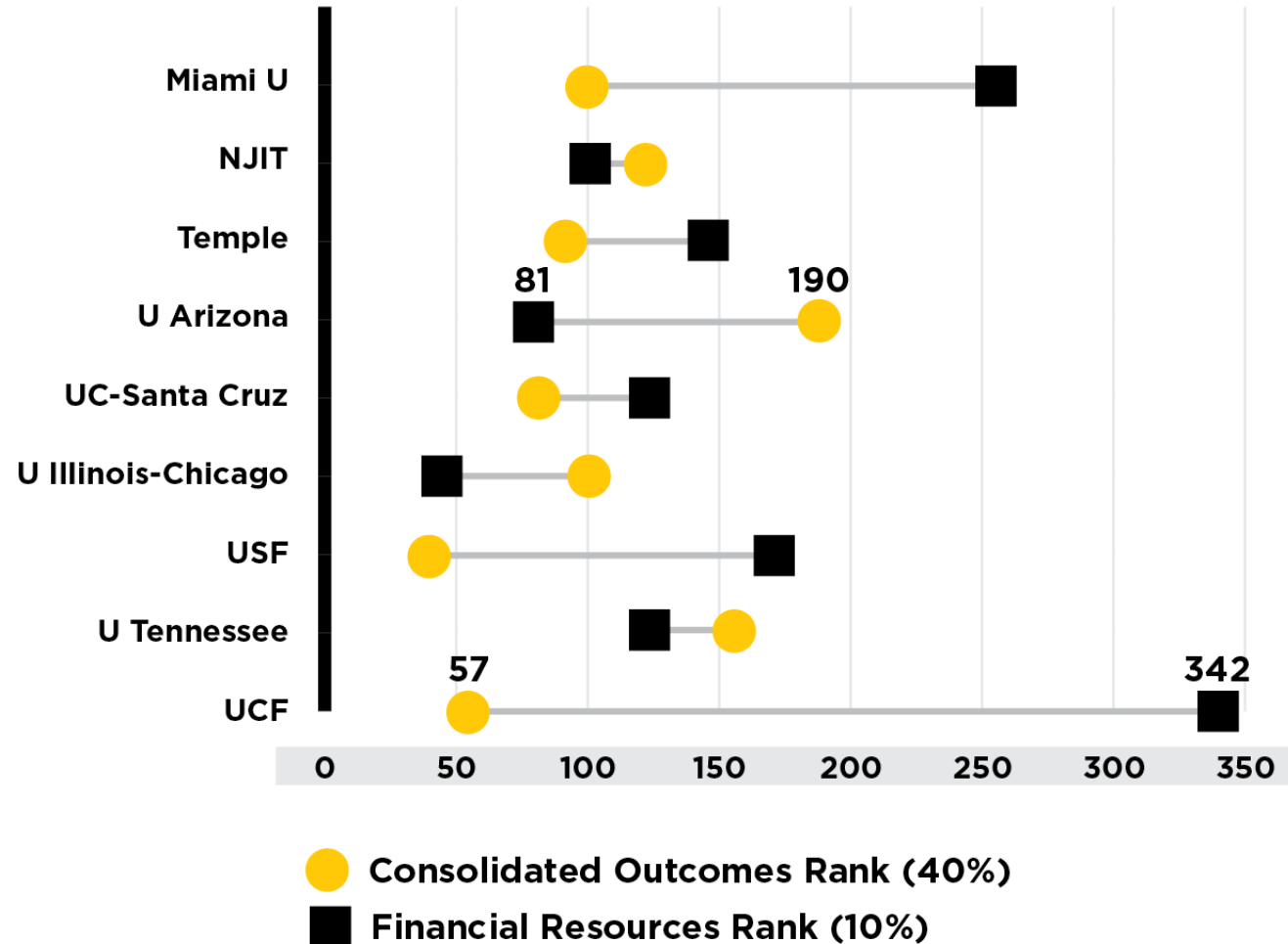
17.6

31

U.S. NEWS ranking criteria

	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%

financial vs. outcomes **RANKINGS**



UCF

Student Outcomes < Financial Resources by 285 spots

Arizona

Student Outcomes < Financial Resources by 109 spots

top **RESEARCH UNIVERSITIES**

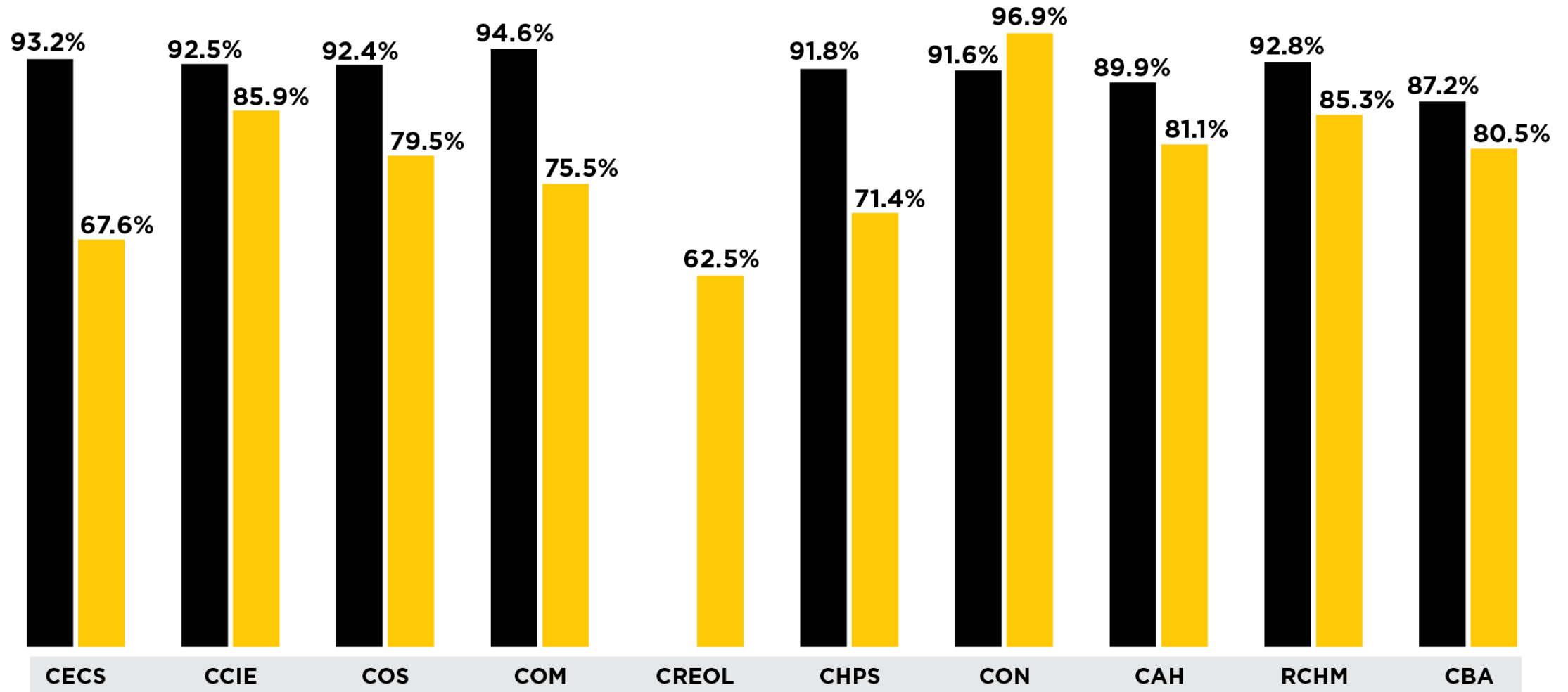
2019 Total R&D Expenditures

	Rank	R&D Expenditures
University of Florida	26	\$928.6M
University of South Florida	67	\$404.8M
Florida State University	78	\$329.2M
Florida International University	107	\$225.9M
University of Central Florida	108	\$225.1M
Florida Atlantic University	202	\$51.1M
Florida A&M University	215	\$42.5M
Florida Institute of Technology	287	\$17.9M
Florida Gulf Coast University	389	\$5.9M
Florida Polytechnic University	538	\$2.0M

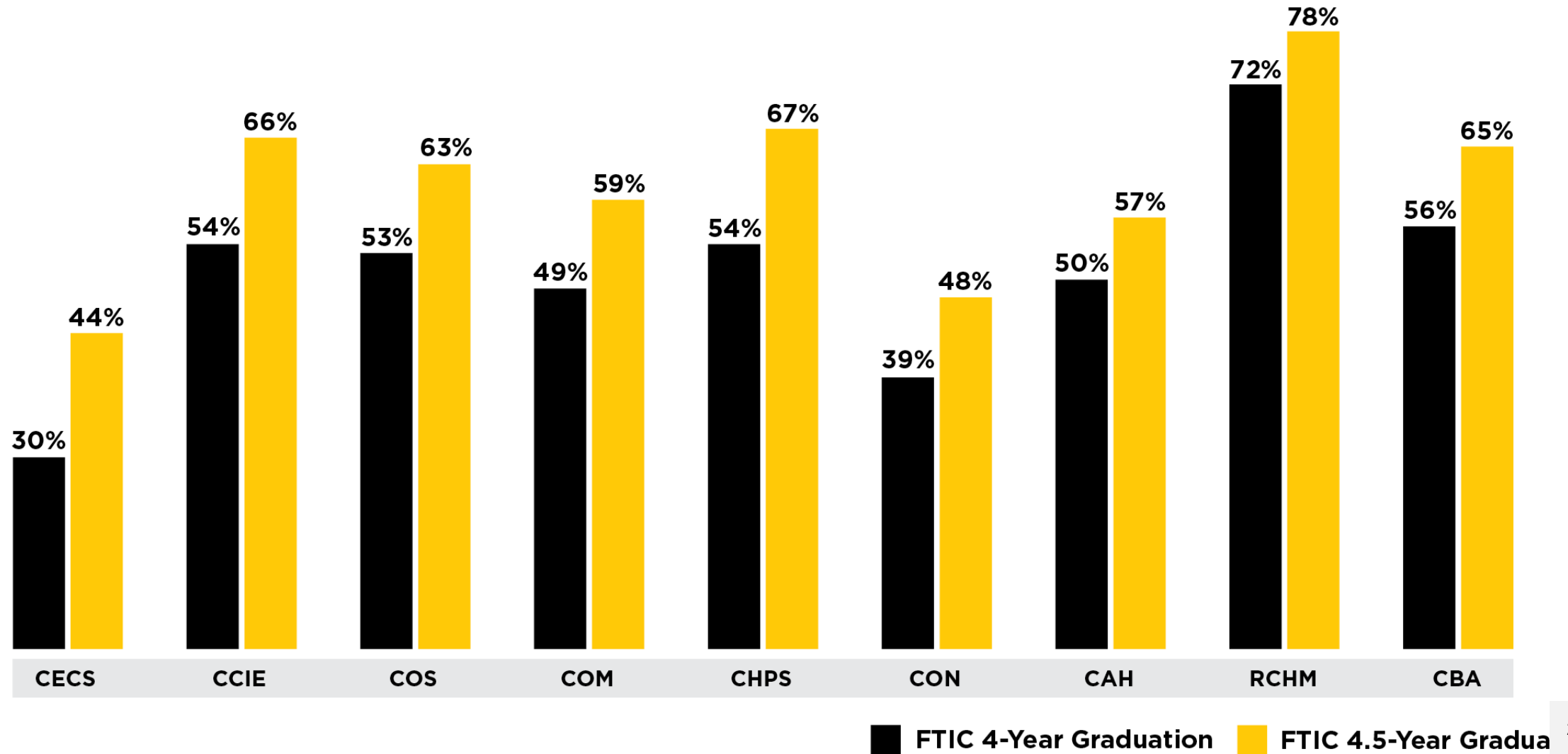
2019 Total R&D Personnel

	R&D Personnel
University of Florida	10,316
Florida International University	4,401
Florida State University	4,305
University of Central Florida	3,740
University of South Florida	3,708
Florida A&M University	908
Florida Atlantic University	826
Florida Gulf Coast University	552
University of North Florida	382
University of West Florida	339
Florida Polytechnic University	79

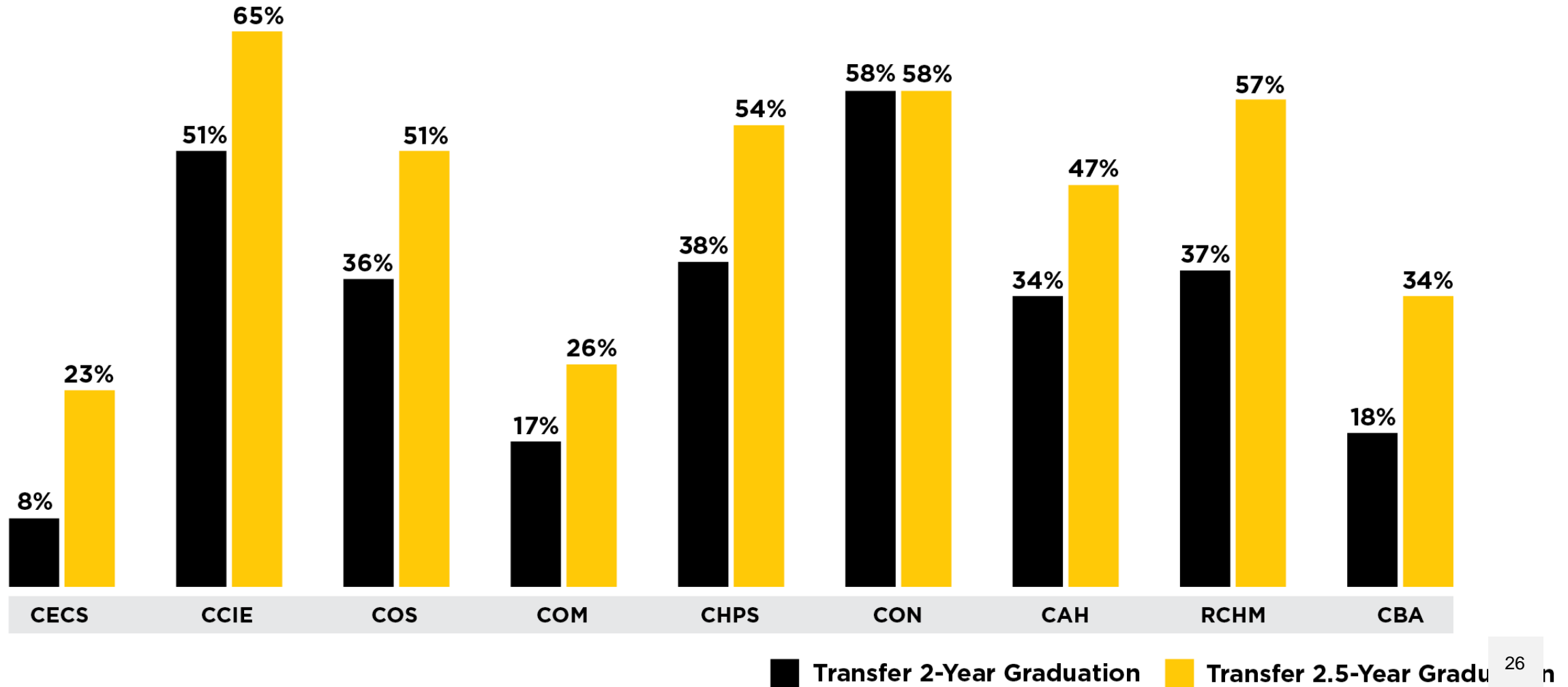
COLLEGE comparison



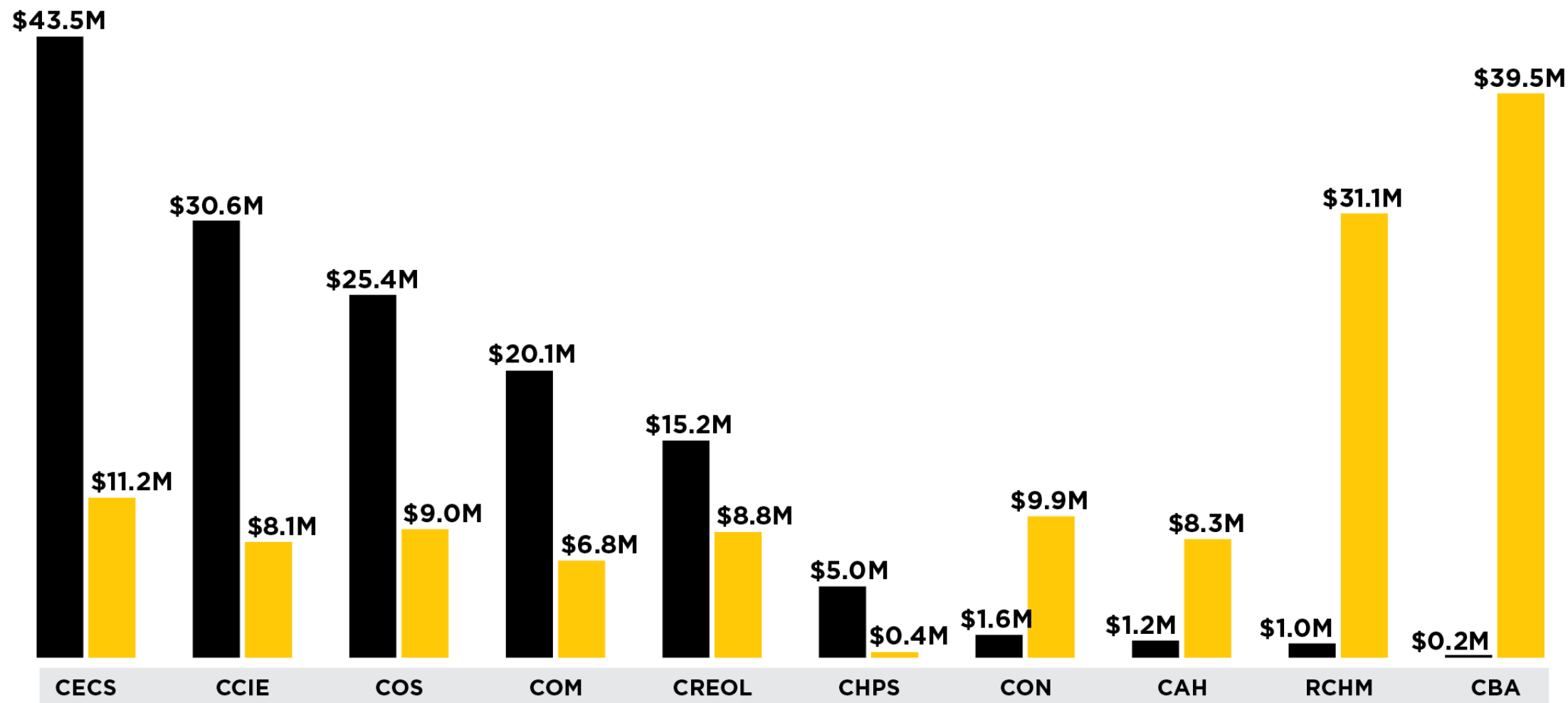
COLLEGE comparison



COLLEGE comparison



COLLEGE comparison



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strategic **PLANNING**